
BUSINESS

OVERVIEW

About Us

We are a technology-driven enterprise principally engaged in the sale of cold chain agricultural products and the provision of digital and intelligent cold chain integrated solutions. We use data analysis and operational tools to support procurement planning, inventory coordination and sales execution, with a view to improving operating efficiency and supply-demand matching throughout the cold chain circulation process.

Building on our experience in the digital transformation of agricultural product sales, we have developed a technology-enabled operating approach that supports more structured planning and execution compared with traditional cold chain trading models, which rely primarily on manual experience and offline coordination. According to Frost & Sullivan, in terms of revenue from the sale of cold chain agricultural products in 2025, we ranked sixth in China’s digital and intelligent cold chain agricultural products sales market, with a market share of 1.0%, and ranked among the top 100 market participants in China’s overall cold chain agricultural products sales market, with a market share of approximately 0.2%.

Our Business

We operate a data-driven business model comprising (i) the sale of cold chain agricultural products, such as beef, chicken, pork and shrimp, which represents our primary growth engine, and (ii) the provision of digital and intelligent cold chain integrated solutions, which supports the digitalization of the daily operations of cold chain facility operators. Both business lines are complementary, supporting our customer access, operating insights, procurement planning and sales execution.

- ***Business origin and foundational capabilities***

Our business originated from our early participation in the digitalization of agricultural product circulation and cold chain operations. Since our establishment in 2019, we have independently developed and continuously upgraded the *Yueshi Intelligent Cold Chain Cloud Platform*, through which we initially provided digital information systems to cold storage facility operators.

With the growing sophistication of the system’s functionality and the expansion of its applicable scenarios, these initial deployments evolved into digital and intelligent cold chain integrated solutions. Supported by our dedicated application tool, the *Yueshi Cold Chain Cloud App*, our solutions provide standardized digital management tools covering cold storage operations, circulation coordination and merchant engagement. Through these deployments, we accumulated operating experience and gained exposure to key cold chain circulation nodes, including agricultural products wholesale markets, food processing plants, agricultural products industrial parks and major agricultural product import ports.

As of the Latest Practicable Date, our digital and intelligent cold chain integrated solutions had been deployed by over 750 domestic cold chain operators across approximately 30 provinces, autonomous regions and municipalities across China.

- ***Natural expansion into the sale of cold chain agricultural products***

Through the deployment of our digital and intelligent cold chain integrated solutions and *Yueshi Cold Chain Cloud App*, we built operational touchpoints with merchants and operators across cold chain circulation scenarios and accumulated operational and transaction-related information. These experiences supported our understanding of the procurement needs, product preferences and operating patterns of agricultural product wholesalers, particularly small and medium-sized agricultural product wholesalers.

BUSINESS

Building on these insights, we expanded into the sale of cold chain agricultural products in 2023. This expansion enabled us to address certain structural inefficiencies commonly found in traditional trading models, including fragmented information, inconsistent supply, limited product diversity and multiple intermediary layers. By connecting upstream supply, cold chain infrastructure and downstream customers, we are able to arrange procurement and sales activities with reference to market demand, product availability and customer order requirements, supporting by our data analysis capabilities. This supports more efficient circulation of cold chain agricultural products and provides downstream customers, particularly small and medium-sized agricultural product wholesalers, with more direct access to upstream supply.

- ***Core growth driver and data-enabled operations***

The sale of cold chain agricultural products represents our primary growth engine. During the Track Record Period, we sold cold chain agricultural products to more than 1,200 customers. Data accumulated during the transactions through our solutions and application tool, including merchant registration data, transaction data and demand-related data, enables more precise demand forecasting and disciplined product portfolio design, supporting optimized procurement pacing and inventory organization.

In conducting this business, we apply data analysis and operational tools to support demand assessment, product portfolio planning, procurement pacing and inventory organization. In particular, we consider historical transaction data, inventory status, customer demand signals and market conditions when arranging procurement and sales activities. These tools serve as operational support and do not replace management judgment or constitute a fully automated procurement or sales platform.

