
BUSINESS

OVERVIEW

We are a leading integrated temperature-control supply chain service provider in China for the pharmaceutical and life science industry. With a core focus on temperature-control supply chain services for clinical trials, we also extend our business to temperature-control supply chain services for commercial medical products, as well as the R&D and manufacturing of temperature-control equipment and materials. Our temperature-control supply chain services cover project management, clinical packaging and labeling, temperature-control packaging, logistics and storage services, drug return and destruction, and other supply chain services such as customs bonded warehouse services, import/export agency, customs clearance, direct to/from patient services and biospecimen management. In particular, our project management service provides end-to-end support for clinical trial temperature-control supply chains — from pre-trial setup and operational oversight to post-trial data retention and full traceability. In parallel, we also independently developed temperature-control equipment, mainly including temperature-control packaging containers, mini cold storage units and liquid nitrogen tanks, as well as core components such as VIPs and PCM packs. According to Frost & Sullivan, based on the revenue in 2025, we were the largest temperature-control supply chain service provider for pharmaceutical and life science industry in China, and the only Chinese company among the global top 10 clinical trial temperature-control supply chain service providers.

Our Services

We provide temperature-control supply chain services and in-house developed and manufactured temperature-control equipment to customers in the pharmaceutical and life science industry. Our service offerings cover the entire medical product lifecycle, from pre-clinical research and clinical trials to post-approval commercial distribution. During the Track Record Period, we served over 7,000 customers, including top biopharmaceutical and biotechnology companies, central laboratories, CROs and CDMOs, covering a wide range of drug categories.

Our Capabilities

Our advanced temperature-control packaging technologies, intelligent digital system and self-operated multinational service network enable us to support pharmaceutical and life science companies in the supply chain management of drugs and therapies.

Our advanced temperature-control packaging technologies offer solutions including refrigeration, freezing, dry ice and liquid nitrogen, and we also provide humidity-control, radiation-proof and shock-resistance packaging solutions. Our PCM packs cover 18 transition points across a temperature range from -70°C to +37°C, enabling precise temperature management for a variety of use cases. We also independently develop and manufacture VIPs using gas-phase silica nanoporous vacuum technology, achieving a thermal conductivity as low as 0.004 W/m·K. We further developed 1-5 mm ultra-thin nanoporous insulation sheets capable of withstanding temperatures up to 800°C, which are suitable for thermal and fire protection.

BUSINESS

Our integrated digital system supports the entire supply chain cycle across order placement, packaging, logistics, storage, quality control, payment settlement, and project management. Our system is built on a microservices architecture with independently deployable modules, allowing each module to be upgraded flexibly. The system incorporates hundreds of specialized order parameters that can be flexibly configured to meet the needs of different projects and customers. It enables real-time monitoring of logistics status through temperature- and location-tracking data loggers, ensuring integrity and full-chain traceability across the temperature-control supply chain services.

Our self-operated and tightly managed service network supports high-quality and responsive delivery. We have clinical trial supply chain service capabilities across Beijing, Shanghai and Guangzhou. As of the Latest Practicable Date, we have established three clinical depots and one biorepository, and over 130 operational sites across major cities in China including over 40 regional operational centers, covering 99% of prefecture-level cities. We also established regional operational centers in North America, Europe, Australia, and Southeast Asia. Our multinational service network covers more than 70 countries and regions, enabling us to deliver integrated, end-to-end services for MRCTs.

Our Market Opportunities

Our temperature-control supply chain services are centered around the pharmaceutical and life science industry. Driven by rising demand for biologics such as antibodies and vaccines, and the growing adoption of next-generation therapies including bispecific antibodies, CGTs and ADCs, the global temperature-control supply chain market for the pharmaceutical and life science industry increased from US\$20.7 billion in 2020 to US\$31.3 billion in 2025, at a CAGR of 8.7% and it is expected to reach US\$45.1 billion by 2030, at a CAGR of 7.3% from 2026 to 2030. The corresponding market in China increased from RMB18.8 billion in 2020 to RMB28.0 billion in 2025, at a CAGR of 8.3%, and it is expected to reach RMB43.4 billion by 2030, at a CAGR of 8.9% from 2026 to 2030.

In particular, clinical trials in the pharmaceutical and life science industry have emerged as a key driver of demand. The rapid growth in new drug development and multi-regional clinical trials has created significant opportunities for temperature-control supply chain services. Innovative drugs and therapies in clinical trials tend to require more stringent temperature control, greater transport stability and higher compliance standards, which have driven the industry demand to evolve from basic temperature-control logistics services toward integrated temperature-control supply chain services. As a result, the global temperature-control supply chain market for clinical trials increased from RMB21.4 billion in 2020 to RMB39.1 billion in 2025, at a CAGR of 12.8%, and is expected to reach RMB62.4 billion by 2030, at a CAGR of 9.7% from 2026 to 2030. The corresponding market in China increased from RMB2.0 billion in 2020 to RMB4.0 billion in 2025, at a CAGR of 14.9%, and is expected to reach RMB7.3 billion by 2030, at a CAGR of 12.7% from 2026 to 2030.

BUSINESS

Driven by the rise in innovative drug approvals, broader adoption of biologics, and the steady demand for vaccinations, the global market for temperature-control supply chain services for commercial medical products has grown steadily, increasing from RMB127.1 billion in 2020 to RMB185.9 billion in 2025, and is expected to reach RMB261.7 billion by 2030. The corresponding market in China increased from RMB16.8 billion in 2020 to RMB24.0 billion in 2025, and is expected to reach RMB36.1 billion by 2030. Advanced and reliable temperature-control packaging equipment forms a critical foundation for temperature-control supply chain services and offers potential for broader application in emerging scenarios. The global market for temperature-control equipment and materials increased from RMB20.0 billion in 2020 to RMB32.4 billion in 2025, and is expected to reach RMB48.3 billion by 2030. The corresponding market in China expanded from RMB1.2 billion in 2020 to RMB2.0 billion in 2025, and is expected to reach RMB3.7 billion by 2030.

Our Financial Performance

We have achieved steady financial growth during the Track Record Period. Our revenue increased from RMB614.2 million in 2023 to RMB654.5 million in 2024, and further increased to RMB727.6 million in 2025. For the four months ended April 30, 2026, our revenue grew to RMB256.4 million, as compared to RMB236.8 million for the same period in 2025. Our gross profit increased from RMB202.3 million in 2023 to RMB215.5 million in 2024, with a stable gross profit margin of 32.9%, and further increased to RMB268.8 million in 2025, with gross profit margin improving to 36.9%. For the four months ended April 30, 2026, our gross profit grew to RMB97.2 million, with a gross profit margin of 37.9%, as compared to RMB88.0 million for the same period in 2025, with a gross profit margin of 37.2%. In 2023, 2024, 2025 and for the four months ended April 30, 2025 and 2026, our profit for the year/period amounted to RMB92.0 million, RMB26.4 million, RMB139.0 million, RMB49.7 million and RMB45.2 million, respectively. We have adopted share-based incentives to attract and retain talents. As a result, we recorded share-based payments of RMB1.6 million, RMB72.1 million, RMB4.6 million, RMB4.6 million and nil in 2023, 2024, 2025 and for the four months ended April 30, 2025 and 2026, respectively. Excluding the impact of these share-based payments, [REDACTED] expenses and the corresponding tax income, our adjusted net profit (non-IFRS measure) amounted to RMB97.5 million, RMB100.5 million, RMB152.0 million, RMB54.4 million and RMB55.7 million in 2023, 2024, 2025 and for the four months ended April 30, 2025 and 2026, respectively. Our corresponding adjusted net profit margin (non-IFRS measure) was 15.9%, 15.4%, 20.9%, 23.0% and 21.7% for each respective period during the Track Record Period.

OUR STRENGTHS

Leadership in the clinical trial temperature-control supply chain service industry, obtaining trust and endorsement from extensive high-quality customers

We are a leading clinical trial temperature-control supply chain service provider in China with over a decade of dedicated industry experience. According to Frost & Sullivan, based on the revenue in 2025, we are the largest provider of clinical trial temperature-control supply

BUSINESS

chain services in China and the only Chinese company ranked among the global top 10. Based on public statistics on the Drug Clinical Trial Registration and Information Disclosure Platform of the Center for Drug Evaluation under the NMPA, during the Track Record Period, we served clinical trials for over 5,000 investigational new drug (“IND”) applications, accounting for approximately 34% of all filed IND applications; and we served over 300 MRCTs during the Track Record Period. According to Frost & Sullivan, our customer base during the Track Record Period covered 100% of the top 20 pharmaceutical companies in China and 50% of the global top 20 pharmaceutical companies, measured by R&D expenses in 2025. Among our top five customers in each period during the Track Record Period, 87% had maintained collaboration with us for over eight years, highlighting the depth and stability of our customer relationship.

We play a defining role in advancing technical standards in the temperature-control supply chain industry in China. We have participated in the formulation of five national standards, covering temperature-control supply chain requirements for pharmaceuticals and biospecimens, quality control of pharmaceutical logistics, as well as performance testing of VIPs used in temperature-control packaging. Our capabilities are further validated by a series of high-profile recognitions, including among others, our designation as a Shanghai High and New Technology Enterprise. See “— Awards and Recognition.”

Integrated end-to-end temperature-control supply chain services empowering customers to accelerate clinical trial and commercial progress

We have built a strong customer base and industry reputation in the clinical trial temperature-control supply chain services. We have further expanded upstream into developing temperature-control equipment and materials, supported by deep technical know-how and extensive operational experience. At the same time, we have expanded our network coverage and enhanced brand recognition by extending our temperature-control supply chain services to commercial medical products. These interrelated businesses reinforce each other and collectively form a flywheel effect that drives our continued growth.

Clinical Trial Temperature-Control Supply Chain Services. As a leading provider of clinical trial temperature-control supply chain services in China, our integrated services covering clinical drugs, biological samples and other clinical trial materials. With extensive experience in supporting global MRCTs, we provided temperature-control supply chain services to over 300 MRCT projects during the Track Record Period. With deep industry expertise and a long-standing focus on clinical trial supply chains, we serve a broad range of pipelines including but not limited to CGTs, ADCs and mRNA vaccines. Leveraging our technical capabilities and industry knowledge, we deliver compliant, specialized and efficient end-to-end temperature-control supply chain services to our customers.

Commercial Medical Product Temperature-Control Supply Chain Services. We work closely with our customers to design and implement temperature-control supply chain services for commercial medical products with stringent temperature and humidity requirements. We design optimized packaging solutions based on product attributes such as temperature range

BUSINESS

and packaging specifications. During the validation phase, we conduct both static and dynamic validation according to customers’ needs to ensure our packaging solutions meet regulatory and customer expectations. In addition, we provide temperature-control storage and logistics services. According to Frost & Sullivan, we served 60% of the top 20 public IVD companies in China as ranked by revenue in 2025, reflecting our strong market recognition and trust among leading industry players.

R&D and Manufacturing of Temperature-Control Equipment and Materials.
Leveraging our extensive experience in temperature-control logistics and continuous product iteration, we have developed a wide portfolio of temperature-control packaging solutions covering over 20 temperature zones to meet diverse customer needs. Hundreds of thousands sets of our temperature-control packaging equipment have been used in the pharmaceutical and life science supply chain market, with certain products exported to Southeast Asia, Europe, Australia, North America and Africa.

Reliable and timely delivery backed by an integrated self-operated multinational service network empowering the go-global strategy of Chinese innovative pharmaceutical companies

We have established a self-operated and tightly managed service network, bringing reliable and efficient supply chain service to over 7,000 customers during the Track Record Period. In China, we have established a three-tier service network to ensure broad coverage, rapid response, and consistent quality. Our domestic network includes three clinical depots and one biorepository in Shanghai, Beijing, and Guangzhou, and over 130 operational sites across major cities in China including over 40 regional operational centers in logistics hubs such as Wuhan, Xi’an, and Chengdu. We deploy a full-time frontline operation team of over 900 operators across this network, supported by a structured training program that combines standardized operating training, on-the-job mentorship, and performance assessments. The integration of this in-house network with standardized equipment and a stable workforce underpins our commitment to stringent quality control, regulatory compliance, fast response, and timely delivery.

We have also expanded our overseas footprint with six self-operated regional operational centers in North America, Europe, Australia, and Southeast Asia. During the Track Record Period, we provided integrated cross-border supply chain services to over 300 Chinese biopharmaceutical companies, supporting their global clinical trials and product expansion. In parallel, our service quality has gained increasing recognition from international customers, with over 100 overseas companies engaging our supply chain services during the same period. As of the Latest Practicable Date, our cross-border capabilities over 70 countries and regions worldwide.

BUSINESS

Temperature-control technologies expanding application from the pharmaceutical and life science industry to advanced manufacturing and new energy industries

Over the years, we have been developing temperature-control materials and packaging technologies and have built a technical portfolio that supports a wide temperature range covering refrigeration, freezing, dry ice, and liquid nitrogen, and we also provide humidity-control, radiation-proof and shock-resistance packaging solutions. Our PCM packs cover 18 transition points between -70°C to +37°C to meet diverse temperature requirements. We also developed VIPs using gas-phase silica nanoporous vacuum technology, achieving thermal conductivity as low as 0.004 W/m·K. Building on this, we engineered 1-5 mm ultra-thin nanoporous insulation sheets that withstand up to 800°C for use in scenarios such as thermal protection of new energy batteries. We are further expanding the application scenarios of our temperature-control technologies from the pharmaceutical and life science industry to the advanced manufacturing and new energy industries.

As of the Latest Practicable Date, we had established a comprehensive intellectual property portfolio consisting of 59 patents and patent applications covering areas such as composite integration, thermal performance enhancement, and structural design. We are also in collaboration with leading universities and research institutions to explore areas such as the development of supramolecular composite phase change materials, strengthening our technological foundation for reliable and high-performance temperature-control solutions.

Our technical solutions have earned broad recognition from customers and across the industry. In 2018, we provided the temperature-control packaging solution for China’s first CAR-T clinical trial; in 2023, our temperature-control packaging solutions were commercially applied into the advanced manufacturing area; and in 2025, our nuclear medicine packaging solution passed Type A radiation shielding validation. To date, hundreds of thousands of sets of our proprietary temperature-control packaging equipment have been used in the pharmaceutical and life science supply chain, including in the delivery of one of the world’s top three best-selling drugs by sales value in 2024, demonstrating the adaptability and technical strength of our packaging solutions in high-demand clinical and commercial scenarios.

Industry know-how and digital capabilities supporting a fully traceable and aligned platform

We have devoted to proprietary IT development since 2012 and built an in-house team of over 50 professionals. Drawing on over a decade of development across thousands of customer projects, we have built a strong technical foundation capable of supporting large-scale data processing and AI-enabled applications. Leveraging this infrastructure, we have developed an integrated digital platform tailored to the highly regulated, time-sensitive, and protocol-specific needs of clinical trial supply chains. It improves execution efficiency, enhances traceability, and ensures regulatory compliance, giving us a distinct edge in a market. As of the Latest Practicable Date, we have registered 33 software copyrights in relation to our IT infrastructure and systems.

BUSINESS

- ***Unified Platform Supporting end-to-end Execution.*** Our microservices-based systems support independent operation of each module and interaction via internal APIs, ensuring efficient cross-functional collaboration. Our digital platform supports flexible selection and customization of over hundreds of operational parameters, covering key quality control checkpoints across service scenarios, addressing the complexity of diverse clinical protocol requirements, product and logistics requirements. Our logistics order exception rates remained consistently low at 0.039%, 0.026%, 0.011% and 0.007% in 2023, 2024, 2025 and for the four months ended April 30, 2026, respectively, reflecting high service quality.
- ***Digital Intelligence-driven Platform.*** Our digital platform supports core supply chain workflows from order entry and parameter setting to resource coordination and task routing, enhancing execution accuracy and operational efficiency. Building on our historical project data, the platform has integrated with various tools to guide decision-making in areas such as trial-site resource allocation, material preparation, and storage and logistics planning, therefore improving cost efficiency throughout the clinical trial lifecycle.
- ***Traceability Aligned with International Validation Standards.*** Our digital platform complies with FDA 21 CFR Part 11 rules and GAMP5 guidance and enables end-to-end traceability across the entire service chain, supporting our compliance with WHO GDP and GMP standards.

