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## SUMMARY

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***This summary aims to give you an overview of the information contained in this document. As this is a summary, it does not contain all the information that may be important to you. You should read this document in its entirety before you decide to [REDACTED] in the [REDACTED].***

***There are risks associated with any [REDACTED]. Some of the particular risks in [REDACTED] in the [REDACTED] are set out in “Risk Factors.” You should read that section carefully before you decide to [REDACTED] in the [REDACTED].***

## OVERVIEW

We are a private chain TCM healthcare service provider in China, with a particularly strong and established presence in Northern China. Our business principally operates through a network of self-established and self-operated (自建自營) offline licensed medical institutions, including TCM out-patient healthcare centers and TCM clinics, which collectively account for a substantial majority of our revenue. We provide TCM healthcare services which integrate (i) medical consultations and the dispensing of prescription medication, including personalized TCM prescription preparations (中藥臨方製劑) and in-hospital preparations (院內製劑), and (ii) ancillary therapeutics, including therapeutic massage, orthopedic manipulation, guasha, cupping, acupuncture and moxibustion, into a single, ongoing treatment plan, primarily targeting chronic disease treatment for heart disease (胸痹), stroke (中風), hypertension (眩暈), insomnia (不寐), diabetes (消渴), preventive care (未病) and long-term health management (康養). We ranked fifth among all private chain TCM healthcare service providers in China in terms of total revenue generated by TCM out-patient healthcare centers and TCM clinics in 2025, with a market share of 2.3%, according to Frost & Sullivan.

We operate in the TCM healthcare service industry in China, the market size of which has expanded continuously at a CAGR of 7.7% from RMB768.3 billion in 2021 to RMB1,031.8 billion in 2025, and is expected to grow at a CAGR of 8.1% from RMB1,102.8 billion in 2026 to RMB1,506.3 billion in 2030. In particular, the promulgation of multiple favorable governmental policies in recent years, such as the 15th Five-Year Plan for Traditional Chinese Medicine Development (《“十五五”中醫藥發展規劃》), the Major Project Implementation Plan for the Revitalization and Development of Traditional Chinese Medicine (《中醫藥振興發展重大工程實施方案》) and “Health China 2030” Plan Outline (《「健康中國2030」規劃綱要》), has been stimulating the development potential of TCM healthcare service providers, including us. See “Industry Overview” in this document for more information.

Our business demonstrated significant and rapid growth during the Track Record Period. The number of our offline medical institutions increased from 14 in 2023 to 31 in 2024 and 47 in 2025, and further to 59 in the five months ended May 31, 2026. Our revenue increased from RMB150.0 million in 2023 to RMB215.2 million in 2024 and further to RMB399.7 million in 2025, and increased from RMB127.7 million in the five months ended May 31, 2025 to RMB182.8 million in the five months ended May 31, 2026. Our net profit increased from RMB20.5 million in 2023 to RMB27.1 million in 2024 and further to RMB70.5 million in 2025, and from RMB18.1 million in the five months ended May 31, 2025 to RMB26.2 million in the five months ended May 31, 2026. See “Financial Information” in this document for more information.

## SUMMARY

### OUR BUSINESS AND REVENUE MODEL

We provide TCM healthcare services which integrate (i) medical consultations and the dispensing of prescription medication, including personalized TCM prescription preparations (中藥臨方製劑) and in-hospital preparations (院內製劑), and (ii) ancillary therapeutics, including therapeutic massage, orthopedic manipulation, guasha, cupping, acupuncture and moxibustion, into a single, ongoing treatment plan. As of the Latest Practicable Date, we operated a TCM healthcare service network comprising 60 self-established and self-operated offline licensed medical institutions and an online platform. We provide personalized healthcare services to patients typically aged 60 years old or above with chronic diseases according to each individual’s health profile, disease complexity, treatment stage, and location, ensuring a coherent and patient-centric healthcare experience.

Our operational model is structured around a “prerequisite offline, supplemental online”(線下為主，線上為輔) framework. Under this framework, initial patient consultations are mandatory and must be conducted in person at our offline licensed medical institutions. Patients can choose our offline medical institutions or online platform for their follow-up consultations. Online follow-up consultations are not a standalone healthcare service offering; they are permitted only for patients who have completed an initial in-person consultation. While online follow-up consultations are available for patient convenience and to alleviate geographical constraints, the vast majority of our patients opt to attend in-person follow-up consultations at our offline licensed medical institutions. Physicians in our offline medical institutions conduct initial diagnosis and follow-up consultations, and prescribe, renew and adjust prescription preparations, while physicians in our online platform conduct follow-up consultations, and prescribe, renew and adjust in-hospital preparations.

During the Track Record Period, our revenue was derived primarily from our provision of TCM healthcare services through our offline licensed medical institutions across Northern China, a region encompassing numerous provinces and cities including Heilongjiang, Jilin, Liaoning, Hebei, Shangdong and Tianjin.

The following table sets forth a breakdown of our total revenue by service/product type for the periods indicated:

|                                      | Year ended December 31, |                    |                |                    |                |                     | Five months ended May 31, |                     |                |                    |
|--------------------------------------|-------------------------|--------------------|----------------|--------------------|----------------|---------------------|---------------------------|---------------------|----------------|--------------------|
|                                      | 2023                    |                    | 2024           |                    | 2025           |                     | 2025                      |                     | 2026           |                    |
|                                      | RMB'000                 | % of total revenue | RMB'000        | % of total revenue | RMB'000        | % of total revenue  | RMB'000                   | % of total revenue  | RMB'000        | % of total revenue |
| Consultation and diagnosis . . . . . | 1,318                   | 0.9                | 1,728          | 0.8                | 2,665          | 0.7                 | 927                       | 0.7                 | 1,116          | 0.6                |
| Prescription preparations . . . . .  | 145,506                 | 97.0               | 206,215        | 95.8               | 375,241        | 93.9                | 120,610                   | 94.4                | 168,981        | 92.4               |
| In-hospital preparations . . . . .   | 2,581                   | 1.7                | 7,118          | 3.3                | 21,781         | 5.4                 | 6,165                     | 4.8                 | 12,738         | 7.0                |
| Others <sup>(i)</sup> . . . . .      | 618                     | 0.4                | 160            | 0.1                | 38             | 0.0 <sup>(ii)</sup> | 19                        | 0.0 <sup>(ii)</sup> | –              | –                  |
| <b>Total . . . . .</b>               | <b>150,023</b>          | <b>100.0%</b>      | <b>215,221</b> | <b>100.0%</b>      | <b>399,725</b> | <b>100.0%</b>       | <b>127,721</b>            | <b>100.0%</b>       | <b>182,835</b> | <b>100.0%</b>      |

Note:

- (i) Represented revenue from ancillary business activities, including primarily (i) the service fees earned from third-party medical institutions for secondment of our physicians in 2023 and 2024; and (ii) the sales of topical plasters by HQFM.
- (ii) Less than 0.1%.