- ***Shareholder background and supply network***

Benefiting from our Shareholder background, including Shareholders with extensive experience and industry presence in the agricultural product sales sector such as COFCO Group, China Co-op Group Co., Ltd. and Guangdong Agribusiness Group Corporation, we were able to establish and expand our supplier network during the early stage of our development. Over time, we have built and now maintain relationships with a diversified base of global cold chain agricultural product suppliers, which support our cold chain agricultural product sales operations. During the Track Record Period, we cooperated with more than 1,000 suppliers across approximately 40 countries and regions, of which over 690 were overseas suppliers. Our supply network streamlines circulation layers, and improves procurement and sales efficiency, thereby directly strengthening the scalability and operational stability of our cold chain agricultural product sales business.

- ***Synergistic value of our business model***

Our sale of cold chain agricultural products and digital and intelligent cold chain integrated solutions are operationally complementary and together support the development of our business. Through the development of our digital and intelligent cold chain integrated solutions and the *Yueshi Cold Chain Cloud App*, we have established operational touchpoints with cold chain facility operators and merchants across key circulation scenarios. These touchpoints enhance our understanding of cold chain operating processes, inventory movement and customer demand patterns.

Our cold chain agricultural products sales business, in turn, provides practical commercial feedback from downstream customers, particularly small and medium-sized agricultural product wholesalers. Such feedback supports the continuous refinement of our systems and processes.

Building on this foundation, our sales model allows downstream agricultural product customers to streamline procurement by reducing reliance on multiple intermediary layers common under traditional trading models. By improving direct access to upstream supply and enhancing procurement efficiency, our model helps customers lower procurement costs and improve

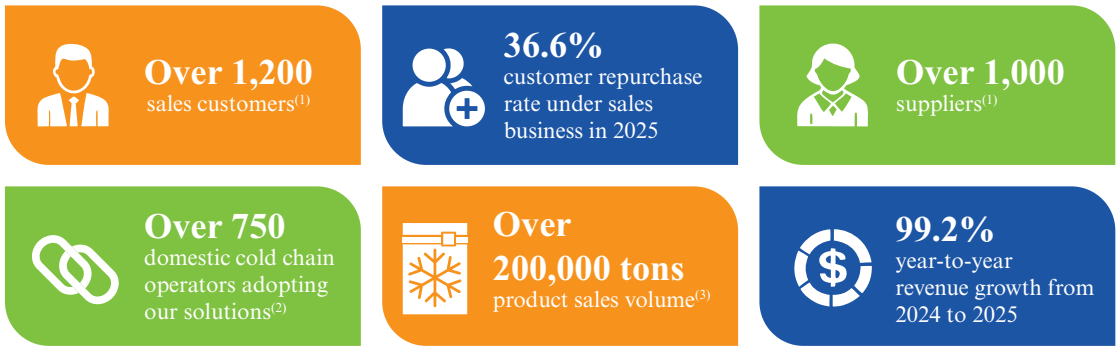
BUSINESS

operating performance, thereby strengthening customer value and encouraging repeat transactions. In 2025, the customer repurchase rate for cold chain agricultural product sales business reached 36.6%.

This complementary model supports our market positioning and provides a foundation for the scalable development of our business.

Our Operating Performance

The following diagram illustrates our business highlights for the period/as of the date indicated:



Notes:

- (1) during the Track Record Period
- (2) as of the Latest Practicable Date
- (3) in 2025

Driven by the favorable policy support for cold chain infrastructure development and logistics digitalization, we achieved notable growth during the Track Record Period. Our revenue increased by 137.7% from RMB1,254.1 million in 2023 to RMB2,980.6 million in 2024, and further increased by 99.2% to RMB5,936.6 million in 2025. It further increased by 88.8% from RMB1,486.1 million for the four months ended April 30, 2025 to RMB2,805.3 million for the same period in 2026. Alongside revenue expansion, our profitability improved as a result of continued efforts to enhance operating efficiency and strengthen cost discipline. We recorded adjusted net loss (non-IFRS measure) of RMB6.0 million in 2023, and subsequently turned profitable, with adjusted net profit (non-IFRS measure) of RMB29.7 million, RMB68.7 million, RMB22.1 million and RMB35.9 million in 2024, 2025 and for the four months ended April 30, 2025 and 2026, respectively.