Visionary and seasoned management team and a focused, stable talent pool supporting long-term growth

Our core management team comprises industry veterans dedicated to the pharmaceutical and life science supply chain industry in China since our inception. We have played an active role in the industry’s evolution, closely accompanying the rise of China’s innovative drug development and the ongoing refinement of its clinical trial ecosystem. Drawing on extensive practical experience across market expansion, operational management, digital infrastructure, quality management, strategic investments, and new materials R&D, our team has built a strong and integrated foundation of capabilities that drives our continued leadership.

Our executive director and CEO, Mr. JU Jibing, has nearly two decades of experience in the clinical trial supply chain industry, with a strong background in sales and manufacturing. He leads our overall strategy and business development, drawing on deep industry insight and execution experience. Mr. XU Yufei, executive director and vice president, has over 15 years of experience and oversees our digital infrastructure, corporate strategy, and investment activities, spearheading key initiatives in digital transformation and long-term planning. Mr. LIU Chaojun, executive director and vice president, has over ten years of industry experience and is responsible for operations, project delivery, and quality management, ensuring service consistency and customer satisfaction. Ms. CHEN Lu, executive director and CFO, brings over 16 years of experience in accounting and financial management and over 10 years of experience in capital markets and cross-boarder M&A, supporting our financing strategy and overseas expansion. Dr. GUO Yunlong, R&D director, has around 10 years of experience in advanced materials research. He leads our R&D team in building core in-house capabilities and driving the commercialization of material innovations in applications.

BUSINESS

OUR STRATEGIES

Reinforce our leadership in clinical trial temperature-control supply chain services by enhancing integrated capabilities

We will continue to concentrate on clinical trial supply chain services, and further enhance our integrated service capabilities to reinforce our market position. We plan to deepen and broaden our service offerings across the clinical trial supply chain, including developing an eClinical system supporting patient randomization and blinding, trial-data management, and clinical drug management, full-lifecycle clinical biospecimen management, and other clinical supply chain capabilities. In pursuit of these capabilities, we may consider strategic investments or acquisitions of targets with complementary technologies or synergistic customer bases.

We will continue to optimize our service processes by streamlining and modularizing key workflows by building replicable, scalable, and standardized services while retaining our edge in customized solutions. In parallel, we will further advance our digital and intelligent technologies, including data analytics, automation, and smart systems, to enhance operational efficiency and strengthen our overall competitiveness.

We plan to further leverage the synergies among our business lines to expand market reach and enhance operational efficiency. By continuing to strengthen our clinical trial supply chain capabilities, we aim to deepen our collaboration with biopharmaceutical companies and solidify our industry reputation. As our biopharmaceutical partners advance their pipelines toward commercialization, our service offerings also meet their extended supply chain needs. To support this, we will continue to expand and upgrade our service network and international capabilities, empowering global pharmaceutical partners and improving patient access to innovative therapies. To maintain our technological competitiveness, we will continue to invest in R&D to develop specialized technologies and products tailored to the stringent temperature-control requirements of advanced therapies.

Strengthen supply chain capabilities by continuously expanding a self-operated multinational network

We continue to build a multinational temperature-control supply chain network. In China, we have built a supply chain service infrastructure centered around Beijing, Shanghai, and Guangzhou, with an extensive network extending across major cities and regions nationwide. We have established a presence in key regions including the U.S., Europe, Southeast Asia, and Australia, and continue to enhance our on-the-ground capabilities to support timely and compliant service delivery. As part of our global strategy, we are upgrading selected overseas locations into clinical depots, expanding regional operational centers and sites, and working with reliable local partners to provide integrated, end-to-end supply chain services for global clinical trials. We also plan to open additional overseas offices, further localizing our operational network and reinforcing our delivery capabilities.

BUSINESS

Drive temperature-control material innovation for application expansion and strengthen digital intelligent capabilities in temperature-control supply chain services

We continue to strengthen our capabilities in advanced materials and temperature-control packaging, which not only support our core supply chain services but also create opportunities in markets such as advanced manufacturing and new energy. Leveraging our PCMs and VIPs key technologies, we are developing a modular and standardized product architecture that improves packaging performance while controlling costs. Meanwhile, their superior thermal regulation and fire-resistance properties offer promising application potential in advanced manufacturing and new energy industries. To further unlock this potential, we are deepening our system-level R&D and engineering capabilities across nanomaterials and thermal packaging solutions. We will focus on the formulation optimization of new materials, production process enhancement, and integrated application development to drive improvements in both performance and cost. We are also building various dedicated technology platforms in terms of VIP formulation and processing, PCM formulation, application development, packaging equipment design, and environmental simulation, to create a sustainable innovation engine that supports both our core business and expansion into new markets.

We will continue to drive the digital transformation of our operations to enhance service quality and delivery efficiency. We are making sustained investments in IT infrastructure and upgrading core system modules including order management, logistics, storage, quality control, temperature monitoring, asset tracking and international operations, so that to build a stable, modular, and scalable digital operating system. Leveraging our extensive operational datasets, we are also training and refining AI agents to develop intelligent decision-support tools capable of adapting to a wide range of real-world scenarios.

Foster an international, diversified talent team through strategic talent development

We are building a team with the depth and agility to support our international expansion and continued innovation. We focus on attracting talent with cross-disciplinary expertise in pharmaceuticals and supply chain operations, seasoned commercial and managerial professionals with international exposure, and technical specialists in new materials and IT. This diverse talent base enhances our ability to accelerate product development, drive service innovation, and scale sustainably. To cultivate long-term capabilities, we are also developing structured training programs and a knowledge management system to strengthen technical skills and readiness of our teams. We also encourage participation in domestic and international industry forums to stay ahead of regulatory and technological trends. Internally, we are refining training modules covering functional skills, business processes, and compliance to support holistic team development. Through both strategic hiring and systematic development, we are laying the human capital foundation for sustained leadership in service and technology.

BUSINESS

OUR TEMPERATURE-CONTROL SUPPLY CHAIN SERVICES AND PRODUCTS

We offer integrated temperature-control supply chain services and products to serve the entire lifecycle of pharmaceutical and life science products from pre-clinical research and clinical trials to commercial launch. The following table sets forth a breakdown of our revenue for each period during the Track Record Period:

	For the Year ended December 31,						For the Four Months ended April 30,			
	2023		2024		2025		2025		2026	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
	(unaudited)									
	(RMB in thousands, except percentages)									
Temperature-control supply chain services										
– for clinical trials	508,097	82.7	542,011	82.8	597,899	82.1	193,641	81.7	204,593	79.8
– for commercial medical products	99,414	16.2	98,184	15.0	105,039	14.5	32,111	13.6	43,627	17.0
	607,511	98.9	640,195	97.8	702,938	96.6	225,752	95.3	248,220	96.8
Sales of temperature-control products	6,675	1.1	14,294	2.2	24,636	3.4	11,063	4.7	8,191	3.2
Total	614,186	100.0	654,489	100.0	727,574	100.0	236,815	100.0	256,411	100.0

Temperature-Control Supply Chain Services

We provide integrated temperature-control supply chain services for pharmaceutical and life science products across their full lifecycle, from pre-clinical, clinical trials through commercialization. The following diagram illustrates our major supply chain service offerings across different clinical and commercial stages.

Phases	Pre-clinical	Phase I	Phase II	Phase III	Phase IV	Commercialization
Goods	Biospecimen	Clinical trial drugs, medical devices and biospecimens				Medical products
Services	TC packaging service	Primary and secondary packaging service				TC packaging service
		Labeling service				
		TC storage service				
		TC packaging service				
	TC logistics service	TC logistics service				TC logistics service
		Return, accountability and destruction service				
		Clinical trial biospecimen management				
		Project management				

* Abbreviation: TC = temperature control

BUSINESS

Clinical Trial Temperature-Control Supply Chain Services

Our clinical trial temperature-control supply chain services primarily support temperature- and time-sensitive biopharmaceuticals, including monoclonal and bispecific antibodies, antibody-drug conjugates, recombinant proteins, nucleic acid drugs, cell and gene therapies, mRNA-based drugs, and certain high-potency small molecule drugs, as well as biospecimens derived from humans, animals, plants, and microorganisms in life science research. Our clinical trial temperature-control supply chain services support clinical trials across the full development life cycle, encompassing pre-clinical research, all phases of clinical trials and subsequent commercialization. Our customers primarily include biopharmaceutical companies, CROs, CDMOs, central laboratories, testing institutions and research institutes.

Based on public statistics on the Drug Clinical Trial Registration and Information Disclosure Platform of the Center for Drug Evaluation under the NMPA, during the Track Record Period, we served clinical trials for over 5,000 IND applications, accounting for approximately 34% of all filed IND applications. Meanwhile, we served over 300 MRCTs during the Track Record Period. According to Frost & Sullivan, our customer base during the Track Record Period covered 100% of the top 20 pharmaceutical companies in China and 50% of the global top 20 pharmaceutical companies, measured by R&D expenses in 2025. During the Track Record Period, our revenue from clinical trial supply chain services increased from RMB508.1 million in 2023 to RMB542.0 million in 2024, and further increased to RMB597.9 million in 2025, and it increased from RMB193.6 million for the four months ended April 30, 2025 to RMB204.6 million for the same period in 2026.

Major Types of Clinical Trial Supply Chain Services

We offer modular, menu-based temperature-control supply chain services that can be customized to meet the diverse needs from different clinical trial projects. Our integrated services address the sensitive handling needs of clinical drugs and materials and typically include clinical packaging and labeling, temperature-control logistics and storage, return and destruction of clinical drugs and materials, biospecimen management and project management, ensuring product integrity, safety and compliance throughout the clinical trial process.

- ***Clinical Packaging and Labeling.*** We provide customized clinical primary packaging services for clinical trial drugs, such as aluminum foil blister packs, alu-plastic blister packs and bottle packaging. Designed for small-batch, multi-lot production, our packaging solutions are tailored to meet precise clinical dosing needs and align with secondary packaging requirements to streamline production workflow and to reduce material waste. We further provide clinical secondary packaging services that support complex clinical dosing protocols, such as randomization, double-blind control, placebo use and dose escalation. In parallel, we provide labeling services covering clinical drug label design, in-house label printing and application. Equipped with in-house labeling and automated inspection systems, we can flexibly schedule packaging production and ensure timely and precise services. These operations are conducted in our GMP-compliant cleanrooms based on the drug’s specific temperature and humidity requirements, ensuring regulatory integrity.

BUSINESS



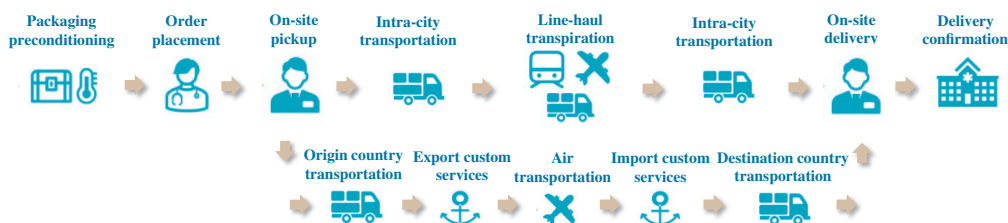
- ***Temperature-Control Storage.*** We have established three clinical depots and one biorepository in Shanghai, Beijing and Guangzhou, offering a wide range of storage temperature zones. All temperature-control facilities undergo seasonal validation and annual third-party calibration to ensure ongoing stability and storage safety. Our storage environments are fully compliant with GDP and other clinical trial requirements. For details of our storage infrastructure, see “— Our Facilities and Service Network.”



- ***Temperature-Control Packaging.*** Leveraging our proprietary temperature-control technologies and equipment, we provide packaging solutions covering a wide range of temperature zones to support the storage and logistics of temperature-sensitive pharmaceuticals and biospecimens. We design and validate customized packaging solutions based on the temperature sensitivity, stability profile and handling requirements of each product of our customers, ensuring precise and stable temperature control. For details of our temperature-control packaging, see “— Temperature-Control Products” and “— R&D and Technology — Packaging and Temperature-Control Technologies.”
- ***Temperature-Control Logistics.*** To ensure end-to-end temperature compliance during transportation, we perform packaging pre-conditioning at our regional operational centers, tailored to the specific temperature-control needs of different clinical drugs and samples. Our digital system manages the entire process from order placement to final delivery, enabling automated task assignment, real-time tracking, and exception handling. Throughout the logistics process, temperature and

BUSINESS

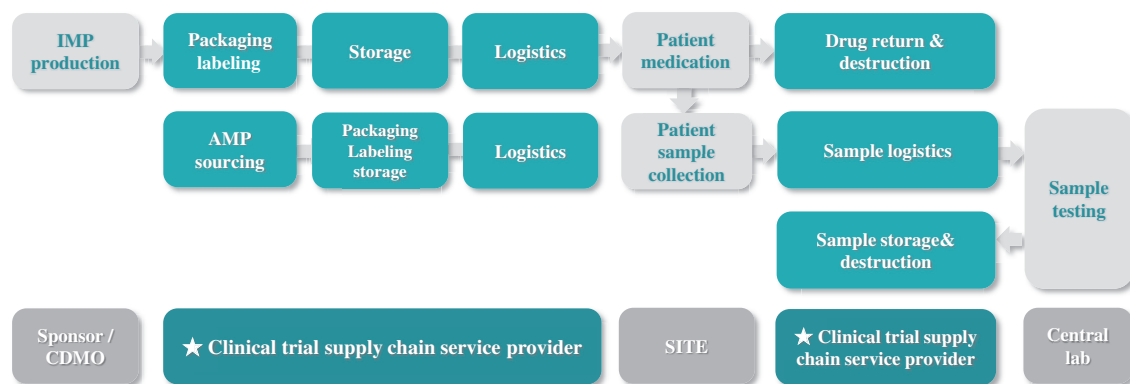
handling data are consistently monitored across all touchpoints to ensure traceability, uninterrupted temperature control and strict regulatory compliance. We also provide cross-border temperature-control supply chain services to support our customers in conducting MRCTs and commercial activities across different regulatory environments. Such service primarily include international transportation, customs clearance support and bonded warehouse management. For details, see “— Our Facilities and Service Network.”



- Return, Accountability and Destruction.*** We provide retrieval and destruction services for clinical drugs and biospecimens in accordance with customer requirements. Returned products are collected following strict handling and documentation protocols, and final destruction is conducted in collaboration with certified third-party service providers to ensure full regulatory compliance.
- Clinical Trial Biospecimen Management.*** We offer clinical biospecimen management services primarily including the temperature-control storage of biospecimen samples collected during clinical trials and the logistics flow management. We have one biorepository in Shanghai with 220 freezers and one LN₂ tank, supporting a variety of temperature zones. For details, see “— Our Facilities and Service Network.” We implement secure and systematic zone-based management of stored biospecimen based on temperature requirements, storage duration, and other specified conditions, ensuring high-quality and well-organized handling throughout the biospecimen lifecycle.
- Project Management.*** Our project management services support the full lifecycle of clinical trial temperature-control supply chains. Prior to initiation of a clinical trial project, we work closely with customers to deploy relevant tracking parameters and integrate applicable e-clinical systems that our customers use, enabling efficient planning and streamlined execution. During trial operations, we manage clinical depots, monitor logistics and storage activities, promptly report and address exception orders, maintain ongoing communication with clinical sites, and coordinate clinical drugs delivery and retrieval. Upon project completion, we provide long-term electronic retention of clinical supply chain data and supporting records, ensuring full traceability and auditability across the entire service process.

BUSINESS

Our Role in Clinical Research and Life Science Ecosystem



★ denotes our areas of participation within the ecosystem.

As clinical trial and life science research continues to evolve, the related trial and research processes are becoming increasingly complex, getting more cross-disciplinary, spanning multiple geographies, and subject to more stringent regulatory oversight. Trial sponsors now face growing challenges in translating protocol requirements into operational execution, particularly when it comes to managing clinical drugs, biospecimens, and auxiliary trial materials across the entire clinical journey. In response, a highly specialized ecosystem of third-party service providers, such as CROs and CDMOs, has taken shape to address discrete components of the R&D and clinical development value chain. Within this broader ecosystem, integrated clinical supply chain service providers like us play a critical role in bridging the operational and regulatory interface between upstream drug production and downstream clinical use. Our services help ensure that clinical drugs, biospecimens, and other clinical materials are packaged, labeled, stored, delivered, and retrieved with precision, compliance, and traceability. These services require capabilities such as clinical depot operations, temperature-control logistics, DTP/DFP and biospecimen management, return and destruction, which are essential to supporting modern trial designs. Beyond execution, our services are integrative by nature as we work closely with sponsors and CROs to translate clinical protocol specifications into operational supply chain solutions, delivering precision, quality, and regulatory compliance at every stage of clinical execution.