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We charge patients healthcare service fees for the provision of our service including (i) medical consultation fees for consultation and diagnosis by our physicians, (ii) medication fees for our prescription preparations prescribed offline and in-hospital preparations prescribed online, and (iii) service fees for our physical therapies. We price our healthcare service fees for each service or product based primarily on a market-based model. Final prices are determined primarily by prevailing market rates for comparable services and competitor pricing. These market-derived prices are then evaluated against our internal financial parameters, which include physicians’ remunerations, the direct costs of materials, primarily including decocting pieces and medicinal ingredients, and operational expenses.

We rely on physician teams, comprising different levels of physicians, and other medical professionals, to provide healthcare services, including consultation and diagnosis, prescription, and physical therapies, to our patients. In addition, TCM raw materials, such as decocting pieces and medicinal materials, are critical in treating patients’ diseases. As a result, physicians’ remunerations and raw materials constitute the two largest cost components of our operations, and have a material impact on our financial performance.

### OUR COMPETITIVE STRENGTHS

We believe that the following competitive strengths contribute to our success and sustainable growth in the TCM healthcare service industry in China.

- A private chain TCM healthcare service provider in China, with a particularly strong and established presence in Northern China.
- An integrated TCM healthcare service model that offers a regulatory-compliant initial in-person consultation, supported by an online platform that provides optional follow-up consultation and TCM healthcare services.
- Proprietary heritage paste and in-hospital preparations, supported by integrated in-house production.
- Technology-enabled online platform, integrating TCM healthcare services with technological innovation.
- A cohesive professional structure which integrates full-time medical professionals with a strategic research and development committee, and a robust talent acquisition regime, underscoring our clinical excellence and operational consistency.
- An experienced and visionary management team, guided by preeminent academic advisors.

See “Business — Our Strengths” for details.

### OUR BUSINESS STRATEGIES

We intend to further entrench our competitive strengths and implement the following strategies.

- Further deepen regional presence and accelerate TCM healthcare service network coverage.
- Enhance production capabilities and optimize supply chain integration.
- Systematically improve our information technology systems to build an intelligent TCM healthcare service ecosystem.
- Continue to develop and optimize our TCM healthcare services through our “research-clinical” initiative.
- Pursue sustainable growth through enhanced customer awareness, trust and loyalty.

See “Business — Our Strategies” for details.

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### OUR KEY OPERATIONAL AND FINANCIAL INFORMATION

The following table sets forth a breakdown of our total revenue from our offline licensed medical institutions further detailed by key geographical regions, alongside certain other key operational and financial information for each period during the Track Record Period.

|                                       | Year ended December 31, |         |                    |                                  |                        |         |                    |                   |                        |         |                    |                   | Five months ended May 31, |                |                    |                   |         |        |         |     |
|---------------------------------------|-------------------------|---------|--------------------|----------------------------------|------------------------|---------|--------------------|-------------------|------------------------|---------|--------------------|-------------------|---------------------------|----------------|--------------------|-------------------|---------|--------|---------|-----|
|                                       | 2023                    |         |                    |                                  | 2024                   |         |                    |                   | 2025                   |         |                    |                   | 2026                      |                |                    |                   |         |        |         |     |
|                                       |                         |         | Average revenue    |                                  |                        |         | Average revenue    |                   |                        |         | Average revenue    |                   |                           |                | Average revenue    |                   |         |        |         |     |
|                                       | Number of institutions  | Revenue | % of total revenue | per patient visit <sup>(1)</sup> | Number of institutions | Revenue | % of total revenue | per patient visit | Number of institutions | Revenue | % of total revenue | per patient visit | Number of institutions    | Revenue        | % of total revenue | per patient visit |         |        |         |     |
|                                       | (RMB'000)               |         | (RMB)              |                                  | (RMB'000)              |         | (RMB)              |                   | (RMB'000)              |         | (RMB)              |                   | (RMB'000)                 |                | (RMB)              |                   |         |        |         |     |
| Offline licensed medical institutions |                         |         |                    |                                  |                        |         |                    |                   |                        |         |                    |                   |                           |                |                    |                   |         |        |         |     |
| - Liaoning Province                   | 8                       | 74,921  | 49.9               | 202,739                          | 370                    | 17      | 102,384            | 47.6              | 269,273                | 380     | 19                 | 150,967           | 37.8                      | 381,638        | 396                | 21                | 62,054  | 33.9   | 153,481 | 404 |
| - Heilongjiang Province               | 5                       | 66,378  | 44.2               | 168,048                          | 395                    | 8       | 70,458             | 32.7              | 191,515                | 368     | 12                 | 111,913           | 28.0                      | 231,016        | 484                | 12                | 42,978  | 23.5   | 89,790  | 479 |
| - Jilin Province                      | <sup>(2)</sup>          | -       | -                  | -                                | -                      | 2       | 25,712             | 11.9              | 64,614                 | 398     | 5                  | 55,156            | 13.8                      | 120,181        | 459                | 6                 | 23,612  | 12.9   | 52,039  | 454 |
| - Shandong Province                   | -                       | -       | -                  | -                                | -                      | 3       | 4,251              | 2.0               | 12,050                 | 353     | 7                  | 37,872            | 9.5                       | 81,957         | 462                | 11                | 29,311  | 16.0   | 61,047  | 480 |
| - Hebei Province                      | -                       | -       | -                  | -                                | -                      | 1       | 3,061              | 1.4               | 9,965                  | 307     | 2                  | 13,796            | 3.5                       | 31,355         | 440                | 5                 | 7,380   | 4.0    | 16,944  | 436 |
| - Tianjin City                        | -                       | -       | -                  | -                                | -                      | -       | -                  | -                 | -                      | 2       | 7,740              | 1.9               | 16,342                    | 474            | 3                  | 4,530             | 2.5     | 10,146 | 446     |     |
| - Jiangsu Province                    | -                       | -       | -                  | -                                | -                      | -       | -                  | -                 | -                      | -       | -                  | -                 | -                         | <sup>(3)</sup> | -                  | -                 | -       | -      | -       | -   |
| Total                                 | 14                      | 141,299 | 94.1%              | 370,787                          | 381                    | 31      | 205,866            | 95.6%             | 547,417                | 376     | 47                 | 377,444           | 94.5%                     | 862,490        | 438                | 59                | 169,865 | 92.8%  | 383,447 | 443 |

Notes:

- (1) Average revenue per patient visit is calculated based on the revenue divided by the number of patient visits.
- (2) This offline licensed medical institution in Jilin Province acquired its Medical Institution Practicing License in December 29, 2023.
- (3) This offline licensed medical institution in Jiangsu Province acquired its Medical Institution Practicing License in May 2026 and commenced operation in June 2026.