Our Market Opportunity

The market for cold chain agricultural product sales continues to expand alongside the advancement of cold chain logistics infrastructure and agricultural digitalization in China. National development plans, including the “14th Five Year Plan for Digital Economy Development” and the proposals for the “15th Five Year Plan,” emphasize the role of data-driven and intelligent applications in promoting industrial efficiency and supply chain modernization. According to Frost & Sullivan, the market size of the digital and intelligent cold chain agricultural products sales market in China, measured by the total revenue, expanded from RMB334.7 billion in 2021 to RMB601.2 billion in 2025, representing a CAGR of 15.8% from 2021 to 2025, and is expected to continue growing to RMB1,045.8 billion by 2030, with a CAGR of 11.7% from 2025 to 2030.

BUSINESS

Leveraging our supply network, customer base, operating experience and data analysis capabilities, we believe we are well positioned to capture industry growth opportunities and support the sustainable expansion of our business.

Our Business Development and Evolution

Our Group was established in 2019 and initially focused on providing digital and intelligent cold chain integrated solutions. Building on our operational experience and supply chain resources, and in response to industry developments, we commenced our cold chain agricultural products sales business in 2023 as an extension of our existing operations.

In 2023, following the introduction of strategic Shareholders, we gained access to upstream supply resources, which supported the initial execution and rapid expansion of this business line. The growth of our sales business was driven by such supply access, together with underlying market demand and our existing operational foundation. As a result, we scaled up our sales operations and gradually established our current business model, with cold chain agricultural products sales as our primary revenue driver, complemented by our solutions. In 2024 and 2025, we strengthened our independent sourcing capabilities, reduced reliance on shareholder-supported resources, and continued to expand our customer base and transaction scale.

We recorded accumulated losses at the beginning of the Track Record Period, primarily attributable to investments made during the early and growth stages of our business, including the development of the *Yueshi Cold Chain Cloud Platform*, initial business expansion and the associated operating costs prior to achieving scale. Such losses were consistent with our stage of development and were not the result of any material change in our business model.

OUR COMPETITIVE STRENGTHS

We believe that the following competitive advantages enable us to sustain long-term growth and reinforce our competitive positioning.

A technology-driven cold chain agricultural products sales enterprise and digital and intelligent cold chain integrated solutions provider in China

We are a participant in China’s digital and intelligent cold chain agricultural products sales market and have established our market position based on our operating experience, supply chain capabilities and customer relationships in cold chain agricultural products circulation. According to Frost & Sullivan, in terms of revenue from the sale of cold chain agricultural products in 2025, we ranked sixth in China’s digital and intelligent cold chain agricultural products sales market, with a market share of 1.0%, and ranked among the top 100 market participants in China’s overall cold chain agricultural products sales market, with a market share of approximately 0.2%. Benefiting from our early involvement in the digitalization of cold chain infrastructure and cold chain agricultural products circulation, we have secured a foothold across relevant market segments.

Our market position is supported by our understanding of cold chain circulation models and our ability to coordinate procurement, storage, logistics and sales execution. Our business originated from the provision of digital information systems to cold chain facilities. Through the deployment of the *Yueshi Intelligent Cold Chain Cloud Platform*, the *Yueshi Cold Chain Cloud App* and related operational tools, we have accumulated practical operating experience across key circulation nodes, including agricultural products wholesale markets, food processing plants, agricultural products industrial parks and major agricultural products import ports. They provide digital support across warehouse management, process coordination, information tracking and operational analytics, covering core operating scenarios such as cold storage operations, cargo flows and multi-party collaboration. Through integration into customers’ daily operations, our solutions become embedded in their operational workflows and support the digital management of cold chain facilities.