Competitive Strengths of our Clinical Trial Temperature-Control Supply Chain Services

Key competitive strengths of our clinical trial temperature-control supply chain services include the following:

- End-to-end Service Infrastructure.** Our supply chain services are supported by our self-operated nationwide supply chain network and our proprietary digital management system. Leveraging these capabilities, we are able to provide stable, scalable and compliant supply chain solutions that are responsive to the unique demands of clinical and life science customers. As of the Latest Practicable Date, we operated three clinical depots and one biorepository in Beijing, Shanghai and Guangzhou, and over 130 operational sites including over 40 regional operational centers in major cities in China. Our service network is further supported by a proprietary digital management system, enabling full-process visibility and real-time control over order placement, temperature monitoring, route optimization, documentation, exception handling and asset tracking.

BUSINESS

- ***Customization Capabilities Driven by Deep Industry Know-How and In-House Technical Development.*** We offer customized solutions tailored to the non-standardized and protocol-specific nature of clinical trials and life science research. Our services cover the full lifecycle of clinical supply chain operations, including clinical packaging and labeling, temperature-control storage, packaging, logistics, return and destruction of clinical drugs, clinical biospecimen management as well as project management. In particular, we are able to develop and apply customized temperature-control packaging and logistics solutions that meet customers’ precise temperature requirements, leveraging our in-house R&D and production capabilities. Our customization strengths are supported by dedicated R&D teams, robust internal quality mechanisms, and long-standing industry engagement, enabling us to deliver temperature-control solutions that ensure higher operational efficiency, fewer protocol deviations and shorter activation timelines.
- ***High Service Standards with Stringent Quality Control.*** We maintain a rigorous quality management system aligned with applicable regulatory standards, including WHO GDP and GMP guidelines. Our core clinical quality control team has over a decade of related industry experience, with extensive expertise in clinical protocol interpretation, quality planning, and execution oversight. In addition, we have developed a frontline operational team of over 900 trained personnel, covering a wide geographic footprint across China. To ensure operational consistency and regulatory compliance, we have established a comprehensive SOP system comprising over 400 SOPs as of the Latest Practicable Date. We have also developed a robust internal training and competency assessment mechanism, under which all frontline staff are required to complete standardized training and pass role-specific assessments. Such framework ensures the quality, precision and consistency of our services across all projects.
- ***Expertise in Reverse Temperature-Control Logistics.*** Unlike conventional forward logistics models, clinical and life science supply chains often involve high-frequency reverse logistics, such as the retrieval of unused clinical drugs from decentralized clinical sites, biospecimen collection from patients, and return of packaging and other trial related materials. These reverse flows entail greater operational complexity due to wide geographic dispersion, limited local infrastructure, and the need to meet strict requirements on time sensitivity, chain-of-custody and temperature integrity. We have developed specialized capabilities in reverse logistics, including pre-coordination with clinical sites, trained pick-up teams, and real-time in-transit monitoring, ensuring secure and compliant return operations.
- ***Cross-Border Capabilities for Global Trials.*** We also support global multi-center trials by providing cross-border supply chain services including international shipping, customs clearance, temperature-control storage and local delivery. Our operations are aligned with global regulatory standards, enabling secure and traceable movement of clinical drugs across regions.

BUSINESS

Commercial Medical Products Temperature-Control Supply Chain Services

As part of our integrated supply chain services, we also serve commercial-stage medical products, including both biopharmaceutical drugs and medical devices. We primarily serve medical products that are temperature-sensitive. For commercial medical products, we provide supply chain services primarily including temperature-control packaging solution validation, temperature-control logistics and storage services to ensure product stability and regulatory compliance. The corresponding supply chain workflows are generally standardized, with established protocols for temperature zoning, operational procedures, and chain-of-custody documentation. During the Track Record Period, our revenue from commercial medical product supply chain services amounted to RMB99.4 million, RMB98.2 million, RMB105.0 million and RMB43.6 million, respectively, in 2023, 2024, 2025 and for the four months ended April 30, 2026.

Our Facilities and Service Network

Our Domestic Service Network

Under our strategy of establishing and operating our own service network, our service offerings are primarily supported by our proprietary infrastructure and executed by our in-house teams. We have established a comprehensive self-operated service network across China. As of the Latest Practicable Date, we had established three clinical depots and one biorepository in Shanghai, Beijing, and Guangzhou, and over 130 operational sites including over 40 regional operational centers in logistics hubs such as Wuhan, Xi'an, and Chengdu. Our network supports door-to-door delivery with an efficient turnaround time of 24 to 48 hours in most regions and 48 to 72 hours in remote areas. We strictly carry out unified service standards throughout our facilities, supported by over 900 well-trained and experienced frontline operators with the capabilities to ensure high-quality execution.

Our Clinical Depot Facilities

We operate self-managed clinical depots in Beijing, Shanghai and Guangzhou, including three clinical drug depots and one biorepository for biological samples. Leveraging our strategically located clinical depots and flexible storage solutions, we enable DTP/DFP delivery models in support of decentralized clinical trials, ensuring the compliant and efficient delivery of clinical drugs and biospecimens.

BUSINESS

The following table sets forth the floor area, designed capacity, actual usage volume and utilization rate by clinical depot facilities during the Track Record Period:

	For the year ended December 31,			For the four months ended April 30,	Temperature-Control Service Capabilities
	2023	2024	2025	2026	
Clinical drug depot (Shanghai):					
Floor area (m ²)	4,814.9	8,565.4	8,565.4	8,565.4	Supports storage, labeling and packaging under • -25°C to -15°C; • 2°C to 8°C; • 15°C to 25°C; etc.
Designed capacity (units) . . .	20,320	43,230	43,230	43,230	
Actual usage (units)	20,315	32,855	36,251	36,362	
Utilization rate ⁽¹⁾ (%)	100.0%	76.0%	83.9%	84.1%	
Clinical drug depot (Beijing):					
Floor area (m ²)	978.9	978.9	978.9	978.9	Supports storage, labeling and packaging under • 2°C to 8°C; • 15°C to 25°C
Designed capacity (units) . . .	5,250	5,250	5,250	5,250	
Actual usage (units)	2,010	3,221	3,862	3,932	
Utilization rate ⁽¹⁾ (%)	38.3%	61.4%	73.6%	74.9%	
Clinical drug depot (Guangzhou):					
Floor area (m ²)	378.9	378.9	378.9	378.9	Supports storage, labeling and packaging under • 2°C to 8°C; • 15°C to 25°C
Designed capacity (units) . . .	1,915	1,915	1,915	1,915	
Actual usage (units)	230	682	956	1,026	
Utilization rate ⁽¹⁾ (%)	12.0% ⁽⁴⁾	35.6%	49.9%	53.6%	
Biorepository (Shanghai):					
Designed capacity ⁽²⁾ (units) .	215	218	221	221	Supports storage under • -196°C to -150°C; • -90°C to -60°C; • -40°C to -20°C; • -25°C to -15°C;
Actual usage ⁽³⁾ (units)	156	168	180	181	
Utilization rate ⁽¹⁾ (%)	72.6%	77.1%	81.4%	81.9%	

Notes:

- (1) The utilization rate equals actual usage divided by the designed capacity in the respective year/period.
- (2) Designed capacity of our biorepository is calculated based on the number of freezers available for use at year end. Our biorepository is also equipped with one LN₂, which we have fully utilized during the Track Record Period.
- (3) Actual usage of our biorepository is calculated based on the number of freezers actually in use at year/period end.
- (4) The relatively low utilization rate of our Guangzhou clinical drug depot in 2023 was mainly due to (i) lower demand from South China, where fewer of our customers are based, and (ii) such depot having only commenced operations in 2021. Notwithstanding the above, the utilization rate of such depot improved steadily during the Track Record Period as its operations and customer base gradually expanded.

Furthermore, our regional operational centers are equipped with cold storage facilities supporting the temperature-control packaging pre-conditioning, storage, cross-docking, temporary staging and pickup/delivery operations for clinical drugs and other products. Each center is staffed and equipped with transportation resources based on local business volume, site capacity, and geographic coverage to ensure efficient and reliable service execution.

BUSINESS

The following table sets forth the designed capacity of our regional operations centers during the Track Record Period:

	For the year ended December 31,			For the four months ended April 30,
	2023	2024	2025	2026
East China⁽¹⁾				
Designed capacity (m ²)	3,467	3,467	3,613	3,613
North China⁽¹⁾				
Designed capacity (m ²)	1,335	1,359	1,335	1,335
South China⁽¹⁾				
Designed capacity (m ²)	613	615	571	571
Southwest China⁽¹⁾				
Designed capacity (m ²)	757	757	757	757
Central China⁽¹⁾				
Designed capacity (m ²)	1,370	1,370	1,370	1,370
Northwest China⁽¹⁾				
Designed capacity (m ²)	401	401	401	401
Northeast China⁽¹⁾				
Designed capacity (m ²)	894	894	894	894

Note:

- (1) For this table purpose, East China covers Shanghai, Jiangsu, Zhejiang, Anhui, Fujian, Jiangxi, Shandong and Taiwan; North China covers Beijing, Tianjin, Shanxi, Hebei and Inner Mongolia Autonomous Region; Central China covers Henan, Hubei, Hunan; South China covers Guangdong, Guangxi, Hainan, Hong Kong and Macau; Southwest China covers Chongqing, Sichuan, Guizhou, Yunnan and Tibet Autonomous Region; Northwest China covers Shaanxi, Gansu, Qinghai, Ningxia Hui Autonomous Region and Xinjiang Uyghur Autonomous Region; Northeast China covers Liaoning, Jilin and Heilongjiang.

Our Transportation Resources

We have continuously established, expanded and optimized our self-operated transportation capacity, comprising our dedicated fleet of vehicles and our in-house frontline operators. Our self-operated resources cover the entire logistics process and are primarily deployed in pickup, delivery, and intra-city transport. Given the temperature-sensitive and compliance-critical nature of the products we handle, these core operations are primarily carried out by our in-house personnel to ensure strict adherence to operating procedures. As of April 30, 2026, we owned and operated 384 vehicles, including 112 refrigerated trucks. As of April 30, 2026, our frontline operational team comprised over 900 well-trained personnel, responsible for core logistics functions such as pickup and delivery execution, transportation resource scheduling, and real-time order tracking, ensuring quality and traceability across all stages of supply chain services.

BUSINESS

The following table sets forth the designed capacity, actual usage volume and utilization rate of our vehicles during the Track Record Period:

	For the year ended December 31,			For the four months ended April 30,
	2023	2024	2025	2026
Refrigerated trucks				
Designed capacity ⁽¹⁾				
(trips/month/vehicle)	13	13	13	13
Actual usage ⁽²⁾				
(trips/month/vehicle)	7.5	7.9	9.0	9.1
Utilization rate ⁽³⁾ (%)	57.8%	60.7%	69.3%	70.0%
Other transportation vehicles				
Designed capacity ⁽⁴⁾				
(trips/month/vehicle)	26	26	26	26
Actual usage ⁽²⁾				
(trips/month/vehicle)	23.4	24.1	23.8	23.9
Utilization rate ⁽³⁾ (%)	89.8%	92.8%	91.3%	91.9%

Notes:

- (1) Refrigerated vehicles are generally engaged in long-haul transportation and typically undertake 13 trips per month, with each trip taking approximately two days.
- (2) Actual usage is calculated as the total number of trips divided by the total number of months in service per vehicle.
- (3) The utilization rate equals actual usage divided by the designed capacity in the respective year/period.
- (4) Other transportation vehicles used for intercity transportation typically undertake 26 trips per month, with each trip taking approximately one day.

In addition to our self-operated logistics resources, we also supplement our transportation capacity through external service providers, including (i) procuring intercity and international transportation services, and (ii) engaging out-sourced delivery service providers for pickup and delivery in remote areas where we do not maintain self-operated sites. We maintain rigorous quality control over these outsourced services. We have adopted rigorous partner selection criteria through a structured supplier management system that includes operating qualifications, service capacity, track record and reputation, supplemented by trial runs for assessment. We have also implemented ongoing internal control measures to ensure all such external service providers consistently meet our stringent temperature-control requirements and service quality standards, including (i) real-time monitoring of goods in transit by our on-site operators with automated alerts for order anomalies; (ii) comprehensive pre-service training, mentoring and qualification assessments for our outsourced delivery service providers; (iii) strict operational protocols requiring detailed process logs and records; and (iv) regular performance evaluations to ensure continuous service improvement.

BUSINESS

- ***Intercity and International Transportation and Related Service.*** Our intercity and international transport services are primarily provided by industry-standard third-party providers, such as airlines, railway operators, and licensed trucking companies, who undertake the long-haul logistics, as well as other service providers such as customs agents. These services are generally standardized, widely available and interchangeable across providers, enabling us to flexibly adjust routes, service levels and modes of transport based on customer needs. Given the capital-intensive nature of such infrastructure, such as air freight and rail networks, and the mature service standards in the industry, it is customary and commercially efficient for temperature-control logistics providers to rely on established operators for these services. According to Frost & Sullivan, outsourcing such long-distance transport is an industry norm, and allows service providers like us to focus our resources on the higher-value, compliance-critical last-mile and site-facing logistics. In 2023, 2024, 2025 and for the four months ended April 30, 2026, the procurement costs amounted to RMB107.8 million, RMB122.9 million, RMB134.3 million and RMB52.0 million, respectively, for engaging third-party transportation service providers.
- ***Out-Sourced Delivery Service Providers.*** To address pickup and delivery needs in remote regions not covered by our self-operated network, we also source independent delivery service providers through a third-party human resource platform. These delivery service providers are not our employees, and are paid via the human resource platform for streamlined and centralized management. To ensure service quality and regulatory compliance, we (i) pre-screen qualified delivery service providers based on entry criteria and specific order requirements, (ii) provide onboarding training and operational guidance led by our in-house team, and (iii) closely monitor service execution through route planning, real-time supervision, and post-service evaluation. For initial assignments, our in-house staff provide on-site coaching to ensure adherence to procedures and quality standards. Out-sourced delivery service providers are only used to supplement delivery capacity for relatively simple orders in regions beyond our self-operated network. In 2023, 2024, 2025 and for the four months ended April 30, 2026, the procurement costs amounted to RMB5.0 million, RMB4.9 million, RMB6.5 million and RMB2.4 million, respectively, for engaging out-sourced delivery service providers. The corresponding service expenses are settled periodically through the human resource platform, and vary by region, route distance, cargo weight and service hours.

In March 2026, oil prices increased notably following recent geopolitical developments, with average gasoline and diesel prices rising by approximately 18.4% and 14.5%, respectively, compared with their average levels in 2025. Our Directors have assessed the impact of recent oil price fluctuations and are of the view that they have not had, and are not expected to have, any material adverse impact on our operations, primarily because: (i) fuel expenses only accounted for 3.2%, 3.2%, 2.7% and 2.4% of our total revenue in 2023, 2024, 2025 and for the four months ended April 30, 2026, respectively; (ii) we are increasing the proportion of new energy vehicles; and (iii) as of the Latest Practicable Date, our major domestic transportation services suppliers generally had not increased pricing pursuant to annual framework agreements, while cost changes in international operations typically had been passed on to customers through reasonable pricing adjustments.

BUSINESS

Our Growing Overseas Footprint

We are expanding our international presence to support the global operations of our customers across the pharmaceutical and life science value chain. As domestic biopharmaceutical companies increasingly pursue global clinical and business development opportunities, such as conducting MRCTs overseas and out-licensing pipeline drugs to international partners, we have extended our service capabilities beyond China to support these evolving needs. In line with our customers’ globalization strategies, we are building an integrated and scalable supply chain service network that delivers consistent, compliant and efficient solutions across borders.