The increases in the number of our offline medical institutions, our revenue and the number of patient visits in each period during the Track Record Period were primarily due to (i) our continuous efforts to expand our business and (ii) the strong demand for TCM healthcare services in line with the growing TCM healthcare service industry. Our average revenue per patient visit in 2024 remained relatively stable at RMB376, as compared to RMB381 in 2023. The increase in our average revenue per patient visit from RMB376 in 2024 to RMB438 in 2025 and further to RMB443 in the five months ended May 31, 2026 was primarily due to (i) our periodic adjustment in service fees and medication fees to reflect the changes in our costs and (ii) the increasing sales of our high premium medications.

As of the Latest Practicable Date, we operated a TCM healthcare service network of 60 offline licensed medical institutions across Northern China. These licensed medical institutions are self-established and self-operated by us, ensuring uniform operational standards, integrated clinical protocols, and consistent quality of care across of TCM healthcare service network. All 60 licensed medical institutions are private for-profit entities. They operate under a unified governance and management structure, and all premises are held under operating leases. This centralized, self-established and self-operated approach is a strategic cornerstone that enables streamlined resource allocation, efficient implementation of our TCM healthcare service model, and robust brand consistency.

Our offline licensed medical institutions are designed according to a replicable blueprint. The typical institution has a GFA ranging from 400 to 800 sq.m and is primarily located in high-density, community-centric settings. These include street-level premises in densely populated residential neighborhoods ensuring high visibility and convenient access for our target patient demographic. The estimated initial investment for a standard institution, including fit-out, equipment and launch-related expense, ranges around RMB1 million and RMB2 million. Each institution shall be equipped with a medical team comprising one to four attending physicians or above, supported by one to five physicians to deliver our integrated TCM healthcare service model. The standard personnel configuration includes six physicians and five medical professionals, ensuring comprehensive service delivery from initial consultation to dispensation of prescribed medication. Additionally, 38 senior physicians, primarily chief physicians and associate chief physicians, roam across our TCM healthcare service network according to patient demand and scheduling availability as of the Latest Practicable Date.

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For other key operating and financial data of our business, see “Business — Our TCM Healthcare Services — Our TCM Healthcare Services Network — Key Operational and Financial Information of Our Geographical Footprint and Offline Licensed Medical Institutions.”

### OUR CUSTOMERS AND SUPPLIERS

#### Our Customers

We have accumulated a vast customer base during years of operation in the TCM healthcare service industry. Our customer base consists primarily of individual patients within the PRC who utilize our TCM healthcare services. Given the dispersed base of our customers, we do not have substantial reliance on any single customer. During the Track Record Period, the revenue contributed by our five largest customers in each period during the Track Record Period accounted for less than 3% of our total revenue.

We have achieved significant growth and engagement within our customer base during the Track Record Period, which is reflected in the following key metrics: (i) we successfully engaged 9,950, 30,894, 49,547 and 21,046 new customers in 2023, 2024, 2025 and the five months ended May 31, 2026, respectively; and (ii) our frequency of patient visits was 17, 15 and 13 in 2024, 2025 and the five months ended May 31, 2026, respectively. These metrics collectively underscore our ability to not only expand customer base but also to foster lasting, engaged relationships with our customers.

#### Our Suppliers

We primarily source decocting pieces, medicinal materials, and health management products from our suppliers, which also include suppliers of capital expenditure, such as those providing equipment and construction services. Our agreements with suppliers typically grant us the right to return or exchange materials that fail to meet the specifications outlined in our internal quality standards or accompanying quality documentation upon delivery and inspection. This system, supported by our quality control team, ensures that non-conforming materials are prevented from entering our production and dispensing processes.

Purchases from our single largest supplier (excluding suppliers of capital nature) in each period during the Track Record Period accounted for 38.3%, 15.5%, 16.4% and 9.5% of our total purchases in 2023, 2024, 2025 and the five months ended May 31, 2026, respectively, and purchases from our five largest suppliers (excluding suppliers of capital nature) in each period during the Track Record Period accounted for 51.7%, 22.7%, 32.5% and 28.1% of our total purchases in the same periods, respectively.

### PRICING

Pursuant to the applicable PRC laws and regulations, including the “Notices on Issues Concerning the Implementation of Market-based Pricing for Medical Services of Non-Public Medical Institutions” (《關於非公立醫療機構醫療服務實行市場調節價有關問題的通知》), private for-profit medical institutions and online healthcare platforms are entitled to autonomously determine the pricing for their healthcare services. This market-based pricing mechanism allows for flexibility in setting fees based on cost structure, service value, and local market dynamics.

Our pricing strategy for each service or product follows a market-based model. Final prices are determined primarily by prevailing market rates for comparable services and competitor pricing. These market-derived prices are then evaluated against our internal financial parameters, which include physicians’ remunerations, the direct costs of materials, primarily including decocting pieces and medicinal ingredients, and operational expenses. This assessment ensures financial sustainability while accounting for factors specific to each service, such as treatment complexity, required physician expertise, and local market conditions. This approach allows us to remain competitive and responsive to the market while maintaining the discipline necessary to invest in clinical quality, professional talent, and service innovation.

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Our market-based pricing autonomy supports several strategic objectives: it (i) allows for localized pricing adjustments to align with regional economic conditions and patient demographics; (ii) facilitates the development of diversified service tiers and innovative treatment protocols; and (iii) enhances our ability to attract and retain skilled medical professionals through competitive compensation structures linked to service value. This pricing flexibility is integral to our brand positioning and supports our long-term growth across a diversified service network.