BUSINESS

As our solutions continued to be deployed and operated at scale, we are able, on a compliant basis, to accumulate industry-level data assets relating to inventory structure, turnover efficiency and transaction dynamics. Through ongoing data accumulation and analytical application, we enhance our understanding of downstream demand patterns, particularly the procurement requirements and operating rhythms of small and medium-sized agricultural product wholesalers. Such understanding assists us in product portfolio planning, procurement pacing and sales arrangements, thereby supporting the execution of our cold chain agricultural product sales business.

By embedding system-based tools and data analysis across key stages of procurement, storage, logistics and trading, we are able to conduct procurement and sales arrangements in a more structured manner. This helps us improve inventory management, working capital discipline and service capability, and supports our ability to respond to changing market conditions. These capabilities contribute to stronger customer stickiness and more resilient execution across different market environments.

We have established an operating model in which digital and intelligent cold chain integrated solutions and the sale of cold chain agricultural products are complementary. Our solutions provide operational touchpoints and process visibility across cold chain circulation scenarios, while our sales activities provide practical commercial feedback that supports the refinement of our operating processes and solution functionality.

Benefitting from this complementary model, we have continued to expand our business footprint and market presence. As of the Latest Practicable Date, our digital and intelligent cold chain integrated solutions had been deployed by over 750 cold chain operators, covering approximately 30 provinces, autonomous regions and municipalities across China. In parallel, we sold cold chain agricultural products to more than 1,200 customers. Through sustained participation at both the cold chain infrastructure level and the sales level, we have established an operating cycle in which system-based processes and our customer base support ongoing operational feedback and coordination.

Building on this foundation, our business scale and operational efficiency continued to improve throughout the Track Record Period. We achieved revenue of RMB1,254.1 million, RMB2,980.6 million, RMB5,936.6 million, RMB1,486.1 million and RMB2,805.3 million in 2023, 2024 and 2025 and for the four months ended April 30, 2025 and 2026, respectively. As our operations expanded, our profitability also improved. We recorded an adjusted net loss (non-IFRS measure) of RMB6.0 million in 2023, and subsequently turned profitable, with adjusted net profit (non-IFRS measure) of RMB29.7 million, RMB68.7 million, RMB22.1 million and RMB35.9 million in 2024, 2025 and for the four months ended April 30, 2025 and 2026, respectively. This financial performance reflects the operational characteristics of our business model and supports the continued development of our business in the digital and intelligent cold chain agricultural products sales market.

Ecosystem collaboration driving resilient and scalable growth

We have progressively built an ecosystem spanning upstream supply, cold chain infrastructure and downstream sales for cold chain agricultural products. This ecosystem supports our procurement arrangements, fulfilment execution and customer service, and provides a foundation for the continued expansion of our cold chain agricultural products sales business.

On the upstream supply side, leveraging our Shareholder background, such as COFCO Group, China Co-op Group Co., Ltd. and Guangdong Agribusiness Group Corporation, we have established cooperation with cold chain agricultural product suppliers across approximately 40 countries and regions. During the Track Record Period, we worked with more than 1,000 suppliers, of which over 690 were overseas suppliers. In periods of tight import supply and heightened price

BUSINESS

volatility, these advantages enable us to maintain relatively stable procurement channels and supply rhythms, strengthen continuity of supply for key categories, and enhance the stability and predictability of our sales operations.