Since commencing our international businesses in 2016 and up to the Latest Practicable Date, we have established six self-operated regional operational centers in the U.S., Belgium, Australia and Singapore. Over the years, we have progressively built our own temperature-control operational infrastructure and deployed local human resources, to deliver compliant and reliable services in key overseas markets. Our cross-border and overseas supply chain services primarily cover temperature-control packaging and storage, cross-border and overseas regional transportation, customs clearance and trade compliance advisory, as well as last-mile delivery.

We provided cross-border supply chain services to over 300 domestic customers in the Track Record Period, respectively, primarily including Chinese biopharmaceutical companies conducting multinational clinical trials. Revenue contribution from these cross-border supply chain services amounted to RMB44.2 million, RMB56.6 million, RMB62.4 million and RMB26.0 million, respectively, in 2023, 2024, 2025 and for the four months ended April 30, 2026.

In parallel, our service and product quality has gained increasing recognition from overseas customers. Accordingly, our overseas customer base had surpassed 200 in 2025. Revenue generated from overseas customers amounted to RMB20.1 million, RMB47.5 million, RMB52.8 million and RMB21.8 million, respectively, in 2023, 2024, 2025 and for the four months ended April 30, 2026.

During the Track Record Period and up to the Latest Practicable Date, we had not experienced any material adverse changes in sales, order volume, selling prices, financial performance, or received customer requests for order cancellations or renegotiation of sales terms as a result of U.S. or other overseas tariffs. On the contrary, our revenue generated from overseas customers remained relatively stable. The following table sets forth a breakdown of our revenue based on the incorporation place of our customers from the U.S. and Europe for the periods indicated.

BUSINESS

	For the year ended December 31,			For the four months ended April 30,
	2023	2024	2025	2026
	(RMB in thousands)			
United States ⁽¹⁾	13,394	29,278	19,351	7,288
Europe ⁽¹⁾	1,491	1,697	3,703	6,407

Note:

- (1) Such revenue is calculated based on the incorporation place of our customers, and includes both revenue generated locally within the respective jurisdiction and revenue arising from cross-border transactions.

We do not expect the recent developments of U.S. and Chinese tariffs to have a material adverse effect on our business and financial conditions because: (i) during the Track Record Period and up to the Latest Practicable Date, except for services procured locally by our U.S. subsidiary, we did not procure any raw materials or technologies from the U.S.; and (ii) our supply chain service offerings are not directly affected by tariffs imposed by the U.S. or China, and; (iii) revenue from the U.S. did not constitute a material proportion for both our supply chain services and sales of temperature-control products. The following table sets forth a breakdown of our revenue generated from services rendered to, or products delivered for use in, the U.S. market for the periods indicated.

	For the year ended December 31,			For the four months ended April 30,
	2023	2024	2025	2026
	(RMB in thousands)			
Revenue from our sales of temperature-control products to the U.S. ⁽¹⁾	—	3,199	321	212
Revenue from our cross-border supply chain services provided from China to the U.S. ⁽¹⁾	13,371	14,990	13,456	6,483

Note:

- (1) Such revenue is calculated based on the location where the relevant products are delivered or the services are rendered.

BUSINESS

Temperature-Control Products

We have long been committed to the in-house development and production of temperature-control packaging products using fumed-silica VIPs and PCM packs. Initially developed to meet the operational requirements of our own supply chain services, these products and technologies have later been commercialized, with revenue generated since 2019. As market needs have continued to evolve, we have expanded the application of our proprietary thermal insulation materials beyond biopharmaceutical packaging to advanced manufacturing, and are proactively exploring opportunities in the new energy industry.

During the Track Record Period, our product portfolio primarily consists of temperature-control parcels and containers, as well as our in-house developed core components, including VIPs and PCM packs. Our packaging solutions may also integrate various thermal control materials such as cryogenic liquid nitrogen and dry ice to meet specific customer needs on temperature range, thermal duration, stability needs, and end-use scenarios.



VIPs



PCM packs



Packaging products

The customer base of our temperature-control products expanded steadily during the Track Record Period, with the number of customers exceeding 120 in 2025. Our revenue generated from sales of temperature-control products amounted to RMB6.7 million, RMB14.3 million, RMB24.6 million and RMB8.2 million in 2023, 2024, 2025 and for the four months ended April 30, 2026.

Our temperature-control products are primarily sold through direct sales to end users with packaging or insulation material needs, including pharmaceutical companies, transportation and packaging service providers, and customers in other industries such as the advanced manufacturing industry. For overseas markets, we have also entered into distribution arrangements with a limited number of customers, primarily logistics service providers, under which they are authorized to distribute our products within designated territories. For details of the sales channel and distribution arrangements, see “— Sales and Marketing — Sales Channels for Temperature-control Products.”

BUSINESS

Competitive Strengths of our Temperature-Control Products

Key competitive strengths of our temperature-control products include the following:

- ***Independent R&D Capability with Proprietary IP Rights.*** Supported by a dedicated R&D team led by PhD researchers and equipped with a well-established R&D laboratory, we have continuously invested in materials innovation and application scenario expansion. For further details, see “— R&D and Technology.”
- ***End-to-End Delivery Capability.*** We independently control the entire process of temperature-control packaging products, from raw material preparation and production assembly to shipping and delivery, enabling us to meet customers’ demands for both standard packaging products and customized solutions to address their specific requirements.
- ***Scenario-driven Fulfillment Capability.*** We continuously expand our temperature-control packaging portfolio, drawing on our deep understanding of market dynamics and evolving customer needs. We have developed a comprehensive suite of technologies capable of addressing diverse supply chain requirements, including packaging solutions covering refrigeration, freezing, dry ice and liquid nitrogen. We also provide humidity-control, radiation-proof and shock-resistance packaging solutions. Our product offerings primarily include temperature-control parcels and containers, along with our self-developed VIPs and PCM packs. Depending on specific requirements for temperature range, thermal duration, product stability, and application scenario, our solutions can be tailored to incorporate cryogenic materials such as liquid nitrogen or dry ice to ensure optimal performance.
- ***Stringent Quality Control.*** The design and qualification of our products strictly complies with the testing specifications of the International Safe Transit Association (“ISTA”), ensuring high levels of product reliability and performance consistency. The production process strictly adheres to the requirements of the ISO 9001 quality management system.

R&D AND TECHNOLOGY

We are a hands-on developer with in-depth capabilities in packaging and temperature-control technologies. In parallel, we have built our own end-to-end supply chain management systems, enabling full-process visibility, real-time temperature tracking, and intelligent control throughout the supply chain.

BUSINESS

R&D Force

Our R&D focuses on enhancing performance, reliability and adaptability across packaging technologies, temperature-control solutions, and digital management systems, enabling us to deliver tailored and dependable services across diverse clinical and commercial use cases as well as expand into new application scenarios. As of April 30, 2026, we had an R&D team of over 70 members, with dedicated focuses across temperature-control equipment and technological development, new material and foundational technology research, and digital IT platform development. Our technology R&D center is led by experienced talents with master’s and doctoral degrees and comprises a team of over 20 professionals with deep expertise in temperature-control logistics, packaging design, and material science. Our IT R&D center consists of over 50 engineers with backgrounds in software development and supply chain operations, which is primarily responsible for the design and continuous refinement of our digital platforms, providing efficient and reliable system support for business operations, order management, and customer interaction. During the Track Record Period, our research and development costs amounted to RMB21.9 million, RMB22.9 million, RMB23.1 million and RMB7.8 million, respectively, in 2023, 2024, 2025 and for the four months ended April 30, 2026.

Key R&D Focus

During the Track Record Period and up to the Latest Practicable Date, we had been actively engaged in multiple R&D projects centered on advancing our technological capabilities and expanding product and service portfolio. Certain key R&D projects during the Track Record Period and up to the Latest Practicable Date include:

Project Name and Summary	Target Outcome	Project Progress
Intelligent Drone-Based Last-Mile Delivery Solution for Pharmaceutical Logistics Project	This project aims to develop an intelligent unmanned aerial vehicle (UAV) — based last-mile delivery solution tailored for pharmaceutical logistics scenarios, enabling automated, precise and safe delivery of medicines from distribution points to end users or medical institutions. Target to have one invention patent granted.	Ongoing.
PCM and Functional Packs — Phase II Project	This project focuses on the principles of new-generation PCM and humidity-control materials to support the development of next-generation cold-chain temperature-control solutions. Target to have one invention patent granted.	Ongoing.

BUSINESS

Project Name and Summary	Target Outcome	Project Progress
Cost-Optimization Research for Biological Vacuum Tanks Project . . .	This project focuses on the research and development of auxiliary equipment, manufacturing processes and related materials for liquid-nitrogen biological vacuum tanks, with the aim of optimizing cost efficiency while maintaining reliability and performance.	Completed.
Big Data Algorithm Platform for Cold Chain Logistics Project	This project focuses on developing a big data algorithm platform for cold-chain logistics operations. It converts operational data into cleansed and structured datasets, the analysis of which is used to further refine and optimize our operational algorithms.	Completed.
Automated Identification Technology for Clinical Trial Supplies Project	This project focuses on the development of automated identification equipment for clinical trial supplies and related products within the clinical supply-chain.	Completed.

We plan to further enhance our temperature-control technologies and digital intelligence capabilities. See “Future Plans and Use of [REDACTED] — Use of [REDACTED].”

Packaging and Temperature-Control Technologies

Packaging is critical to temperature-control logistics as it protects materials from environmental impact, maintains required temperatures and helps mitigate quality risks during transport. Such protective performance is underpinned by two enabling technologies: insulation vacuum panels and thermal storage materials. Insulation panel technologies have evolved from expanded polystyrene (“EPS”) and polyurethane (“PU”) to VIPs. Among VIPs, fumed silica panels offer superior thermal performance, lighter weight and greater reusability as compared to glass fiber-based panels. Thermal storage materials have progressed from ice packs and gel-based refrigerants to PCMs, which enable precise and stable temperature control by absorbing or releasing heat during phase transitions. Different PCM formulations allow for temperature customization and enhance control reliability across various temperature-control scenarios.

We have been long engaged in the R&D and production of temperature-control packaging integrating VIPs and PCMs. Over the years, we have established R&D laboratory and in-house capabilities covering the design, production, processing and testing of VIPs, PCMs and other temperature control components. We develop advanced temperature-control packaging solutions through innovation in materials, structures and systems to address diverse and customized customer needs. Our technological focus includes VIP panel production processes,

BUSINESS

structural innovations in VIP design, development of ultra-low temperature PCMs and thermal control materials. We are also exploring the application extension of our materials and technologies in high-performance fields such as advanced manufacturing and new energy.

Our packaging design has been extensively validated and refined over time, featuring a sophisticated structure that incorporates advanced nanomaterials in VIP insulation and phase change refrigerants, alongside proprietary vacuum insulation technologies. Our packaging solutions support a wide range of supply chains service needs covering refrigeration, freezing, dry ice, liquid nitrogen, and we also provide humidity-control, radiation-proof and shock-resistance packaging solutions. The diagram below illustrates the typical structure of our VIP packaging:



- ⑥ **Temperature sensor pocket:** compartment for real-time temperature monitoring and tracking
- ⑤ **Sealing and cushioning materials:** absorbing impact and vibrations during transit
- ④ **Inner container:** protective compartment housing the payload
- ③ **★PCM packs:** covering 18 transition points between -70°C to +37°C precisely covering over 20 distinct temperature zones and reliable thermal retention for up to 168 hours
- ② **★VIPs:** using gas-phase silica nanoporous vacuum technology, achieving thermal conductivity as low as 0.004 W/m·K and can also be converted to 1-5 mm ultra-thin nanoporous insulation sheets that withstand up to 800°C
- ① **Hollow sheet box:** durable hollow-core box providing structural protection and reusability

★ denotes key parts of our VIP packaging.

Furthermore, we continuously enhance both the performance and sustainability of our packaging solutions through innovations in material composition, processing technology, structure design and equipment. These improvements extend product lifespan, reduce packaging volume, increase material utilization, and improve environmental friendliness without compromising functional performance. For example, we pioneered the combined use of expanded polypropylene boards and VIPs in dry ice parcels. Compared with traditional single-use EPS boards, our solution improves dry ice utilization by 10% to 20% and reduces dry ice consumption by 30% to 50%, and our parcel design increases payload volume by 20% to 30% within the same outer dimensions. In addition, our advanced dry ice parcel is designed for more than 20 reuse cycles without compromising insulation performance, offering both economic and environmental benefits.

BUSINESS

Integrated Supply Chain Service Digital Platform

We have independently developed comprehensive digital management systems tailored to our service offerings and business operations. Our integrated digital platform integrates customer- and backend-facing modules for order placement, packaging, logistics, storage, quality control, payment settlement, and project management. Our digital platform has been certified under the international PQE computerized system validation framework and the ISO/IEC 27001:2022 standard for information security management. It serves as the technological backbone of our business and continues to strengthen our integrated capabilities in temperature-control supply chain services.

- ***Clinical-driven Digital Service Capabilities.*** We continue to expand the functional depth of our digital platform to address the specialized needs of clinical supply chain operations. Our system is designed with flexible architecture that allows seamless integration with customer-owned or subscribed systems, including ERP platforms and mainstream eClinical systems, ensuring smooth data flow and real-time coordination across systems. To further enhance traceability and compliance, we have introduced electronic batch record functionality developed in accordance with international standards such as FDA 21 CFR Part 11 and EU GMP Annex 11. Our electronic batch record functionality utilizes secure electronic signatures and tamper-prevention mechanisms to capture end-to-end digital records across stages including preparation, packaging, quality inspection and release, supporting regulatory audits through automatically generated change logs and compliance reports and enabling full digitalization for clinical drug supplies from order placement, production to release authorization. These features strengthen our customers’ ability to manage products with precision, meet stringent regulatory standards, and improve overall operational efficiency.
- ***Full-Chain Visibility and Temperature Traceability.*** Our transit management system leverages GPRS IoT thermometers to provide end-to-end visibility of shipments, recording temperature and geolocation data in real time and issuing instant alerts for exception orders. GPRS IoT thermometers are mobile-network-enabled devices that automatically upload temperature and location data at pre-set intervals and trigger alerts whenever readings exceed defined thresholds. Upon delivery, temperature logs are automatically uploaded and verified. To meet stringent documentation requirements, the transit management system also generates a full suite of supporting materials, including thermometer calibration certificates, temperature reports, proof-of-delivery, site photos, inspection logs and handover records.
- ***Intelligent Decision-Making Across the Workflow.*** Our system embeds intelligent decision-making from parcel selection and personnel dispatching to routing and real-time shipment monitoring. Based on parameters such as product type and size, and temperature requirements, the system automatically recommends the most suitable temperature-control packaging parcel and allocates personnel according to

BUSINESS

delivery location and time requirements. During transit, optimal delivery routes are generated dynamically, and IoT-enabled sensors track key variables including temperature, humidity, and geolocation, with real-time alerts for any deviation.

- ***Configurable and Task-Driven Order Processing.*** Our system is designed to handle complex workflows with high efficiency and precision. Orders are automatically parsed and validated through our order management system, which decomposes tasks and synchronizes them across the relevant backend systems, including transportation, storage, and quality management, enabling coordinated execution across multiple departments. We support flexible order configuration based on customer attributes, shipment scenarios, and product types, allowing tailored service flows for clinical trial drugs, commercial drugs, IVD reagents, cell therapy products, vaccines and others.
- ***Comprehensive Backed Operation Management.*** The management platform also supports other key operational processes such as financial settlement and asset management. In addition, we have developed mobile apps tailored for supply chain operational personnel to facilitate real-time task execution and progress tracking.

Intellectual Properties

We put a premium on intellectual property protection and strictly comply with applicable laws and regulations relating to intellectual property. As of the Latest Practicable Date, we maintained 47 patents, 12 patent applications and 33 software copyrights in China. See “Appendix IV — Statutory and General Information — 2. Further Information About Our Business — B. Our Material Intellectual Property Rights” for details.

During the Track Record Period and up to the Latest Practicable Date, we did not experience any threatened or pending disputes relating to infringement of intellectual property rights which would have a material adverse effect on our business.

CUSTOMERS

Our Customers

During the Track Record Period, (i) customers of our supply chain services were primarily biopharmaceutical companies, commercial pharmaceutical and medical device companies, their appointed contract service organizations, such as CROs and CDMOs, central laboratories and research institutions; and (ii) customers of our temperature-control products were primarily pharmaceutical companies, transportation and logistics providers, packaging companies, and other customers with advanced insulation or temperature control needs.