We offer our TCM prescription medications in prepaid packages, at patient’s choice, which typically comprise prescription medications and physical therapies, subject to dynamic adjustment by physicians based on patients’ health status. Compared to our pay-as-you-go packages, our prepaid packages offer (i) approximately 10% off from the purchase price for follow-up patients and (ii) convenience for patients as chronic disease typically requires long-term treatment and recuperation. Such packages typically include syndrome-based treatment medications with relatively high price and long-term health management medications with relatively low price, all of which are prescription medications. Syndrome-based treatment medications are typically intended for therapeutic treatment designed with higher dosage volumes, reflecting their immediate clinical objectives. Conversely, long-term health management medications are administered in comparatively lower dosage volumes, suitable for sustained intake. Notwithstanding this difference in administered quantity, the core formulations between these two categories remain largely similar, with no material qualitative distinctions. Medications in such packages for initial offline consultations are prescribed for a treatment period of two weeks or one month, and those for follow-up consultations (primarily through offline medical institutions, and to a lesser extent through online platform) are prescribed for a treatment period ranging from three to 12 months (primarily three months). Prepaid packages have an average monthly fee ranging from RMB833 (being all health management medications) to RMB2,900 (being all treatment medications), with largely similar margins. Notwithstanding the prepayment nature of such packages, before each medication is consumed, a patient needs to visit the physicians for prescription, and the corresponding contract liabilities are recognized as revenue accordingly. That said, prepayment for undelivered medications is recorded in contract liabilities and will not be recognized as revenue in any event. Patients are entitled to full refund on unused medications, without time limitations. As a result, there is no forfeiture arrangement between the patients and us. Physicians may modify the prescriptions based on patients’ health status and such prescription modifications typically do not have material impact on our profitability, as our various prepaid packages have similar margins. Our prepaid packages offer (i) approximately 10% off from the purchase price for follow-up patients and (ii) convenience for patients as chronic disease typically requires long-term treatment and recuperation.

## RISK FACTORS

Our business faces risks including those set out in the section headed “Risk Factors.” As different investors may have different interpretations and criteria when determining the significance of a risk, you should read the “Risk Factors” section in its entirety before you decide to invest in our [REDACTED]. Some of the major risks that we face include:

- Changes in China’s regulatory regime for the TCM healthcare service industry, particularly in TCM healthcare reform policies, could materially affect our business operations and future expansion.
- We operate in a highly competitive industry. If we do not compete successfully against new or existing competitors in the industry where we operate, our business, financial condition and results of operations may be materially and adversely affected.
- Our business operations focus on TCM healthcare services, the receptiveness of which in the PRC may change, and our business, results of operations and financial conditions may be materially affected as a result.
- We conduct our business in the strictly regulated TCM healthcare service industry and are subject to ongoing compliance costs.

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- Our business may be harmed by technological and therapeutic changes or by shifts in physicians’ or customers’ preferences for alternative treatments.
- If we fail to obtain any licenses, permits or certificates, or timely renew any existing license, permits or certificates, we may not be able to maintain our business operations.
- We do not maintain medical liability insurance thus may be subject to losses and liabilities for any claims against us.

## OUR CONTROLLING SHAREHOLDERS

Mr. Guo Yang is the chairman of our Board and an executive Director. Mr. Guo Yang, together with Mr. Gao Lifu, Yuyantang Investment, Zhitongdaohe Investment, Zhitongdaohe Yidai and Zhitongdaohe Erdai, constitute our Controlling Shareholders. As a group, they held approximately 97.16 % of the issued share capital of our Company immediately before the [REDACTED]. Immediately following the completion of the [REDACTED] and assuming that no new Shares are issued under the [REDACTED], our Controlling Shareholders will hold [REDACTED] of the issued share capital of our Company.

For further details about our Controlling Shareholders, please see the section headed “Relationship with Our Controlling Shareholders.”

## SUMMARY

### SUMMARY OF HISTORICAL FINANCIAL INFORMATION

The following tables set forth summary financial data from our consolidated financial information for the Track Record Period, extracted from the Accountants’ Report set out in Appendix I to this document:

#### Summary of Consolidated statement of Profit or Loss and Other Comprehensive Income

The following table sets forth a summary of our consolidated statements of profit or loss and other comprehensive income for the periods indicated:

|                                                                                                                   | Year ended December 31, |                |                | Five months ended May 31, |                |
|-------------------------------------------------------------------------------------------------------------------|-------------------------|----------------|----------------|---------------------------|----------------|
|                                                                                                                   | 2023                    | 2024           | 2025           | 2025                      | 2026           |
|                                                                                                                   | RMB'000                 | RMB'000        | RMB'000        | RMB'000                   | RMB'000        |
|                                                                                                                   |                         |                |                | (Unaudited)               |                |
| Revenue . . . . .                                                                                                 | 150,023                 | 215,221        | 399,725        | 127,721                   | 182,835        |
| Cost of sales . . . . .                                                                                           | (65,922)                | (90,292)       | (149,775)      | (47,801)                  | (71,055)       |
| <b>Gross profit . . . . .</b>                                                                                     | <b>84,101</b>           | <b>124,929</b> | <b>249,950</b> | <b>79,920</b>             | <b>111,780</b> |
| Other income and gains . . . . .                                                                                  | 331                     | 256            | 1,846          | 91                        | 291            |
| Selling and distribution expenses . . . . .                                                                       | (33,610)                | (50,064)       | (94,656)       | (32,232)                  | (46,783)       |
| Administrative expenses . . . . .                                                                                 | (27,926)                | (42,618)       | (72,422)       | (24,177)                  | (33,538)       |
| Other expenses . . . . .                                                                                          | (24)                    | (123)          | (85)           | (64)                      | (25)           |
| Finance costs . . . . .                                                                                           | (482)                   | (1,060)        | (1,833)        | (654)                     | (1,021)        |
| <b>Profit before tax . . . . .</b>                                                                                | <b>22,390</b>           | <b>31,320</b>  | <b>82,800</b>  | <b>22,884</b>             | <b>30,704</b>  |
| Income tax expense . . . . .                                                                                      | (1,894)                 | (4,242)        | (12,333)       | (4,742)                   | (4,542)        |
| <b>Profit for the year/period . . . . .</b>                                                                       | <b>20,496</b>           | <b>27,078</b>  | <b>70,467</b>  | <b>18,142</b>             | <b>26,162</b>  |
| Other comprehensive income that will not be reclassified to profit or loss in subsequent periods:                 |                         |                |                |                           |                |
| Changes in fair value of equity investments designated at fair value through other comprehensive income . . . . . | -                       | -              | 210            | -                         | -              |
| <b>Other comprehensive income for the year/period, net of tax . . . . .</b>                                       | <b>-</b>                | <b>-</b>       | <b>210</b>     | <b>-</b>                  | <b>-</b>       |
| <b>Total comprehensive income for the year/period . . . . .</b>                                                   | <b>20,496</b>           | <b>27,078</b>  | <b>70,677</b>  | <b>18,142</b>             | <b>26,162</b>  |
| Attributable to:                                                                                                  |                         |                |                |                           |                |
| Owners of the parent . . . . .                                                                                    | 20,692                  | 25,582         | 67,297         | 17,142                    | 24,220         |
| Non-controlling interests . . . . .                                                                               | (196)                   | 1,496          | 3,380          | 1,000                     | 1,942          |
|                                                                                                                   | <b>20,496</b>           | <b>27,078</b>  | <b>70,677</b>  | <b>18,142</b>             | <b>26,162</b>  |