On the downstream customer side, we strategically focus on serving numerous small and medium-sized agricultural product wholesalers. These customers are numerous and typically engage directly with end-consumer scenarios. Under traditional trading models, however, their procurement often involves multiple intermediary layers, resulting in higher procurement costs, lower price transparency and limited access to stable primary supply. By leveraging our stable upstream supply network and platform-based operating capabilities, we are able to offer these customers more direct procurement channels and more competitive pricing. Small and medium-sized agricultural product wholesalers accounted for approximately 98.5%, 98.6%, 96.9% and 96.5% of our total customer base in 2023, 2024, 2025 and for the four months ended April 30, 2026, respectively. Compared with their prior procurement models, these customers may achieve more efficient procurement and inventory management through transacting with us, which may in turn contribute to more competitive procurement costs and improved inventory turnover efficiency. As a result, the customer repurchase rate for cold chain agricultural product sales business reached 36.6% in 2025.

Beyond upstream supply and downstream customers, we also incorporate domestic cold chain facilities across key circulation nodes into our collaborative ecosystem through the provision of digital and intelligent cold chain integrated solutions. As part of these solutions, functional modules such as intelligent warehouse network planning and real-time temperature monitoring are deployed as part of these solutions within customers’ operating environments. As of the Latest Practicable Date, our digital and intelligent cold chain integrated solutions had been deployed by over 750 cold chain operators across major logistics nodes nationwide. Our cooperation with cold chain infrastructure operators is not based on one-off project delivery, but on ongoing system operation, process coordination and the accumulation of operational data, through which we receive continuous feedback that enables us to refine our solutions and improve system functionality and processes.

Within this ecosystem, upstream supply resources, cold chain infrastructure and downstream sales networks are connected through a unified data foundation and collaborative mechanisms. By integrating upstream supply resources with our systems and tools through the deployment of digital and intelligent cold chain integrated solutions, we enable full-process visualization of cold chain agricultural products from origin to end consumption. These applications enhance transparency and execution quality in cold chain operations and reduce uncertainty in fulfilment.

As operations continue, participating parties typically maintain ongoing use of our solutions following deployment. Such continued usage, together with process coordination and data integration, creates operational reliance, making these relationships less readily replaceable in the short term. This multi-layered and long-term ecosystem collaboration enables us to build an operating network characterized by scale effects, network effects and business stickiness in the cold chain agricultural products sector. Such a network is difficult for a single enterprise to replicate and provides a foundation for our sales resilience, fulfilment capability and long-term sustainable growth.

R&D capabilities supporting continuous technological advancement

We consistently regard R&D and technological advancement as core drivers of our long-term growth. We have continuously invested in R&D by incurring research and development expenses of RMB14.6 million, RMB16.4 million, RMB16.7 million, RMB5.4 million and RMB6.4 million in 2023, 2024, 2025 and for the four months ended April 30, 2025 and 2026, respectively. Through sustained investment and structured development mechanisms, we have progressively built a proprietary technology system tailored to cold chain agricultural product application scenarios, providing strong support for the continued enhancement of the *Yueshi Intelligent Cold Chain Cloud Platform*.

BUSINESS

Our R&D efforts focus on addressing inherent challenges in cold chain operations, including low-temperature and high-humidity environments, multi-node coordination and complex circulation management. Based on industry practice and operating experience, we have developed software modules and standardized interfaces to support cold storage operations, process coordination and data management.

We have established a dedicated R&D team and built our core R&D center in Shenzhen. As of April 30, 2026, our R&D team comprised of 38 R&D professionals, accounting for approximately 30.6% of our total workforce as of the same date. Many of our R&D staff have years of experience in research and development from renowned enterprises.

Our R&D capabilities have been well recognized. We have been recognized as a National High-Tech Enterprise. As of the Latest Practicable Date, we had seven invention patents, one design patent and seven copyrights, which were material to our business, and we have participated in the formulation of multiple national and industry standards related to cold chain logistics and digital supply chain operations.