BUSINESS

In 2023, 2024, 2025 and for the four months ended April 30, 2026, the aggregate sales to our top five customers amounted to RMB97.2 million, RMB124.6 million, RMB138.9 million and RMB48.4 million, representing 15.9%, 19.2%, 19.1% and 18.8% of our revenue in each respective period. In 2023, 2024, 2025 and for the four months ended April 30, 2026, the sales to our largest customer amounted to RMB36.6 million, RMB50.3 million, RMB65.5 million and RMB17.2 million, representing 6.0%, 7.7%, 9.0% and 6.7% of our revenue in each respective period. During the Track Record Period, our customers primarily made payments via wire transfer. The following tables set out details of our top five customers during the Track Record Period:

For the Four Months Ended April 30, 2026

Customer	Background	Services/Products purchased	Relationship since	Credit term	Revenue <i>RMB'000</i>	Percentage of revenue <i>%</i>
Customer A	A China-based public pharmaceutical group company listed on both stock exchanges of Shanghai and Hong Kong, primarily engaged in the development, manufacturing and sales of innovative drugs	Temperature-control supply chain services & products	2012	30 days upon the invoice issuance	17,178	6.7
Customer B	A China-based public biopharmaceutical group company listed on both NASDAQ and the Stock Exchange of Hong Kong, primarily engaged in the development, manufacturing and sales of innovative drugs	Temperature-control supply chain services	2017	60 days upon the invoice issuance	9,664	3.8
Customer C	A China-based wholly-owned subsidiary of a public China-based pharmaceutical company group listed on the Stock Exchange of Hong Kong, primarily engaged in the development, manufacturing and sales of innovative drugs	Temperature-control supply chain services & products	2015	90 days upon the invoice issuance	8,312	3.2

BUSINESS

Customer	Background	Services/Products purchased	Relationship since	Credit term	Revenue	Percentage of revenue
					RMB'000	%
Customer D	A China-based public medical testing group company listed on the Shanghai Stock Exchange, primarily engaged in the provision of third-party medical testing and diagnostic services	Temperature-control supply chain services	2012	60 days upon the invoice issuance	7,041	2.7
Customer J	A China-based private pharmaceutical company, primarily engaged in the development, manufacturing and sales of innovative drugs	Temperature-control supply chain services & products	2020	60 days upon the invoice issuance	6,204	2.4
Total					48,399	18.8

For the Year Ended December 31, 2025

Customer	Background	Services/Products purchased	Relationship since	Credit term	Revenue	Percentage of revenue
					RMB'000	%
Customer A	A China-based public pharmaceutical group company listed on both stock exchanges of Shanghai and Hong Kong, primarily engaged in the development, manufacturing and sales of innovative drugs	Temperature-control supply chain services & products	2012	30 days upon the invoice issuance	65,494	9.0
Customer B	A China-based public biopharmaceutical group company listed on both NASDAQ and the Stock Exchange of Hong Kong, primarily engaged in the development, manufacturing and sales of innovative drugs	Temperature-control supply chain services	2017	60 days upon the invoice issuance	21,244	2.9

BUSINESS

Customer	Background	Services/Products purchased	Relationship since	Credit term	Revenue	Percentage of revenue
					<i>RMB'000</i>	<i>%</i>
Customer C	A China-based wholly-owned subsidiary of a public China-based pharmaceutical company group listed on the Stock Exchange of Hong Kong, primarily engaged in the development, manufacturing and sales of innovative drugs	Temperature-control supply chain services & products	2015	90 days upon the invoice issuance	19,585	2.7
Customer D	A China-based public medical testing group company listed on the Shanghai Stock Exchange, primarily engaged in the provision of third-party medical testing and diagnostic services	Temperature-control supply chain services	2012	60 days upon the invoice issuance	18,584	2.6
Customer H	A China-based public healthcare group company listed on both stock exchanges of Shanghai and Hong Kong, primarily engaged in pharmaceutical and medical device products, medical diagnostic services and healthcare services	Temperature-control supply chain services & products	2013	30 to 60 days upon the invoice issuance	13,963	1.9
Total					138,870	19.1

For the Year Ended December 31, 2024

Customer	Background	Services/Products purchased	Relationship since	Credit term	Revenue	Percentage of revenue
					<i>RMB'000</i>	<i>%</i>
Customer A	A China-based pharmaceutical group company publicly listed on both stock exchanges of Shanghai and Hong Kong, primarily engaged in the development, manufacturing and sales of innovative drugs	Temperature-control supply chain services & products	2012	30 days upon the invoice issuance	50,268	7.7

BUSINESS

Customer	Background	Services/Products purchased	Relationship since	Credit term	Revenue <i>RMB'000</i>	Percentage of revenue <i>%</i>
Customer F	A China-based public CRO group company listed on both stock exchanges of Shenzhen and Hong Kong, primarily engaged in biopharmaceutical R&D services	Temperature-control supply chain services	2022	30 days upon the invoice issuance	23,975	3.7
Customer D	A China-based public medical testing group company listed on the Shanghai Stock Exchange, primarily engaged in the provision of third-party medical testing and diagnostic services	Temperature-control supply chain services	2012	60 days upon the invoice issuance	18,128	2.8
Customer G	A China-based public pharmaceutical group company listed on both stock exchanges of Hong Kong and Shanghai, primarily engaged in the discovery, development, and commercialization of innovative biopharmaceuticals	Temperature-control supply chain services	2016	30 days upon the invoice issuance	16,809	2.6
Customer C	A China-based wholly-owned subsidiary of a public pharmaceutical group company listed on the Stock Exchange of Hong Kong, primarily engaged in the development, manufacturing and sales of innovative drugs	Temperature-control supply chain services	2015	30 days upon the invoice issuance ⁽¹⁾	15,372	2.4
Total					124,552	19.2

Note:

- (1) Based on the proven track record of our collaboration with Customer C, the credit term granted to Customer C was updated to 90 days from the date of invoice issuance since 2025.

BUSINESS

For the Year Ended December 31, 2023

Customer	Background	Services/Products purchased	Relationship since	Credit term	Revenue <i>RMB'000</i>	Percentage of revenue %
Customer A	A China-based pharmaceutical group company publicly listed on both stock exchanges of Shanghai and Hong Kong, primarily engaged in the development, manufacturing and sales of innovative drugs	Temperature-control supply chain services & products	2012	30 days upon the invoice issuance	36,632	6.0
Customer D	A China-based public medical testing group company listed on the Shanghai Stock Exchange, primarily engaged in the provision of third-party medical testing and diagnostic services	Temperature-control supply chain services	2012	60 days upon the invoice issuance	16,338	2.7
Customer H	A China-based public healthcare group company listed on both stock exchanges of Shanghai and Hong Kong, primarily engaged in pharmaceutical and medical device products, medical diagnostic services and healthcare services	Temperature-control supply chain services & products	2013	30 to 60 days upon the invoice issuance	15,570	2.5
Customer G	A China-based public pharmaceutical group company listed on both stock exchanges of Hong Kong and Shanghai, primarily engaged in the discovery, development, and commercialization of innovative biopharmaceuticals	Temperature-control supply chain services	2016	30 days upon the invoice issuance	14,530	2.4
Customer I	A China-based public group company listed on Shenzhen Stock Exchange, primarily engaged in development, manufacturing and sales of biopharmaceutical and modern Chinese medicines, and other asset and property investment and management businesses	Temperature-control supply chain services	2012	45 days upon the invoice issuance	14,160	2.3
Total					97,230	15.9

BUSINESS

Our supply chain service customers may enter into either one-off service agreements or framework service agreements with us, depending on their specific service needs. The key terms of a typical framework service agreement generally include:

- ***Service scope and pricing.*** The services covered under the agreement typically include packaging design, pre-conditioning of temperature-control packaging, label and packaging printing, labeling, primary and secondary packaging, logistics and storage, temperature-control solution validation, clinical material management, IT support, the return and destruction. Service fees are specified in the quotation sheet attached to the agreement.
- ***Recognized order instructions and requirements.*** Customers are required to place service orders in advance through the agreed channels, and to provide detailed order instructions, including goods type, quantity, temperature and humidity requirements, and the type of services required (e.g., logistics, storage and labeling).
- ***Tracking.*** We provide end-to-end tracking of the shipment status and are obligated to promptly notify the customer in case of any exceptions.
- ***Transfer of risks.*** We bear the risk of loss of the goods from the time we pick them up until delivery to the customer’s designated premises.
- ***Payment.*** Settlement is typically from 10 to 90 days from the invoice date or in accordance with the payment schedule agreed under the framework agreement.
- ***Term.*** The agreement typically remains effective for a term of one to three years.
- ***Termination.*** In the event of a material breach, the non-breaching party may terminate the agreement. The breaching party shall be liable for losses and penalties as stipulated under the agreement.
- ***Liability in the event of loss of or damage to goods.*** For services without a declared value, any damages or losses caused by us will be reimbursed in accordance with indemnity clause of the service agreement, which typically includes a fixed liability cap; for services covered by a declared value, the losses are reimbursed based on a separate value-declared agreement, which provides for calculation of the compensation amount capped at the declared value. For related risks, see “Risk Factors — If we fail to meet our customers’ evolving needs, our customers may not continue to purchase our services.”

During the Track Record Period and up to the Latest Practicable Date, our Group did not record any incident giving rise to material liability for loss of or damage to goods caused by our fault in providing temperature-control supply chain services.

BUSINESS

We typically enter into product sales agreements with customers who purchase our temperature-control products. For overseas distributors of such products, we enter into distribution agreements. The key terms of a typical sales agreement include:

- **Product information.** The sales agreement specifies key product details, including product name, specifications, unit, quantity and unit price. Where a framework sales agreement is adopted, general product categories are specified, while the detailed purchase quantities and unit prices are set forth in separate purchase orders.
- **Quality standard.** The products must comply with applicable national and industry standards.
- **Delivery time.** The sales agreement sets out the expected delivery and transportation timeframe, subject to product requirements and the destination of delivery.
- **Transfer of risks.** Generally, the risk of loss transfers to the buyer on an Ex-Works basis.
- **Payments.** Settlement is typically from 30 days to 90 days from the invoice date or prepayment settlements in accordance with the payment schedule agreed under the framework agreement.
- **Termination.** In the event of a material breach, the non-breaching party may terminate the agreement. The breaching party shall be liable for losses and penalties as stipulated under the agreement.

All of our top five customers in each period during the Track Record Period were Independent Third Parties, and none of our major customer was also a supplier. During the Track Record Period and up to the Latest Practicable Date, none of our Directors, their respective associates, or any of our shareholders who, to the best of our knowledge, owned more than 5% of our share capital, had any interest in any of our top five customers.

Third Party Payment Arrangements

Background and Reasons for the Arrangements

Historically, certain of our customers (individually or collectively, the “**Relevant Customer(s)**”) settled their payments through the accounts of third parties (the “**Arrangements**”). In 2023, 2024, 2025 and for the four months ended April 30, 2026, the number of Relevant Customers was 80, 29, 33 and nil, respectively, and the aggregate amount of payment made under the Arrangements was RMB0.5 million, RMB0.2 million, RMB0.2 million and nil, respectively, representing 0.08%, 0.04%, 0.03% and nil of the revenue for the same periods, respectively. No individual Relevant Customer had made a material contribution to our revenue during the Track Record Period.

BUSINESS

During the Track Record Period, the third-party payers designated by Relevant Customers under the Arrangements primarily consisted of the following: employees, affiliated entities and designated business partners of the Relevant Customers. Our Directors have confirmed that, to the best of their knowledge, none of the designated third-party payers of any Relevant Customer during the Track Record Period is a connected person or an employee of our Group and such third-party payers are independent from each of our Directors, senior management and Shareholders.

The Arrangements occurred primarily due to business convenience and settlement efficiency. According to Frost & Sullivan, it is a common commercial practice in the industry to settle transactions by such Arrangements for convenience and flexibility.

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

As of the Latest Practicable Date, we had ceased all the Arrangements and all payments made thereunder had been fully settled. Our Directors are of the view that the cessation of the Arrangements did not have, nor will have, any material adverse effect on the business, operations and financial results of our Group as (i) the payments under the Arrangements constituted an immaterial portion of our revenue; (ii) substantially all the Relevant Customers cooperated with our rectification process, which did not affect the payment settlement from the Relevant Customers to us; and (iii) our business maintained sustained growth before and after the rectification of the Arrangements as we continued to receive service orders from the Relevant Customers.

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

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

BUSINESS

Enhanced Internal Control Measures

We have implemented enhanced internal control measures against re-occurrence of and risks arising from the Arrangements, including but not limited to the following:

- We have established comprehensive internal guidelines, clearly stipulating the identification and approval procedures, documentation requirements, and regular review mechanisms.
- We only allow payments (i) directly from the corporate bank accounts of the customers, or (ii) if not directly from the accounts of the customers, from a designated third-party payer with customer’s formal authorization. We require such customer and its designated third-party payer to enter into a tripartite written authorization with us, which specifies the invoicing entity, payer identity, account information, and relationship between the customer and the designated third-party payer, and must be approved by our management prior to execution.
- We further strengthened our KYC procedures to gain a comprehensive understanding of our customers and verify payment details against our internal records to confirm that payments are made in accordance with above arrangements.
- Our finance team is required to verify the payer’s identity and bank account details against pre-approved documents and system records. Payments inconsistent with the relevant authorizations shall be rejected and escalated to management.
- We have notified the above policies and measures to all the Relevant Customers and require new customers to comply with the same requirements. We have provided internal training to ensure that our employees are fully informed and compliant with the updated internal control policies.

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

SALES AND MARKETING

Marketing Promotion Strategy

We adopt a specialized, long-term and regionally focused customer development strategy. Anchored in a deep understanding of temperature-control supply chain services and products, we provide full-lifecycle support across pre-clinical, phase I to IV clinical, and commercial stages, with a high degree of service customization tailored to the evolving needs of our

BUSINESS

customers. Our dedicated regional sales teams are strategically deployed across major markets in China, enabling us to respond swiftly to local demand and engage customers through in-person consultations. Our sales teams proactively explore business opportunities through multiple channels and conduct in-person visits to deliver tailored, solution-oriented services. We also collect customer feedback on a regular basis to refine our service capabilities and enhance customer satisfaction. To support our international expansion, we have established and are actively growing our sales force. We also maintain a strong industry presence through active participation in biopharmaceutical and logistics industry conferences and exhibitions, which facilitates engagement with domestic and global stakeholders, helps us stay at the forefront of industry trends, and enhances the visibility of our brand and solutions.

Sales Channels for Temperature-Control Products

During the Track Record Period, we primarily sold our temperature-control products through direct sales as our customers mainly include (i) pharmaceutical companies, who use our products for packaging temperature-sensitive drugs; (ii) transportation and logistics companies, who use our products to pack their cargos; (iii) packaging companies, who purchase our materials as packing components; and (iv) other customers with needs for advanced insulation or temperature control materials.

As part of our phased overseas strategy, we also entered into distribution arrangements with a limited number of customers procuring our temperature-control products, including logistics companies. In addition to using our temperature-control products themselves, these customers were also authorized in their respective distribution agreements to distribute them within their regional markets. We adopt a selective approach to appointing distributors, typically engaging customers with whom we have an established track record and who possess a well-developed regional sales and service network. The key terms of our distribution agreements generally include:

- ***Term.*** The distribution agreement typically remains effective for a term of three years.
- ***Authorized Territory.*** Distributors are only permitted to sell our products within the designated territorial scope set out in the agreement.
- ***Intellectual property.*** We reserve all intellectual property rights related to our products.
- ***Payment.*** We generally offer credit terms of 30 to 90 days from the invoice date. Late payments are subject to interest charges.
- ***Delivery and Risk transfer.*** Distributors are required to pick up the products at our designated premises. The risk of loss transfers to the distributors upon such delivery, and any subsequent transportation and delivery costs are borne by the distributors.

BUSINESS

- **Product Warranty.** Depending on the product type, we typically offer a warranty period ranging from six months to one year.
- **Termination.** In the event of a material breach, the non-breaching party may terminate the agreement. The breaching party shall be liable for losses and penalties as stipulated under the agreement.