#### Non-IFRS Financial Measure

To supplement our consolidated financial statements, which are presented in accordance with IFRS, we also use adjusted net profit (non-IFRS measure) as an additional financial measure, which is not required by, or presented in accordance with IFRS.

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We believe that this measure provides useful information to investors and others in understanding and evaluating our consolidated results of operations in the same manner as it helps our management. However, our presentation of adjusted net profit (non-IFRS measure) may not be comparable to similarly titled measures presented by other companies. The use of this non-IFRS measure has limitations as an analytical tool, and you should not consider it in isolation from, or as a substitute for an analysis of, our results of operations or financial condition as reported under IFRS. In addition, the non-IFRS measure may be defined differently from similar terms used by other companies.

We define adjusted net profit (non-IFRS measure) as profit for the year/period adjusted by adding back: (i) equity-settled share-based payment expenses and (ii) [REDACTED], which relate to the [REDACTED]. The adjustments were consistently made during the Track Record Period. Equity-settled share-based payment expenses is a non-cash item. [REDACTED] is one-off in nature.

The following table sets forth the reconciliations of our adjusted net profit (non-IFRS measure) in 2023, 2024, 2025 and the five months ended May 31, 2025 and 2026, and presented in accordance with IFRS, which is our profit for the period:

|                                                                                                                | Year ended December 31, |              |              | Five months ended May 31, |              |
|----------------------------------------------------------------------------------------------------------------|-------------------------|--------------|--------------|---------------------------|--------------|
|                                                                                                                | 2023                    | 2024         | 2025         | 2025                      | 2026         |
|                                                                                                                | RMB'000                 | RMB'000      | RMB'000      | RMB'000<br>(Unaudited)    | RMB'000      |
| <b>Reconciliation of profit for the year/period to adjusted profit for the year/period (non-IFRS measure):</b> |                         |              |              |                           |              |
| Profit for the year/period . . . . .                                                                           | 20,496                  | 27,078       | 70,467       | 18,142                    | 26,162       |
| <b>Add:</b>                                                                                                    |                         |              |              |                           |              |
| – Equity-settled share-based payment expenses . . .                                                            | –                       | –            | 3,691        | 777                       | 1,783        |
| – [REDACTED] . . . . .                                                                                         | [REDACTED]              | [REDACTED]   | [REDACTED]   | [REDACTED]                | [REDACTED]   |
| Adjusted net profit (non-IFRS measure) . . . . .                                                               | 20,496                  | 27,078       | 82,504       | 18,919                    | 31,436       |
| <b>Adjusted net profit margin (non-IFRS measure). . . . .</b>                                                  | <b>13.7%</b>            | <b>12.6%</b> | <b>20.6%</b> | <b>14.8%</b>              | <b>17.2%</b> |

### Revenue

During the Track Record Period, our revenue was derived primarily from our provision of TCM healthcare services through our offline licensed medical institutions across Northern China. We operate a unified TCM healthcare service model where the provision of medical consultations and the dispensing of prescribed TCM medicines are intrinsically linked components of a single patient treatment experience. As a private chain TCM healthcare service provider, our business focus is the provision of comprehensive TCM healthcare services to individual customers through our self-established and self-operated medical institutions and online platforms. For details, see “Business — Our TCM Healthcare Services.”

## SUMMARY

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Our revenue increased from RMB150.0 million in 2023 to RMB215.2 million in 2024 and further to RMB399.7 million in 2025, and increased from RMB127.7 million in the five months ended May 31, 2025 to RMB182.8 million in the five months ended May 31, 2026, as a result of: (i) the growth of our existing medical institution; and (ii) our continuous efforts to expand our business and service network by tapping into new territories, such as Jilin Province, and establishing new medical institutions in existing territories, primarily Heilongjiang Province and Liaoning Province. Specifically, we launched our presence in Jilin Province, Shandong Province and Hebei Province in 2024, in Tianjin City in 2025, and in Jiangsu Province in the five months ended May 31, 2026. As a result, the total number of our offline medical institutions increased from 14 in 2023 to 31 in 2024 and to 47 in 2025 and further to 59 in the five months ended May 31, 2026. To achieve our expansion plan, we made significant upfront investments in property, plant and equipment, with cash payments for property, plant and equipment of RMB11.1 million, RMB35.0 million, RMB22.9 million and RMB10.2 million in 2023, 2024, 2025 and the five months ended May 31, 2026, respectively.

### **Gross Profit and Gross Profit Margin**

Our gross profit represents our revenue less our cost of sales. Our gross profit increased from RMB84.1 million in 2023 to RMB124.9 million in 2024 and further to RMB250.0 million in 2025, and increased from RMB79.9 million in the five months ended May 31, 2025 to RMB111.8 million in the five months ended May 31, 2026, as a result of our scaled business, such as the increases in the number of our offline medical institutions and our customers.

Our gross profit margin represents our gross profit divided by our revenue, expressed as a percentage. Our gross profit margin increased from 56.1% in 2023 to 58.0% in 2024, primarily due to the increasing sales of our high-premium medications. Our gross profit margin further increased from 58.0% in 2024 to 62.5% in 2025, primarily due to the increase in our average revenue per patient visit. Our gross profit margin remained relatively stable at 61.1% in the five months ended May 31, 2026, as compared to 62.6% in the five months ended May 31, 2025.

See “Financial Information — Description of Key Components of Our Results of Operations” for details.