In addition, our core technological capabilities demonstrate horizontal scalability. Algorithm models, environmental adaptability technologies and collaborative control logic developed under low-temperature and complex operating environments can be extended, while maintaining technological consistency, to intelligent equipment and automation scenarios such as specialized cold storage robots. This scalability enables us to explore new application scenarios and ecosystem collaboration models on the basis of our existing technology system, further enhancing the long-term value of our R&D investment.

Policy-aligned value proposition supporting livelihood supply and long-term growth

Our business model is inherently aligned with the objective of enhancing the stability, efficiency and accessibility of agricultural product supply, thereby delivering tangible benefits to people’s livelihoods. Through our sale of cold chain agricultural products, supply coordination and operating management, we seek to facilitate more balanced distribution of cold chain agricultural products across regions, reduce circulation inefficiencies and improve supply reliability in both production and consumption markets.

In the sale of cold chain agricultural products, we emphasize coordinated supply planning and cross-regional allocation, supported by real-time data on inventory records, demand patterns and circulation conditions. This enables us to respond to regional supply-demand imbalances, seasonal fluctuations and logistics constraints, contributing to more stable market supply and improved availability of essential cold chain agricultural products.

This value proposition is consistent with the policy direction of the PRC government, which has continued to prioritize the development of cold chain infrastructure, the digitalization of agricultural circulation and the role of agricultural supply systems in supporting people’s livelihoods. Benefiting from a supportive policy environment and sustained public investment in cold chain logistics and digital infrastructure, our business operates within a favorable regulatory and market framework.

Against this backdrop, our standardized operating model, execution capability and supply coordination experience enable us to respond to policy tailwinds and market demand. With sustained demand for more efficient and resilient agricultural supply network, and an operating environment underpinned by long-term policy priorities, we believe our business allows us to capture substantial growth opportunities while maintaining operational stability and delivering long-term social value.

BUSINESS

Management team with relevant industry experience driving effective execution and sustainable growth

We are led by a management team with deep industry expertise and strong execution capabilities, which underpins the effective implementation of our strategies and supports the sustainable growth of our business. Our Chairman of the Board, Mr. Chen, has played a pivotal role in guiding our Group through multiple rounds of [REDACTED] investments and in setting the strategic direction of our Group, including the establishment of our business model that integrates the sale of cold chain agricultural products with digital and intelligent cold chain integrated solutions. This strategic positioning forms the foundation of our integrated operating model and long-term development path.

Our senior management team possesses extensive professional knowledge and cross-disciplinary experience spanning cold chain operations, agricultural product circulation, digital systems and corporate management. The strengths of our management team not only enhance internal governance and operational discipline, but also provide strategic foresight and a solid talent foundation to support our Group’s long-term and sustainable development.

OUR BUSINESS STRATEGIES

Building on our existing business foundation, and anchored in the coordinated development of our digital and intelligent cold chain integrated solutions and the sale of cold chain agricultural products, we intend to implement the following business strategies. These strategies are designed to capture opportunities arising from industry-wide digitalization and improvements in cold chain circulation efficiency, while further consolidating and enhancing our competitive position.

Strengthening R&D to enhance data analysis capabilities

We regard sustained research and development as a core driver of our long-term competitiveness and operational scalability. As the digital and intelligent cold chain agricultural products sales market continues to evolve from an infrastructure-led model toward one driven by data governance and operational efficiency, market demand has increasingly shifted toward refined management, intelligent analytics, cross-node coordination and traceable operations.

In response to these structural changes, we plan to continue enhancing our R&D, internal systems and data analysis capabilities to support procurement planning, inventory coordination and sales execution. Our R&D efforts will continue to focus on addressing fundamental pain points across agricultural cold chain scenarios, including fragmented operations, limited operational visibility and inefficient multi-node coordination.

We plan to refine key functional modules of the *Yueshi Intelligent Cold Chain Cloud Platform* based on operating feedback from our digital and intelligent cold chain integrated solutions and sales operations. This approach is intended to enhance system adaptability, operational stability and practical effectiveness, while ensuring that product enhancements are closely informed by customers’ day-to-day operational requirements.