We began adopting the distributor model for the sales of temperature-control products in overseas markets since 2024. Depending on customer requirements and our strategic considerations for the relevant regional markets, we from time to time enter into distribution agreements with overseas customers. As of December 31, 2024, 2025 and April 30, 2026, we had two, seven and seven distributors, respectively. Sales to our two distributors in 2024 contributed revenue of RMB0.4 million; sales to our seven distributors in 2025, including five distributors newly onboarded during the period, contributed revenue of RMB2.3 million; and sales to our seven distributors in the four months ended April 30, 2026, contributed revenue of RMB4.2 million. During the Track Record Period and up to the Latest Practicable Date, we maintained stable relationships with these distributors, with no material disputes, disagreements or terminations of cooperation.

During the Track Record Period, to the best of our knowledge, except for Nera Cold Chain Solutions in which we have an equity interest of 43.96% and from which revenue did not constitute a material portion of our total revenue, our distributors were Independent Third Parties, and we are not aware of any other past or present relationships (including business, employment, family, trust or any material financing) between our Group and our distributors.

PRICING

We adopt a market-oriented and differentiated pricing model that reflects the complexity and customization of each solution. Pricing is determined through arm’s length commercial negotiation, taking into account various factors such as service scope, operational cost, customer-specific requirements, payment terms, and the depth of prior collaboration.

- **Temperature-Control Supply Chain Services.** For our integrated supply chain services, we determine pricing based on a range of variables, such as shipment origin and destination, transportation mode, required temperature range, packaging specifications and quantity, and delivery timelines. Additional charges may apply depending on the specific services rendered, including temperature-control storage, use of reusable packaging, and complexity of temperature and location monitoring. For temperature-control storage services, pricing also takes into account inventory volume, rental duration, and temperature specifications.
- **Temperature-Control Products.** We primarily price our temperature-control products with reference to raw material and labor costs, order size, customization needs, and prevailing market conditions.

BUSINESS

OUR PRODUCTION

We produce temperature-control packaging parcels and containers and key components, including VIPs and PCM packs.

Production Process

During the Track Record Period, our production lines were primarily used for the manufacturing of key components, including VIPs and PCM packs. We further assemble a variety of packing parcels by combining these key components with liquid nitrogen tanks, dry ice, and other heat insulation materials, packaging materials and fillers, to meet diverse thermal protection needs. The respective production processes for VIPs and PCM packs are as follows:

- **VIPs.** The production process of VIPs primarily involves: (i) material preparation: we select nano-grade fumed silica as the core insulating material, which is mixed with auxiliary ingredients and pressed into panels with controlled density; (ii) film wrapping: the formed panels are wrapped in multi-layer composite barrier films to prevent exposure to air and moisture; (iii) vacuum sealing: the wrapped panels are vacuum-sealed to minimize thermal conductivity; and (iv) performance testing: each finished VIP is subject to insulation performance and durability testing to ensure consistent quality.
- **PCM Packs.** The production process of PCM packs primarily involves: (i) material compounding: we select appropriate PCMs based on the target temperature range and determine the formulation ratios accordingly; (ii) blending and melting: the materials are blended and melted under controlled temperature conditions to ensure uniformity; (iii) filling and molding: the molten mixture is filled into pre-designed pouches or molds; (iv) cooling and shaping: the filled packs are cooled and solidified into the required form; and (v) sealing and testing: After sealing, the PCM packs undergo testing for thermal performance, sealing integrity, and reusability.

We also provide customized temperature-control packaging solutions tailored to customer-specific requirements, such as target temperature ranges, ambient pressure conditions, and holding duration. The typical customization process includes the following steps: (i) solution design: we develop thermal insulation solutions that meet technical specifications by adjusting material combinations, configuration parameters, and production processes; (ii) sample development: prototype samples are produced based on the finalized design; (iii) performance validation: we conduct insulation performance testing in our in-house laboratory and retain records, while samples are concurrently submitted to customers for verification; (iv) mass production: upon customer approval, we initiate production planning, material procurement, and large-scale manufacturing; and (v) product delivery: finished products undergo quality inspection and are delivered to customers.

BUSINESS

Production Lines

Our production facility, located at our headquarters in Shanghai, is equipped with eight dedicated production lines for VIPs and PCM packs. The key equipment in use includes panel pressing machines, vacuum sealing machines, filling and sealing systems, and performance testing instruments, supporting precise formulation, high-efficiency forming, and rigorous quality assurance to meet the performance and reliability requirements of pharmaceutical temperature-control applications. We have established comprehensive protocols for equipment usage, inspection, and maintenance, and we conduct regular inspections and maintenance of our production equipment to ensure their optimal operating condition and safety. The following table sets forth the production capacity, actual production volume, and utilization rate of our major production lines for the periods indicated:

	For the year ended December 31,			For the four months ended April 30,
	2023	2024	2025	2026
VIPs:				
Production capacity ⁽¹⁾ . . . (<i>m</i> ²)	134,000	134,000	134,000	44,667
Production volume (<i>m</i> ²)	29,326	21,268	37,944	11,275
Utilization rate ⁽³⁾ (%)	21.9%	15.9%	28.3%	25.2%
PCM Packs:				
Production capacity ⁽²⁾ . . . (<i>piece</i>)	900,000	900,000	900,000	300,000
Production volume (<i>piece</i>)	69,005	90,367	119,139	68,371
Utilization rate ⁽³⁾ (%)	7.7%	10.0%	13.2%	22.8%

Notes:

- (1) The production capacity of VIPs is calculated based on the hourly output area per production line, multiplied by five production lines in operation, daily operating hours, and the number of operating days during the relevant period. Given the variation in the dimensions of individual VIP units, production capacity and volume are calculation by total production area rather than unit count.
- (2) The production capacity of PCM packs is calculated based on the hourly piece output per production line, multiplied by three production lines in operation, daily operating hours, and the number of operating days during the relevant period.
- (3) The utilization rate equals actual production volume divided by the production capacity in the respective period.

We produced VIPs and PCM packs primarily to support our temperature-control supply chain services, as well as to meet external sales demand for temperature-control products. During the Track Record Period, we adopted a demand-based production model, planning our output based on historical consumption levels, external sales orders, and forecasted customer demand.

BUSINESS

The relatively low utilization rates during the Track Record Period were primarily attributable to our strategic capacity planning. We maintained sufficient production capacity to ensure operational flexibility and timely response to diverse and time-sensitive customer needs, while leaving ample headroom to accommodate future growth. In particular, for PCM packs, different temperature ranges require distinct phase change materials and pack configurations, which cannot be simultaneously produced on the same production line. As such, multiple dedicated lines are required to support concurrent delivery demands across temperature bands, contributing to a structurally lower utilization rate.

Contract Processing Arrangements

During the Track Record Period, we primarily carried out production activities in-house. Only a limited portion of processing work, primarily the surface fluorination of PCM packs and the aluminum processing in the production of VIPs, was outsourced to qualified third-party service providers due to the specialized technical requirements associated with such processes. Rather than investing in dedicated infrastructure and personnel for this limited scope of work, we opted for third-party processing, which allows for more efficient allocation of resources and operational flexibility. According to Frost & Sullivan, such outsourcing arrangements are consistent with common industry practices and allow companies to allocate resources more efficiently.

During the Track Record Period, we collaborated with five, five, six and three processing partners in 2023, 2024, 2025 and for the four months ended April 30, 2026, respectively. The processing partners are independent third parties. We adopt a prudent approach in screening capable processing partners by assessing their technical capabilities, production capacity, qualifications, and market reputation. To mitigate reliance on any manufacturing service supplier, we also identify and maintain alternative candidates with comparable technical standards. We exercise stringent quality control over outsourced processes, including quality audits of our suppliers and comprehensive sample testing and inspection of processed components. Only after the outsourced parts pass quality verification will they be accepted for incorporation into our production process or for final delivery. In 2023, 2024, 2025 and for the four months ended April 30, 2026, our processing service fees amounted to RMB0.3 million, RMB0.5 million, RMB0.4 million and RMB0.2 million, respectively, representing 0.07%, 0.12%, 0.09% and 0.15% of our cost of sales for the respective periods. During the Track Record Period and up to the Latest Practicable Date, we had no material disputes or litigation with our processing partner, nor did we experience any service delays or quality issues that caused material disruption to our operations. During the Track Record Period and up to the Latest Practicable Date, none of our Directors, their respective associates, or any of our shareholders who, to our best knowledge, owned more than 5% of our share capital had any interest in our processing partner.

BUSINESS

PROCUREMENT AND SUPPLIERS

Procurement

Our procurement varies by business line. For our supply chain services, we primarily procure (i) fuel for transportation vehicles; (ii) logistics resources, including outsourced transportation and delivery services; and (iii) temperature-control equipment and consumables, such as thermometers, packaging materials, and refrigerants; and (iv) leased properties for our regional operational centers, transit points, warehouses, and offices to support our operations. For our temperature-control products, our procurement primarily consists of production raw materials, including the packing materials, solutions, insulation panels, and casing materials.

We adopt a rigorous and transparent procurement policy to ensure that we acquire high-quality and efficient products and services at fair and reasonable market prices. We have established strict supplier management protocols and procurement procedures, including supplier due diligence, screening, evaluation, and regular performance reviews, to ensure the quality and reliability of procured goods and services. We consider following key factors in relation to the procurement of our major product and service categories:

- ***Procurement of temperature-control equipment and consumables.*** In addition to our self-manufactured, high-performance temperature-control packing parcels, for orders without strict temperature-control or customized packaging requirements, we may also use externally procured standard temperature-control equipment and consumables, provided they meet transportation specifications and align with customer preferences. Based on operational needs, inventory levels and procurement cycles, the relevant functional departments submit purchase requests. The procurement center selects qualified suppliers, and goods are admitted into inventory only after passing quality inspections by our internal inspection personnel.
- ***Procurement of transportation services.*** We conduct comprehensive assessments of outsourced transportation service providers based on safety, professionalism, timeliness, and pricing. For international pick-up and delivery services, we select partners with proven expertise in international temperature-control logistics in accordance with the requirements of each customer project.
- ***Leasing of properties.*** When leasing regional operational centers and sites, warehouses or offices, we take into consideration factors such as network coverage, service radius, intended usage and rental cost, to ensure responsive local and regional service coverage.

BUSINESS

- ***Procurement of raw materials for production.*** We maintain deep collaborations with upstream suppliers, enabling us to procure customized materials based on our production needs. Monthly procurement plans are formulated by our production department, followed by purchase applications. The procurement department then prepares and executes the relevant contracts, and materials are received by the warehouse and inspected by our quality control team. Our key raw materials are generally readily available in the domestic market.

We believe we have access to alternative sources of our major products and services with comparable quality and pricing. During the Track Record Period and up to the Latest Practicable Date, we did not experience any material supply shortages or significant price fluctuations, nor encountered substantial difficulties in maintaining stable supply channels.

Our Suppliers

Our suppliers primarily include fuel suppliers, outsourced transportation service providers and temperature-control equipment vendors. In 2023, 2024, 2025 and for the four months ended April 30, 2026, the aggregate purchases from our top five suppliers amounted to RMB52.5 million, RMB62.9 million, RMB70.3 million and RMB26.6 million, respectively, which accounted for 20.0%, 21.1%, 21.7% and 23.3% of our total purchases in each respective period. For the same periods, purchases from our largest supplier amounted to RMB17.3 million, RMB18.5 million, RMB19.9 million and RMB6.8 million, respectively, which accounted for 6.6%, 6.2%, 6.1% and 6.0% of our total purchases in each respective period. The following tables set out details of our top five suppliers during the Track Record Period:

For the Four Months Ended April 30, 2026

Supplier	Background	Major products/ services supplied	Relationship since	Credit term	Purchase amount <i>RMB'000</i>	Percentage of total purchase %
Supplier A	A state-owned public company listed on both stock exchanges of Shanghai and Hong Kong, primarily engaged in the petroleum-related businesses	Fueling services	2017	Prepayment	6,823	6.0
Supplier B	A state-owned railway enterprise, primarily engaged in railway passenger and freight transportation	Transportation outsourcing services	2015	Monthly settlement within 30 days	6,294	5.5

BUSINESS

Supplier	Background	Major products/ services supplied	Relationship since	Credit term	Purchase amount	Percentage of total purchase
					RMB'000	%
Supplier D	A private company based in Suqian with a registered capital of RMB980 million, primarily engaged in transportation services	Transportation outsourcing services	2022	Monthly settlement within 30 days	5,129	4.5
Supplier I	A private company based in Shanghai with a registered capital of RMB10 million, primarily engaged in international transportation agency services	International transportation agency services	2022	Monthly settlement within 30 days	4,640	4.1
Supplier C ⁽¹⁾	A private company based in Shanghai with a registered capital of approximately US\$3 million, primarily engaged in apparel manufacturing and property leasing and management services	Property rental services	2017	Quarterly prepayment for rentals and monthly settlement within 30 days for utilities	3,686	3.2
Total					<u>26,572</u>	<u>23.3</u>

For the Year Ended December 31, 2025

Supplier	Background	Major products/ services supplied	Relationship since	Credit term	Purchase amount	Percentage of total purchase
					RMB'000	%
Supplier A	A state-owned public company listed on both stock exchanges of Shanghai and Hong Kong, primarily engaged in the petroleum-related businesses	Fueling services	2017	Prepayment	19,941	6.1
Supplier B	A state-owned railway enterprise, primarily engaged in railway passenger and freight transportation	Transportation outsourcing services	2015	Monthly settlement within 30 days	16,623	5.1

BUSINESS

Supplier	Background	Major products/ services supplied	Relationship since	Credit term	Purchase amount <i>RMB'000</i>	Percentage of total purchase %
Supplier C ⁽¹⁾	A private company based in Shanghai with a registered capital of approximately US\$3 million, primarily engaged in apparel manufacturing and property leasing and management services	Property rental services	2017	Quarterly prepayment for rentals and monthly settlement within 30 days for utilities	12,589	3.9
Supplier D	A private company based in Suqian with a registered capital of RMB980 million, primarily engaged in transportation services	Transportation outsourcing services	2022	Monthly settlement within 30 days	12,348	3.8
Supplier E	A private company based in Shanghai with a registered capital of RMB5 million, primarily engaged in international transportation agency services	International transportation agency services	2020	Monthly settlement within 30 days	8,777	2.7
Total					<u>70,278</u>	<u>21.7</u>

For the Year Ended December 31, 2024

Supplier	Background	Major products/ services supplied	Relationship since	Credit term	Purchase amount <i>RMB'000</i>	Percentage of total purchase %
Supplier A	A state-owned public company listed on both stock exchanges of Shanghai and Hong Kong, primarily engaged in the petroleum-related businesses	Fueling services	2017	Prepayment	18,521	6.2
Supplier B	A state-owned railway enterprise, primarily engaged in railway passenger and freight transportation	Transportation outsourcing services	2015	Monthly settlement within 30 days	15,220	5.1

BUSINESS

Supplier	Background	Major products/ services supplied	Relationship since	Credit term	Purchase amount	Percentage of total purchase
					RMB'000	%
Supplier C ⁽¹⁾	A private company based in Shanghai with a registered capital of approximately US\$3 million, primarily engaged in apparel manufacturing and property leasing and management services	Property rental services	2017	Quarterly prepayment for rentals and monthly settlement within 30 days for utilities	13,518	4.5
Supplier F	A private company based in Shanghai with a registered capital of RMB15 million, primarily engaged in cooling equipment and technologies	Refrigerator equipment	2022	Install payment by fulfillment progress	8,336	2.8
Supplier E	A private company based in Shanghai with a registered capital of RMB5 million, primarily engaged in international transportation agency services	International transportation agency services	2020	Monthly settlement within 30 days	7,291	2.5
Total					<u>62,886</u>	<u>21.1</u>

For the Year Ended December 31, 2023

Supplier	Background	Major products/ services supplied	Relationship since	Credit term	Purchase amount	Percentage of total purchase
					RMB'000	%
Supplier A	A state-owned public company listed on both stock exchanges of Shanghai and Hong Kong, primarily engaged in the petroleum-related businesses	Fueling services	2017	Prepayment	17,252	6.6
Supplier B	A state-owned railway enterprise, primarily engaged in railway passenger and freight transportation	Transportation outsourcing services	2015	Monthly settlement within 30 days	14,306	5.5

BUSINESS

Supplier	Background	Major products/ services supplied	Relationship since	Credit term	Purchase amount <i>RMB'000</i>	Percentage of total purchase %
Supplier C ⁽¹⁾	A private company based in Shanghai with a registered capital of approximately US\$3 million, primarily engaged in apparel manufacturing and property leasing and management services	Property rental services	2017	Quarterly prepayment for rentals and monthly settlement within 30 days for utilities	7,902	3.0
Supplier G	A private company based in Suzhou with a registered capital of RMB50 million, primarily engaged in traveling businesses	Travel and accommodation for frontline operators	2021	Monthly settlement within 30 days	6,645	2.5
Supplier H	A private company based in Beijing with a registered capital of RMB10 million, primarily engaged in cooling equipment and technologies	Refrigerator equipment	2015	Install payment by fulfillment progress	6,419	2.4
Total					52,524	20.0

Note:

- (1) We leased from Supplier C, as the landlord, certain properties located in Shanghai for warehousing and office use.