## SUMMARY

### Summary of Consolidated Statements of Financial Position

|                                                        | As of December 31, |                 |                | As of<br>May 31, |
|--------------------------------------------------------|--------------------|-----------------|----------------|------------------|
|                                                        | 2023               | 2024            | 2025           | 2026             |
|                                                        | RMB'000            |                 |                |                  |
| Total non-current assets . . . . .                     | 27,354             | 82,374          | 115,710        | 146,382          |
| Total current assets . . . . .                         | 39,810             | 66,013          | 156,202        | 111,790          |
| Total current liabilities . . . . .                    | 52,006             | 88,056          | 141,564        | 126,898          |
| <b>Net current assets/(liabilities) . . . . .</b>      | <b>(12,196)</b>    | <b>(22,043)</b> | <b>14,638</b>  | <b>(15,108)</b>  |
| <b>Total assets less current liabilities . . . . .</b> | <b>15,158</b>      | <b>60,331</b>   | <b>130,348</b> | <b>131,274</b>   |
| Total non-current liabilities . . . . .                | 6,645              | 22,248          | 30,877         | 46,553           |
| <b>Net assets . . . . .</b>                            | <b>8,513</b>       | <b>38,083</b>   | <b>99,471</b>  | <b>84,721</b>    |

See “Financial Information — Discussion of Certain Key Items of Consolidated Statements of Financial Position” for the details of our balance sheet items.

### Net Current Assets/Liabilities

We recorded net current assets of RMB14.6 million as of December 31, 2025, while net current liabilities of RMB12.2 million as of December 31, 2023, RMB22.0 million as of December 31, 2024 and RMB15.1 million as of May 31, 2026, primarily due to (i) our purchases of property, plant and equipment with cash, and (ii) our entering into new lease agreements for our new medical institutions resulting in increased current lease liabilities, reflecting our continuous efforts in business expansion.

We had net current liabilities of RMB15.1 million as of May 31, 2026, consisting of total current assets of RMB111.8 million and total current liabilities of RMB126.9 million, as compared to our net current assets of RMB14.6 million as of December 31, 2025. This change was primarily attributable to a decrease of RMB48.9 million in cash and cash equivalent as a result of dividend payment, and upfront investments for new medical institutions as partially offset by a decrease of RMB21.5 million in other payables and accruals relating primarily to payroll and welfare payables and contract liabilities.

We had net current assets of RMB14.6 million as of December 31, 2025, consisting of total current assets of RMB156.2 million and total current liabilities of RMB141.6 million, as compared to our net current liabilities of RMB22.0 million as of December 31, 2024. This increase was primarily attributable to an increase of RMB90.2 million in cash and cash equivalents generated from our operating activities as a result of our continued revenue growth, partially offset by: (i) an increase of RMB45.7 million in other payables and accruals relating primarily to payroll and welfare payables and contract liabilities; and (ii) an increase of RMB5.9 million in lease liabilities, both in line with our business expansion.

We had net current liabilities of RMB22.0 million as of December 31, 2024, consisting of total current assets of RMB66.0 million and total current liabilities of RMB88.1 million, as compared to our net current liabilities of RMB12.2 million as of December 31, 2023. This net current liability position was primarily due to (i) an increase of RMB29.8 million in other payables and accruals relating to payroll and welfare payables as a result of our recruitment of new employees and contract liabilities as a result of our business expansion, and (ii) an increase of RMB5.6 million in lease liabilities as a result of our entering into new lease agreements for medical institutions and other premises, in line with our business expansion. The increase in net current liabilities was partially offset by (i) an increase of RMB20.7 million in cash and cash equivalents as a result of our overall revenue growth and improved

## SUMMARY

profitability and (ii) an increase of RMB4.7 million in prepayments, other receivables and other assets relating primarily to VAT tax refunds and prepayments for renovation, rent and professional services, both in line with our business expansion.

We had net current liabilities of RMB12.2 million as of December 31, 2023, consisting of current assets of RMB39.8 million and current liabilities of RMB52.0 million.

### Net Assets

Our net assets increased from RMB8.5 million as of December 31, 2023 to RMB38.1 million as of December 31, 2024, primarily due to (i) our profit for the year of RMB27.1 million in 2024, (ii) capital injection of RMB2.5 million in 2024. Our net assets further increased from RMB38.1 million as of December 31, 2024 to RMB99.5 million as of December 31, 2025 primarily due to (i) our profit for the year of RMB70.5 million in 2025, (ii) capital injection of RMB3.6 million, and (iii) recognition of equity-settled share-based payments of RMB3.7 million, offset by (i) dividend declared of RMB13.0 million and (ii) dividends paid of RMB4.3 million. Our net assets decreased from RMB99.5 million as of December 31, 2025 to RMB84.7 million as of May 31, 2026, primarily due to (i) our dividends paid of RMB42.7 million, offset by our profit for the period of RMB26.2 million in the five months ended May 31, 2026 and (ii) recognition of equity-settled share-based payments of RMB1.8 million.

### Summary of Consolidated Statements of Cash Flow

The following table sets forth a summary of our cash flows during the Track Record Period:

|                                                                     | Year ended December 31, |               |                | Five months ended May 31, |               |
|---------------------------------------------------------------------|-------------------------|---------------|----------------|---------------------------|---------------|
|                                                                     | 2023                    | 2024          | 2025           | 2025                      | 2026          |
|                                                                     | RMB'000                 | RMB'000       | RMB'000        | RMB'000                   | RMB'000       |
|                                                                     |                         |               |                | (Unaudited)               |               |
| Net cash flows from operating activities . . . . .                  | 39,623                  | 61,926        | 145,644        | 46,012                    | 19,677        |
| Net cash flows used in investing activities . . . .                 | (14,109)                | (38,051)      | (23,332)       | (9,819)                   | (10,181)      |
| Net cash flows used in financing activities . . .                   | (4,773)                 | (3,213)       | (35,895)       | (16,816)                  | (58,431)      |
| Net increase in cash and cash equivalents . . . .                   | 20,741                  | 20,662        | 86,417         | 19,377                    | (48,935)      |
| Cash and cash equivalents at beginning of year/<br>period . . . . . | 13,038                  | 33,779        | 54,441         | 54,441                    | 140,858       |
| Cash and cash equivalents at end of year/<br>period . . . . .       | <u>33,779</u>           | <u>54,441</u> | <u>140,858</u> | <u>73,818</u>             | <u>91,923</u> |

We recorded net operating cash inflow of RMB39.6 million, RMB61.9 million, RMB145.6 million and RMB19.7 million in 2023, 2024, 2025 and the five months ended May 31, 2026, primarily due to our strong cash flow generated from our expanded business.