All of our top five suppliers in each period during the Track Record Period were Independent Third Parties, and none of our major supplier was also a customer. During the Track Record Period and up to the Latest Practicable Date, none of our Directors, their respective associates, or any of our shareholders who, to the best of our knowledge, owned more than 5% of our share capital, had any interest in any of our top five suppliers.

QUALITY CONTROL

Our Quality Control System

We place strong emphasis on quality control and assurance to ensure that our services and products consistently meet rigorous industry standards. To this end, we have established a dedicated quality assurance department responsible for overseeing the implementation of our

BUSINESS

quality protocols. In addition, we have developed and integrated a digital quality management system into our digital platform to enable comprehensive and efficient quality control across all key processes. As of April 30, 2026, our quality assurance department comprised around 30 dedicated personnel.

Service Quality Control

We have established a comprehensive quality management system built in compliance with the requirements of WHO GDP and GMP, and is certified under the ISO 9001 quality management system. We maintain end-to-end control over our clinical supply chain services under stringent quality protocols.

We have developed a comprehensive set of SOPs covering all key aspects of our service process, which lays a solid foundation for ensuring service quality and strengthening our overall technical capabilities. As of the Latest Practicable Date, we had accumulated over 400 SOPs, covering key processes including on-site operations, transportation packaging management, cold chain emergency management, prevention of temperature excursions in transit, cooling pre-treatment and others. These SOPs provide detailed operational guidance for front-line staff in areas such as pre-treatment of temperature-control packing parcels, drug and specimen packaging, inspection and handover, and temperature data verification, thereby standardizing service delivery and enhancing quality assurance. To further enhance service competency, we have developed a library of over 300 training courses covering applicable regulations, job responsibilities, technical skills, project workflows, and specialized knowledge to ensure our staff maintain high levels of proficiency and professionalism.

In light of the stringent regulatory requirements in the biopharmaceutical industry, validation is a critical component of ensuring supply chain compliance and safeguarding product quality. In addition to serving as technical evidence for temperature integrity and risk control, validation results are often used by our customers to support regulatory submissions and audits.

We have established convenient communication channels with our customers and proactively collect and address their feedback. During the Track Record Period and up to the Latest Practicable Date, we had not received any material complaints or claims from our customers in relation to our temperature-control supply chain services.

Products Quality Control

We implement stringent quality control measures across the lifecycle of our temperature-control products business from R&D and procurement to manufacturing to ensure product consistency, safety, and performance.

BUSINESS

- ***Raw materials and components.*** We work closely to conduct supplier qualification assessments, incoming material inspections, and batch sampling tests to ensure that all inputs meet stringent technical and safety standards. Key materials such as refrigerants, insulation panels, and casing materials are subject to standardized testing protocols. Only materials that meet our specifications are approved for use in production.
- ***R&D Procedures.*** We have established a structured R&D and process development framework to support product innovation and manufacturing optimization. Our development team, equipped with strong backgrounds in materials science, thermodynamics, and product design, follow a rigorous stage process from concept validation to pilot testing and final scale-up. Throughout this process, quality assurance and risk assessments are embedded in each stage, ensuring that design parameters, process stability, and compliance with safety and performance requirements are maintained.
- ***Manufacturing.*** Production steps are governed by documented protocols and subject to in-process inspections. Our quality control personnel conduct 100% sampling inspections for each prototype and enforce a strict pre-shipment inspection system. Only products that pass quality checks and are issued with a final product inspection report are approved for delivery.

Our products are generally non-returnable. During the Track Record Period and up to the Latest Practicable Date, our products did not encounter any product recalls or material product returns, product liability claims, or customer complaints in relation to our temperature-control products.

COMPETITION

We face competition from other temperature-control supply chain service providers targeting pharmaceutical and life science markets, in particular, the clinical trial supply chain services market. The global clinical trial temperature-control supply chain service market is relatively concentrated with the top ten players accounting for an aggregate market share of over 59.2% in terms of revenue in 2025, according to Frost & Sullivan. We face competition based on several factors, including quality and breadth of temperature-control supply chain services, timeliness of delivery, price and geography, maintenance of GxP standards and depth of customer relationships. In terms of key success factors, according to Frost & Sullivan, the clinical trial temperature-control supply chain service market generally favors participants with integrated and comprehensive service network and capabilities, proprietary technical capabilities and proven quality track record to accomplish the highly regulated process. For more information on the competitive landscape of our industry, see “Industry Overview.”

BUSINESS

DATA SECURITY AND PRIVACY

Due to the nature of our business, our customers are primarily biopharmaceutical and medical device companies or other corporate customers, and as such, we generally collect personal data from personnel of our corporate customers during our daily business operations, such as designated consignees for goods. In limited circumstances during our business operations, we may obtain a minimal amount of personal information, mainly for (i) creating user accounts on our supply chain management system for customer-authorized personnel to place and track orders; (ii) maintaining customer relationships by collecting contact information of relevant persons, such as names, telephone numbers, and business addresses; and (iii) facilitating logistics delivery and establishing contact with consignees by collecting information about customer-designated consignees, such as names, telephone numbers, and delivery addresses.

During the course of our business operations, we collect limited categories of personal information, including contact information of corporate customers (such as name, contact details, and business address) and recipient information (such as recipient name, delivery address, and contact details). Such data does not include sensitive personal information. As part of our cross-border business activities, we may transfer certain personal information, such as recipient name, delivery address, and contact details of corporate customers, to our overseas affiliates and foreign business partners. In addition, we may provide certain information of our corporate customers, including consignee names, contact information, and delivery addresses, to third-party processors such as external logistics and transportation service providers.

To ensure the lawful and compliant processing of data, we have adopted a series of internal control relating to data privacy, information security and cross-border data transfer. These include policies and procedures covering network and information security, data security, personal information protection, personal information rights requests, complaint handling, cybersecurity incident response, IT project management, system account management and system operation. These policies set out responsibilities, procedures and safeguards for data compliance and security management, personal information protection, cross-border data transfers, emergency response and disciplinary measures.

We have also established a data compliance governance structure comprising our cybersecurity officer, IT R&D Center, and relevant business units responsible for implementing data compliance requirements within their respective departments. We provide regular data compliance and cybersecurity trainings to our employees, conduct periodic emergency drills, and adopt technical measures such as de-identification, encrypted transmission and storage, access controls, system monitoring and anomaly alerts.

As a third-party logistics service provider, we obtain users’ prior consent to our personal information processing rules through our online channels (such as mini-programs on third-party platforms, mobile applications and web-based client systems), by way of pop-up confirmations and tick-box acceptance of our privacy policy. Before collecting personal information, the relevant privacy policy or notice will be presented to users, and we retain such information only for as long as necessary for the relevant purposes or as required by applicable laws, after which it will be anonymized or deleted.

BUSINESS

We have established an information security management system in accordance with ISO/IEC 27001:2022 standards and maintain stringent controls over data security and system management including incident response, staff training, system security measures, data backup and recovery, system monitoring, regular audits and supplier security requirements.

During the Track Record Period and up to the Latest Practicable Date, we had not identified any material data breach incidents or received any third-party claims in relation to alleged infringement of data or privacy protection rights under applicable PRC laws and regulations. As advised by our legal advisor as to PRC data compliance laws, during the Track Record Period, we complied with applicable PRC laws and regulations related to cybersecurity and data protection in all material aspects.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE

Governance of ESG Matters

The Board holds overall responsibility for ESG matters, including approving ESG strategies and key objectives, overseeing ESG risk management, and reviewing annual ESG reports. The Board oversees ESG implementation through the ESG Task Force, which monitors execution, assesses effectiveness and liaises between the Board and management. Management and functional departments are responsible for day-to-day policy implementation, data consolidation and progress reporting. In major transactions, the Board incorporates ESG factors such as environmental compliance, employee rights and governance standards into its decision-making, and may require additional mitigation measures where material ESG risks are identified.

ESG Risk Identification and Assessment

We engaged independent ESG advisers to assist in assessing the materiality of ESG issues based on our business operations and financial performance. The key material ESG issues identified include data security and privacy protection, waste management, and anti-corruption and anti-commercial bribery. To manage these risks, we have implemented corresponding internal policies and procedures, including an ISO/IEC 27001:2022 information security management system, internal procedures for solid and hazardous waste handling, and anti-corruption and anti-bribery policies. We also conduct regular reviews, audits and compliance training to enhance operational discipline and reduce ESG-related risks.

Emissions and Resource Consumption

We classify GHG emissions into Scope 1, 2 and 3 with reference to the GHG Protocol, monitoring emission intensity relative to operating revenue. Hazardous waste is managed through classification, designated storage, qualified third-party disposal and transfer documentation. Our principal energy sources are electricity, water, diesel and gasoline, managed under an Energy Management Manual through coordinated planning, route optimization and selection of energy-efficient vehicles, with regular monitoring of water consumption and sewage discharge.

BUSINESS

Environmental Protection Metrics and Targets

Our resource consumption and emissions for the Track Record Period are outlined below.

Metrics	Unit	As of year ended by December 31			As of four months ended by April 30
		2023	2024	2025	2026
Scope 1 greenhouse gas emissions	tCO ₂	7,424	8,371	8,282	2,556
Scope 1 greenhouse gas emissions intensity	tCO ₂ /RMB1 million	12.1	12.8	11.4	10.0
Scope 2 greenhouse gas emissions	tCO ₂	3,269	4,240	4,187	853
Scope 2 greenhouse gas emissions intensity	tCO ₂ /RMB1 million	5.3	6.5	5.8	3.3
Scope 3 greenhouse gas emissions ⁽¹⁾	tCO ₂	1,072	1,181	1,343	390
Scope 3 greenhouse gas emissions intensity	tCO ₂ /RMB1 million	1.6	1.3	1.6	2.0
Total greenhouse gas emissions	tCO₂	11,765	13,792	13,813	3,799
Total greenhouse gas emission intensity	tCO₂/per million in RMB	19.2	21.1	19.0	14.8
Purchased electricity ⁽²⁾	kWh	5,641,917	7,461,333	7,218,416	1,589,250
Purchased heat	t	845	827	1,097	—
Gasoline consumption	l	739,868	822,719	816,282	135,442
Diesel consumption	l	2,206,219	2,497,458	2,469,098	710,712
General wastes	t	90	70	105	33
Hazardous wastes	t	13	27	51.8	15.2

Notes:

- (1) We have fully disclosed Scope 3 greenhouse gas emissions and will further broaden the scope of statistics of Scope 3 greenhouse gas emissions to comprehensively reflect carbon emissions throughout the entire operational chain.
- (2) The 2024 electricity cost hike stemmed from our business expansion, including the addition of a large-scale cold storage facility.

BUSINESS

We establish ESG-related KPI targets with reference to historical trends, industry benchmarks, technical feasibility and cost considerations, subject to adjustment based on changes in business scale, operating environment and regulatory requirements. For resource conservation, we target: (i) a dry ice savings rate of no less than 27%; (ii) a packaging recyclability rate of at least 50%; (iii) a high ice pack reuse rate; and (iv) managed paper and electricity consumption intensity. For greenhouse gas emissions and waste discharge, using 2025 as the base year, we aim to achieve by 2028: (i) a 10% reduction in GHG emissions per unit of turnover; (ii) a 10% reduction in waste gas emissions per unit of turnover; and (iii) a 10% reduction in hazardous waste generation per unit of turnover, through optimizing processes, installing photovoltaic facilities, deploying electric vehicles and adopting new technologies and equipment.

Climate Change-Related Risks

Extreme weather events may increase operational load on refrigeration and temperature-control equipment, affecting the integrity of temperature-sensitive products. We have implemented physical risk mitigation measures at certain facilities, including flood protection, drainage arrangements, wind-resistance reinforcement and emergency supplies, and have strengthened safety controls for elevated installations. On transition risks, tightening environmental policies and potential increases in environmental taxes may raise compliance and energy-related costs, in response to which we incorporate climate considerations into long-term planning and evaluate energy-efficiency upgrades, greener technologies, fleet composition adjustments and enhanced carbon management practices.

Employee Rights, Health and Safety

We adhere to principles of fairness and transparency in recruitment and employment, prohibiting discrimination based on factors such as gender, age, ethnicity, religion, disability or marital status. Employee benefits include holiday, marriage, childbirth and birthday benefits, periodic health examinations and various types of statutory and contractual leave. We implement internal talent identification and development mechanisms, with training participation and performance considered in promotion decisions. In respect of health and safety, we provide relevant personal protective equipment, implement role-specific operating procedures, conduct regular safety training and emergency drills, and maintain health and safety records to support oversight and continuous improvement.

Social Responsibility Metrics and Targets

Our employee recruitment and training performance metrics are outlined below.

Employee by gender	As of December 31, 2025	As of four months ended by April 30, 2026
Number of male employees ⁽¹⁾	983	1,004
Number of female employees	251	253
	1,234	1,257

Note:

- (1) Given the nature of our business, the workforce is predominantly male. We remain committed to the principle of gender equality and prohibit any form of gender discrimination.

BUSINESS

To fulfill social responsibilities, we have set internal targets for occupational health, safety and workforce development, including structured onboarding and role-specific safety training, unified annual training benchmarks, mandatory health check-ups, enhanced safety management systems to minimize workplace injuries and major incidents, and full hazard identification coverage in key business processes.

Supply Chain Management

Environmental considerations are incorporated into supplier management through non-mandatory assessment criteria, encouraging suppliers to observe applicable environmental requirements, promote green practices and manage energy conservation and emissions. In supplier selection, we take into account factors such as environmental awareness and the adoption of environmentally friendly packaging or low-carbon practices where relevant. Procurement activities are subject to internal oversight including tiered approval, supplier qualification review, financial review, periodic internal audits and ongoing monitoring by the procurement function.

Community contribution

In May 2025, we participated in a 15 km charity hike organized under the BayHelix Group, supporting BayHelix Ambassadors’ rural children welfare initiative. We will continue to engage in community welfare activities going forward.

Anti-Bribery and Anti-Corruption

We have established anti-corruption and anti-bribery procedures applicable to the Company and its subsidiaries, prohibiting improper benefit-related practices and providing for referral to relevant authorities where potential criminal conduct is identified. We conduct periodic compliance training and embed integrity requirements into relevant business processes to promote compliance awareness.

Risk Management Relating to Daily Business Operations

We have established internal risk management arrangements with defined roles across relevant functions, covering risk identification, assessment and categorized response. Identified risks are recorded in an internal risk register and managed according to potential impact and likelihood. Key operational risks and mitigations include: (i) supplier audit delays disrupting procurement continuity, mitigated through an annual audit plan with qualification reviews for new suppliers and periodic audits for existing ones; (ii) non-compliant pre-cooling or driver errors causing temperature excursions, mitigated through pre-transport weather reviews and product-specific pre-cooling protocols; and (iii) shipment timing or consignee delays causing cold chain disruptions, mitigated through advance communication, route planning and congestion-mitigating scheduling.

BUSINESS

Internal Control

We have established an internal control framework based on scope, materiality, balance and adaptability, with clear roles: senior management oversees overall effectiveness, business departments implement controls in their areas, the internal control function formulates and monitors policies, and the internal audit function conducts independent reviews and audits. We perform periodic self-assessments where departments identify and remediate deficiencies, while the internal control function updates policies and the audit function issues reports to support continuous improvement.

EMPLOYEES

As of April 30, 2026, we had 1,257 full-time employees, including 1,239 employees based in Chinese Mainland, and the rest located in the U.S, Australia, Belgium and Singapore. The following table sets forth a breakdown of our employees by function as of April 30, 2026:

Function	Number of employees	Percentage of Total
Supply chain operation	981	78.1
R&D and quality control	111	8.8
Manufacturing	33	2.6
Sales and marketing	57	4.5
Management and administration	75	6.0
Total	1,257	100.0

We generally recruit our employees based on a number of factors, including work experience, educational background and our position requirements. We recruit primarily through on-campus recruiting programs, job fairs, job postings and internal referrals. New employees are required to undergo induction training to familiarize themselves with our corporate culture, standard operating procedures, job responsibilities and guidelines, staff conduct policies, and applicable laws and regulations. We also provide ongoing training to employees across all levels to maintain and enhance the quality, knowledge and professional skill levels of our workforce. These training programmes are designed based on employees’ functions, positions and responsibilities, and cover both supply chain operational technical and soft skills. We also organize regular skills assessments and competitions to promote continuous learning and performance improvement. Additional training may be provided to address localized operational needs in our overseas markets.

As required by PRC laws and regulations, we participate in various government statutory employee benefit plans, including social insurance, namely pension insurance, medical insurance, unemployment insurance, work-related injury insurance and maternity insurance, and housing funds. We are required under PRC law to make contributions to employee benefit plans at specified percentages of the salaries, bonuses and certain allowances of our employees, up to a maximum amount specified by the local government regulations from time to time.

BUSINESS

We have established a labor union in China to protect the legitimate rights and interests of our employees. During the Track Record Period and up to the Latest Practicable Date, we have not experienced any significant labor disputes or any difficulty in recruiting staff for our operations.

INSURANCE

Pursuant to PRC regulations, we provide social insurance including pension insurance, unemployment insurance, work-related injury insurance, maternity insurance and medical insurance for our employees based in China. In addition, we maintain commercial insurance coverage, such as carrier’s liability, employer’s liability, product liability, property all risks and safety liability insurance, to mitigate potential losses arising from transportation incidents, workplace injuries, product defects, property damage and third-party claims. We review our insurance coverage periodically and consider it adequate and in line with industry practice. Nevertheless, we may be exposed to claims and liabilities which exceed our insurance coverage. Please see “Risk Factors — Risks Related to Our Business and Industry — Our insurance coverage may be insufficient to cover our potential liabilities or losses.” During the Track Record Period and up to the Latest Practicable Date, we had not made, nor been subject to, any material insurance claims.

LICENSES, PERMITS AND APPROVALS

During the Track Record Period and up to the Latest Practicable Date, we had obtained all requisite licenses, approvals and permits from relevant authorities that are material to the operation of our existing business, and such licenses and permits are valid and subsisting. The table below sets forth a summary of the material licenses and permits:

License Type	Holder	Issuing authority	Expiration Date
Road Transportation Operation Licenses (道路運輸經營許可證) . . .	Shengsheng Logistics	Shanghai Minhang District Transportation Commission	2027
Road Transportation Operation Licenses (道路運輸經營許可證)	MED-LOGISTICS	Administrative Committee of Beijing Economic-Technological Development Area	2029
Road Transportation Operation Licenses (道路運輸經營許可證)	Shengsheng Cold chain	Shanghai Qingpu District Transportation Commission	2026
Medical Device Operation License (醫療器械經營許可證)	MED-LOGISTICS	Administration for Market Regulation of Beijing Economic-Technological Development Area	2027

BUSINESS

License Type	Holder	Issuing authority	Expiration Date
Class II Medical Device Operation Filing Certificate (第二類醫療器械經營備案憑證)	MED-LOGISTICS	Administration for Market Regulation of Beijing Economic-Technological Development Area	Long-term
Class II Medical Device Operation Filing Certificate (第二類醫療器械經營備案憑證)	Shengsheng International	Administration for Market Regulation of Pudong Pudong New Area of Shanghai	Long-term
Customs Import and Export Consignor/Consignee Recordation (海關進出口貨物收發貨人備案)	Shengsheng Logistics	General Administration of Customs of the PRC	Long-term
Customs Import and Export Consignor/Consignee Recordation (海關進出口貨物收發貨人備案)	Yuanting Technology	General Administration of Customs of the PRC	Long-term
Customs Import and Export Consignor/Consignee Recordation (海關進出口貨物收發貨人備案)	MED-LOGISTICS	General Administration of Customs of the PRC	Long-term
Customs Import and Export Consignor/Consignee Recordation (海關進出口貨物收發貨人備案)	Shengsheng International	General Administration of Customs of the PRC	Long-term

We are required to renew some of such licenses, approvals and permits from time to time, and there is no foreseeable difficulty in renewing any material license which will be expiring in the next 12 months.

PROPERTIES

Owned Properties

We are headquartered in Shanghai, China. As of the Latest Practicable Date, we owned two pieces of properties, including: (i) one property located in Changsha with a gross floor area of approximately 699 sq.m. built thereon; and (ii) the other property located in Nanchang with a gross floor area of approximately 1,757 sq.m. Both properties were primarily used as offices and warehouses.

As of the Latest Practicable Date, we had not obtained the title certificate for the property in Nanchang. As advised by our PRC Legal Advisor, under applicable PRC laws and regulations, the ownership of real property is established upon registration. Accordingly, until

BUSINESS

the title certificate is obtained, we are not considered to have full legal title to such property, and our property rights to occupy, use, benefit from, transfer, lease, pledge or otherwise dispose of the property may be subject to limitations or third-party challenges. Given that we have paid the full consideration for the acquisition of this property and that the title certificate is currently being processed, and considering that the property is primarily used for office and warehouse purposes, we believe that the temporary absence of the title certificate is not expected to have a material adverse effect on our business operations. For related risks, see “Risk Factors — Our legal right to certain of our owned and leased properties may be challenged.”

Leased Properties

As of the Latest Practicable Date, we had leased 122 properties with an aggregate gross floor area of approximately 86,875.1 sq.m. in Chinese Mainland. We had also leased properties in the U.S., Australia, Belgium and Singapore for our overseas operations. The respective expiration dates of these lease agreements range from 2026 to 2028. We believe that our existing facilities are sufficient for our current operational needs and we may need to obtain additional facilities to accommodate any future expansion plans as we further scale up our business operation.

As of the Latest Practicable Date, certain of our leased properties (the “**Relevant Properties**”) have title defects as (i) the respective lessors had not provided valid title certificates for properties with an aggregate floor area of approximately 3,033 sq.m.; (ii) such properties with an aggregate floor area of approximately 2,846 sq.m. were located on collectively-owned lands (集體土地), and the lessors had not provided evidence of completing the procedural requirements for leasing such land; or (iii) the actual usage of certain properties with an aggregate floor area of approximately 3,322 sq.m. was inconsistent with the usage stated in the relevant title certificates. Such Relevant Properties, with an aggregate floor area of approximately 7,060 sq.m., were mainly used for warehousing, accommodation and office purposes across various provinces and municipalities in the PRC (such as Shandong, Shanghai, Hebei and Jiangsu), accounting for less than 10% of our total leased land area as of the Latest Practicable Date. As advised by our PRC Legal Advisor, it is the responsibility of the lessors to obtain valid title certificates, ensure consistency between the actual and permitted use of the properties, and complete the necessary procedural requirements for leasing lands with specific usages. However, we, as the lessee, are subject to uncertainty in the event of third-party claims or regulatory challenges. In the worst-case scenario, if the lessors are found to lack the requisite rights to lease such properties, the relevant lease agreements may be deemed invalid, and we may be required to vacate the affected properties and relocate to alternative premises.

Our Directors are of the opinion that the Relevant Properties are immaterial to our business or financial condition because (i) the Relevant Properties are not crucial to our core business, and none of our clinical depots or biorepository is affected; (ii) we have in place flexible packaging and contingency arrangements from nearby facilities to meet customer demand at minimal logistics costs, if required; (iii) the Relevant Properties account for less

BUSINESS

than 10% of our total leased land area as of the Latest Practicable Date; and (iv) should these title defects prevent the continued use of the Relevant Properties, we are able to promptly relocate to suitable alternative premises.

Nonetheless, even if we are required to vacate from the property under the foregoing circumstances, our Directors are of the opinion that our business operations and financial performance would not be materially and adversely affected, because: (i) the Relevant Properties are not critical to our business, and relocation, if needed, can be completed with minimal disruption and is not expected to result in material loss of revenue; and (ii) as advised by our PRC Legal Advisor, under the *Measures for the Administration of Commercial Housing Leasing* and other applicable regulations, properties with unauthorised changes in usage are prohibited from being leased. As such, we may be ordered to rectify and be subject to fines of up to RMB5,000 where no illegal gains are involved, or where illegal gains exist, fines ranging from one to three times such gains, capped at RMB30,000 for each such property. As advised by our PRC Legal Advisor, in the absence of third-party complaints, the likelihood of penalties being imposed in practice is remote. During the Track Record Period and up to the Latest Practicable Date, we were not aware of any challenges from government authorities that might affect our continued occupation of such leased properties and had not been subject to any fines in this regard. As such, no provisions have been made in this regard as of the Latest Practicable Date. For related risks, see “Risk Factors — Our legal right to certain of our owned and leased properties may be challenged.”

Based on (i) the review of the PRC legal opinion, which includes details of the title defects, the potential legal consequences of the title defects, and the impact on the Group should it becomes necessary to vacate from the Relevant Properties; (ii) the due diligence with the Company’s PRC Legal Advisor with respect to, among others, the potential legal consequences of the title defects of the Relevant Properties; and (iii) the due diligence with the Company with respect to, among others, the impact of the potential relocation from the Relevant Properties on the business and financial performance of the Group and the review of relevant supporting documents, the Joint Sponsors concur with the aforementioned view of the Directors.

Furthermore, as of the Latest Practicable Date, we had not yet completed the registration of the lease contracts for certain properties that we entered into within the prescribed time pursuant to the applicable PRC laws and regulations. Although we will take practical and reasonable steps to request the lessors of the aforementioned and future leased properties to cooperate with us to complete the registration in a timely manner, we cannot assure you that such lessors will agree to cooperate. As advised by our PRC Legal Advisor, failure to complete the lease registration will not affect the validity of the lease agreements according to PRC law, but we may be imposed with a penalty ranging from RMB1,000 to RMB10,000 for each non-registered lease if we fail to complete the registration of any of our lease agreements after we are requested to do so by the competent PRC government authorities. During the Track Record Period and up to the Latest Practicable Date, we had not received any order from the competent authorities requiring rectification within a prescribed period, nor had we been

BUSINESS

subject to any administrative penalties for failing to register and file our lease agreements. Our Directors are of the view that the absence of such registrations, whether individually or in the aggregate, is not expected to have a material adverse impact on our business operations or financial position.

Our owned and leased properties are used for non-property activities as defined under Rule 5.01(2) of the Listing Rules. As of December 31, 2025, none of the properties held or leased by us had a carrying amount of 15% or more of our consolidated total assets. According to section 6(2) of the Companies (Exemption of Companies and Prospectuses from Compliance with Provisions) Notice, this document is exempted from compliance with the requirements of section 342(1)(b) of the Companies (Winding Up and Miscellaneous Provisions) Ordinance in relation to paragraph 34(2) of the Third Schedule to the Companies (Winding Up and Miscellaneous Provisions) Ordinance.

LEGAL PROCEEDINGS AND COMPLIANCE

We may from time to time become a party to various legal, arbitral or administrative proceedings arising in the ordinary course of our business. During the Track Record Period and up to the Latest Practicable Date, we had not been a party to, and were not aware of any threat of, any legal, arbitral or administrative proceedings, which, in our opinion, would likely have a material and adverse effect on our business, financial condition or results of operation.

During the Track Record Period and up to the Latest Practicable Date, we had not been involved in any material non-compliance incidents that have led to fines, enforcement actions or other penalties that could, individually or in the aggregate, have a material and adverse effect on our business, financial condition and results of operations.

RISK MANAGEMENT AND INTERNAL CONTROL

We have established and maintain comprehensive risk management and internal control systems, consisting of policies and procedures that we consider appropriate for our business operations. Such systems are designed to ensure that major risks arising from our operations are properly identified, evaluated and mitigated in a timely manner. We are committed to continuously improving these systems to strengthen our corporate governance and operational resilience. Our Board and its committees serve as the decision-making and supervisory bodies responsible for overseeing the effective operation of the risk management and internal control policies. The Board regularly reviews reports from management and the functional departments on our operational performance and internal control evaluation results. The management team is responsible for implementing the risk management and internal control policies in daily operations and is subject to periodic evaluation and supervision by our internal audit department. The head of each functional department, business unit and subsidiary are responsible for the related risk control in their responsible segments.

BUSINESS

Legal and Compliance Risk Management

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

Information System Risk Management

We have implemented comprehensive internal policies on protecting data privacy and security, and our management systems have been certified under the international PQE computerized system validation framework and the ISO/IEC 27001:2022 standard for information security management. During the Track Record Period and up to the Latest Practicable Date, we have not become aware of any material information leakage or loss of our data. Our IT systems had not experienced any material third-party intrusions, viruses, hacker attacks, ransomware attacks and other cyberattacks, information or data theft or other similar threats during the Track Record Period and up to the Latest Practicable Date. See “— Data Security and Privacy” for details.

Financial Reporting Risk Management

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

Human Resource Management

We have established human resources policies covering recruitment, training, work ethics and legal compliance. We have in place employee handbooks and codes of conduct which set out internal rules and standards regarding work ethics, fraud prevention mechanisms, negligence, anti-bribery, and anti-corruption. We also have in place anti-corruption policies to safeguard against any corruption activities. Under our firm-wide whistle-blowing policy, we make our internal reporting channel open and available for our employees to report any non-compliance incidents and acts, including bribery and corruption. Reported incidents and persons will be investigated and appropriate measures will be taken in response to the findings. During the Track Record Period and up to the Latest Practicable Date, we were not aware of

BUSINESS

any non-compliance with relevant laws and regulations that have a significant impact on us relating to corruption and bribery. We conduct periodic performance reviews for our employees. We monitor the implementation of internal risk management policies on a regular basis to identify, manage and mitigate internal risks in relation to the potential non-compliance with our code of conduct, work ethics, and violations of our internal policies or illegal acts at all levels of our Group.

AWARDS AND RECOGNITION

We are recognized for the quality and market reception of our services. As a leading player in the industry, we also actively participate in the formulation of national and industry standards, such as (i) GB/T 28842-2021 Operation Specifications for Medicinal Product Cold Chain Logistics, (ii) GB/T 30335-2023 Specifications for Logistics Service of Medicinal Products, (iii) GB/T 42186-2022 Operation Specifications for Cold Chain Logistics of Medical Laboratory Biological Samples, (iv) GB/T 42502-2023 Specifications for Auditing Quality Management of pharmaceutical logistics and (v) GB/T 39704-2020 Determination of Effective Thermal Conductivity for Vacuum Insulation Panels. The following table sets forth major awards and recognitions we received:

Award/Recognition	Issued Authority	Year granted/renewed
Shanghai High and New Technology Enterprise (上海市高新技術企業)	Shanghai Municipal Science and Technology Commission, Shanghai Municipal Finance Bureau, State Taxation Administration Shanghai Branch (上海市科學技術委員會、上海市財政局、國家稅務總局上海市稅務局)	2025
Specialized and Innovative SME in Shanghai (上海市專精特新中小企業)	Shanghai Municipal Commission of Economy and Informatization (上海市經濟和信息化委員會)	2025
EcoVadis Sustainability Rating Silver Medals	EcoVadis	2025
Pharmaceutical Cold Chain Logistics Service Enterprise Standard Frontrunner (藥品冷鏈運輸服務企業標準領跑者)	Pharmaceutical Logistics and Supply Chain Branch of the China Federation of Logistics and Purchasing (中國物流與採購聯合會醫藥物流與供應鏈分會)	2024
Shanghai Minhang Enterprise Technology Center (上海市閔行區企業技術中心)	Shanghai Minhang Economics Commission (上海市閔行區經濟委員會)	2022
Minhang Tech Little Giant Enterprise (閔行區科技小巨人企業)	Shanghai Minhang Science and Technology Commission, Shanghai Minhang Economics Commission (上海市閔行區科學技術委員會、上海市閔行區經濟委員會)	2020