Our net cash flows used in financing activities increased significantly from RMB16.8 million in the five months ended May 31, 2025 to RMB58.4 million in the five months ended May 31, 2026. Specifically, our net cash used in financing activities in the five months ended May 31, 2026 consisted of (i) lease payments of RMB12.7 million for medical institutions and other premises, (ii) dividends paid of RMB42.7 million, and (iii) [REDACTED] of RMB3.1 million.

See “Financial Information — Liquidity and Capital Resources” for details regarding our cash flow.

## SUMMARY

### Key Financial Ratios

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

|                                    | Year ended December 31, |      |      | Five months ended May 31, |
|------------------------------------|-------------------------|------|------|---------------------------|
|                                    | 2023                    | 2024 | 2025 | 2026                      |
| <b>Profitability ratio</b>         |                         |      |      |                           |
|                                    |                         |      | %    |                           |
| Revenue growth rate                | N/A                     | 43.5 | 85.7 | 43.2                      |
| Gross profit margin <sup>(1)</sup> | 56.1                    | 58.0 | 62.6 | 61.1                      |
| Net profit margin <sup>(2)</sup>   | 13.7                    | 12.6 | 14.2 | 14.3                      |
| Return on assets <sup>(3)</sup>    | 38.2                    | 25.1 | 34.7 | N/A                       |
|                                    |                         |      |      |                           |
|                                    | As of December 31,      |      |      | As of May 31,             |
|                                    | 2023                    | 2024 | 2025 | 2026                      |
| <b>Liquidity ratios</b>            |                         |      |      |                           |
| Current ratio <sup>(4)</sup>       | 0.8                     | 0.7  | 1.1  | 0.9                       |
| <b>Capital adequacy ratio</b>      |                         |      |      |                           |
| Gearing ratio (%) <sup>(5)</sup>   | –                       | 11.5 | –    | –                         |

#### Notes:

- (1) Gross profit margin is calculated based on gross profit divided by revenue and multiplied by 100%.
- (2) Net profit margin is calculated based on profit for the period divided by revenue and multiplied by 100%.
- (3) Return on assets is calculated based on profit for the year divided by the arithmetic mean of the opening and closing balances of total assets and multiplied by 100%.
- (4) Current ratio is calculated based on total current assets divided by total current liabilities as of the end of the corresponding period.
- (5) Gearing ratio is calculated based on total interest-bearing bank borrowings as of the end of each period divided by our total equity as of the same date and multiplied by 100%.

### COMPETITION

We operate in a highly competitive and fragmented industry. Our licensed medical institutions face direct competition from other regional TCM healthcare service providers, including: (i) TCM departments of general hospitals; (ii) public TCM hospitals; (iii) private TCM hospitals; and (iv) other private TCM clinics. These competitors possess varying strengths across key competitive factors such as talent, equipment, service scope, and service quality.

Additionally, the TCM healthcare service market in China is characterized by a large number of participants and intense competition. According to Frost & Sullivan, as of December 31, 2025, there were over 100,000 TCM healthcare service providers in China. The private sector has grown significantly in recent years, with private TCM healthcare providers accounting for approximately 26.7% of the market in terms of revenue in 2025, according to the same source. The private segment itself is also fragmented. For instance, while the total revenue of TCM out-patient healthcare centers and TCM clinics generated by private TCM healthcare providers in China reached approximately RMB17.7 billion in 2025, the top five private chain TCM healthcare service providers in terms of revenue generated by TCM out-patient healthcare centers and TCM clinics accounted for only approximately 21.0% of that total, according to Frost & Sullivan. This competitive landscape is shaped by several key competitive factors: the quality and consistency of healthcare services, the overall patient service experience, access to critical healthcare resources, especially seasoned TCM medical professionals, and customer accessibility and convenience.

## SUMMARY

We believe that we are able to compete with our competitors effectively by leveraging our (1) self-established and self-operated offline medication institutions to ensure (i) adherence to uniform standards by direct control over daily operations, (ii) service quality by quality control over clinical treatment and customer services, (iii) safeguarded brand reputation free of third-party misconduct risks, (iv) greater authority to upgrade services capabilities and offerings and keep up with industry trends, without reliance on franchise brand, and (v) shorter payback cycles without franchising fees or profit-sharing arrangement compared to franchised and acquired medical institutions; (2) focus on chronic diseases and TCM pastes. In particular, pastes of TCM prescription preparations are generally mild in nature and convenient to consume, which helps improve patient adherence and aligns with the needs of long-term chronic disease treatment and ongoing health management, and (3) full-time physicians under flexible and efficient senior physicians’ dispatch mechanism, ensuring physician stability and service quality and enhancing the flexibility of physician allocation and utilization of physician capacity, while some competitors use part-time physicians or permanent physicians at a single medical institution. See “Industry Overview” for a more detailed discussion regarding the industries and markets where we operate.

## COMPLIANCE AND LEGAL PROCEEDINGS

We are committed to maintaining the highest standards of compliance with the laws and regulations applicable to our business. During the Track Record Period and up to the Latest Practicable Date, we had not been imposed of any material administrative penalties. During the Track Record Period and up to the Latest Practicable Date, we were not involved in any non-compliance incidents that are systemic or have a material adverse effect on our business, financial condition or results of operations.

During the Track Record Period and up to the Latest Practicable Date, we were not involved in any litigation, arbitration or administrative proceedings that could have a material and adverse effect on our business, financial condition or results of operations. As of the Latest Practicable Date, our Directors were not involved in any actual or threatened material claims or litigation. However, we may from time to time be subject to various legal or administrative claims and proceedings arising in the ordinary course of business. For the potential impact of legal or administrative proceedings on us, see “Risk Factors — Risks Relating to Our Business and Industry — If we become subject to litigation, legal or contractual disputes, governmental investigations, arbitration or administrative proceedings, our management’s attention may be diverted and we may incur substantial costs and liabilities.”

## [REDACTED] STATISTICS<sup>(1)</sup>

|                                                                                                                                       | Based on an<br>[REDACTED] of<br>HK\$[REDACTED]<br>per<br>H Share | Based on an<br>[REDACTED] of<br>HK\$[REDACTED]<br>per<br>H Share |
|---------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|------------------------------------------------------------------|
| Market capitalization of our Shares <sup>(2)</sup> . . . . .                                                                          | HK\$[REDACTED]<br>million                                        | HK\$[REDACTED]<br>million                                        |
| [REDACTED] adjusted consolidated net tangible<br>assets of the Group attributable to owners of<br>the parent per [REDACTED] . . . . . | [REDACTED]                                                       | [REDACTED]                                                       |

### Notes:

- (1) All [REDACTED] statistics in the table are on the assumptions that the [REDACTED] is not exercised.
- (2) The calculation of market capitalization of our Shares is based on [REDACTED] expected to be in issue immediately after completion of the [REDACTED].

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## SUMMARY

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- (3) The [REDACTED] adjusted [REDACTED] of the Group attributable to owners of the parent per Share as at May 31, 2026 is arrived at after adjustments referred to in Appendix II to this document and on the basis that [REDACTED] were in issue, assuming that the [REDACTED] had been completed on May 31, 2026, without taking into account of any shares which may be allotted and issued upon the [REDACTED] of the the [REDACTED].

### [REDACTED] EXPENSES

Our [REDACTED] expenses primarily include [REDACTED] commissions, professional fees paid to legal advisers, the Reporting Accountants and other professional parties for their services rendered in relation to the [REDACTED] and the [REDACTED]. The estimated total [REDACTED] for the [REDACTED] are approximately [REDACTED] of the gross proceeds, based on the mid-point of our [REDACTED] range for the [REDACTED] and assuming that the [REDACTED] is not exercised. During the Track Record Period, we incurred [REDACTED] of RMB[REDACTED], of which [REDACTED] million was recognized in our statements of profit or loss, and [REDACTED] is to be accounted for as a deduction from equity upon the Listing. Subsequent to the Track Record Period, we expect to incur [REDACTED] prior to and upon completion of the [REDACTED], of which [REDACTED] is expected to be recognized as expenses in our statements of profit or loss, and [REDACTED] is expected to be accounted for as a deduction from equity upon [REDACTED]. The [REDACTED] expenses to be incurred subsequent to the Track Record Period consist of (i) [REDACTED] expenses of RMB[REDACTED]; and (ii) [REDACTED] expenses of [REDACTED], including (a) fees payable to our legal advisors and Reporting Accountants of [REDACTED]; and (b) other fees and expenses of [REDACTED]. The [REDACTED] expenses above are the latest practicable estimate for reference only, and the actual amount may differ from this estimate.

### DIVIDENDS

We are incorporated under the laws of the PRC. Any dividends we pay will be at the discretion of our Directors and will depend on our future operations and earnings, capital requirements and surplus, general financial condition, contractual restriction and other factors which our Directors consider relevant. Our shareholders in a general meeting may approve any declaration of dividends, which must not exceed the amount recommended by our Board. We do not currently have a formal dividend policy or predetermined dividend payout ratio.

Under the applicable PRC laws and regulations, a PRC incorporated company is required to set aside at least 10% of its after-tax profits each year, after making up previous years' accumulated losses, if any, to contribute to certain statutory reserve funds until the aggregate amount contributed to such funds reaches 50% of its registered capital. The company may pay dividends out of after-tax profits after making up for accumulated losses and contributing to statutory reserve funds as mentioned above. As advised by our PRC Legal Advisors, our PRC companies cannot pay dividends if such companies are in an accumulated loss position.

We declared dividends of RMB11.9 million, nil, RMB13.0 million and RMB42.0 million in 2023, 2024, 2025 and the five months ended May 31, 2026. The declared dividends of RMB11.9 million in 2023 was used to offset shareholders' loans. In addition, in 2025 and the five months ended May 31, 2026, we paid dividends of RMB13.0 million and RMB42.0 million, respectively, in cash to the shareholders of the Company, and two subsidiaries paid RMB4.3 million and RMB0.7 million in the same periods, respectively, to their non-controlling interests. No dividend shall be declared or payable except out of our profits and reserves lawfully available for distribution. Our Directors have the absolute discretion to recommend any dividend subject to our constitutional documents and the relevant laws. We cannot assure you that our Company will be able to declare dividends of any amount each year or in any year.

## SUMMARY

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### FUTURE PLANS AND [REDACTED]

Assuming an [REDACTED] of HK\$[REDACTED] per [REDACTED] (being the mid-point of the [REDACTED]), we estimate that we will receive [REDACTED] of approximately HK\$[REDACTED] million from the [REDACTED] after deducting the [REDACTED] commissions and other estimated expenses paid and payable by us in connection with the [REDACTED] and assuming that the [REDACTED] is not exercised.

We intend to use the net [REDACTED] of the [REDACTED] for the following purposes:

- Approximately 33.0%, or HK\$[REDACTED] million, supplemented by cash generated by our operating activities, will be used to expand the geographical footprint of our TCM healthcare service network through establishing new licensed medical institutions;
- Approximately 24.0%, or HK\$[REDACTED] million, will be used to enhance our production capabilities by expanding our manufacturing capacity and integrating advanced technologies across our operations;
- Approximately 10.0%, or HK\$[REDACTED] million, will be used to develop intelligent systems and strengthen our foundational information technology infrastructure;
- Approximately 10.0%, or HK\$[REDACTED] million, will be used to execute comprehensive brand enhancement activities;
- Approximately 8.0%, or HK\$[REDACTED] million, will be used to talent acquisition and team building;
- Approximately 5.0%, or HK\$[REDACTED] million, will be used to optimize our TCM healthcare services, with a primary focus on advancing our research and development capabilities, particularly for in-hospital preparations; and
- Approximately 10.0%, or HK\$[REDACTED] million, will be used for working capital and other general corporate purposes.

See “Future Plans and [REDACTED]” for details.

### RECENT DEVELOPMENT

Post the Track Record Period, we have been actively expanding our geographical footprint, with 16 new licensed medical institutions under development in Shandong Province, Liaoning Province, Hebei Province, Tianjin City and Jiangsu Province. This planned expansion represents our targeted step towards increasing regional market penetration, optimizing resource allocation, and systematically elevating our market influence.

### NO MATERIAL ADVERSE CHANGE

After performing sufficient due diligence work which our Directors consider appropriate and after due and careful consideration, the Directors confirm that, up to the date of this document, there has been no material adverse change in our financial and trading position or prospects since May 31, 2026, being the end date of our latest consolidated financial statements as set out in the Accountants’ Report included in Appendix I to this document, and there is no event since May 31, 2026 that would materially affect the information as set out in “Appendix I — Accountants’ Report” to this document.