We also plan to further enhance data integration, analysis and application in compliance with applicable laws and regulations. By analyzing operating data such as inventory structure, turnover efficiency and transaction rhythms, we aim to improve procurement pacing, inventory organization and product portfolio planning. These initiatives are expected to improve operational responsiveness and execution stability, particularly during periods of heightened market volatility.

BUSINESS

In addition, as we expand the geographical coverage of our business, we will continue to enhance the international adaptability of our solutions, including system stability, modular deployment capability and compliance readiness, so as to support future cross-regional and overseas application of our solutions.

Deepening global supply networks to enhance supply stability and fulfilment assurance

We plan to further deepen cooperation with overseas suppliers to enhance supply stability and fulfilment assurance for the sale of cold chain agricultural products under complex and evolving market conditions.

Leveraging our Shareholder background and an established market position, we have established relationships with a number of cold chain agricultural product suppliers. Going forward, we will continue to focus on core product categories and key sourcing regions, including Southeast Asia, the Middle East, North America and South America. Our emphasis will be on deepening collaboration with existing suppliers and selectively expanding access to additional high-quality supply resources.

Rather than pursuing scale in supplier count, we seek to enhance supply certainty for key product categories at critical time points. This approach is intended to support our demand-led sales model, strengthen delivery predictability and reduce execution risk during periods of supply tightness or price volatility.

Building on this foundation, we will continue to strengthen coordination across import procurement, storage handover, logistics organization and fulfilment execution. Through more refined planning and centralized coordination of procurement schedules, inventory allocation and delivery pacing, we aim to enhance execution stability and predictability across varying market environments.

We will also continue to enhance risk identification and response mechanisms by accounting for differences among sourcing markets in supply cycles, logistics conditions and regulatory requirements. These measures are intended to strengthen the resilience of our sales system in the face of supply fluctuations and provide a stable foundation for sustained growth in the sale of cold chain agricultural products.

We intend to progressively enhance cross-regional supply coordination and inventory allocation capabilities, enabling closer linkage between overseas sourcing, storage nodes and domestic and overseas sales demand, and supporting more efficient global supply network over the medium to long term.

Enhancing domestic market penetration through sales and fulfilment optimization

We plan to further expand our presence in the domestic market for the sale of cold chain agricultural products by systematically broadening our customer base and deepening penetration among existing customer segments through sales and fulfilment capabilities. This strategy is primarily focused on serving the large and fragmented base of small and medium-sized agricultural product wholesalers, while strengthening our connectivity with cold chain infrastructure operators that serve as key circulation nodes.

On the customer expansion front, we aim to increase market coverage by leveraging our existing footprint at cold chain facilities where our digital and intelligent cold chain integrated solutions are deployed. Through application tool provided to cold chain infrastructure operators and merchants operating within such infrastructure at these nodes, we are able to access a concentrated pool of potential customers and progressively convert them into trading customers by offering standardized onboarding processes, transparent pricing mechanisms and reliable fulfilment arrangements. This approach allows us to expand customer reach with relatively lower incremental customer acquisition costs compared with traditional offline expansion models.

BUSINESS

To deepen penetration among existing customers, we focus on increasing transaction frequency and share of wallet by aligning product offerings more closely with customers’ actual operating needs. By analyzing historical transaction data, inventory turnover patterns and regional demand characteristics, we refine product selection and procurement pacing, enabling us to offer a broader yet more targeted range of cold chain agricultural products.

At the same time, we continue to strengthen fulfilment reliability and execution efficiency, which are critical to customer retention in the digital and intelligent cold chain agricultural products sales market. Through closer coordination across procurement, inventory allocation, warehousing handover and logistics scheduling, supported by our digital systems, we aim to improve delivery predictability and reduce execution friction, particularly during peak demand periods. This enhances customers’ confidence in our ability to serve as a stable supply partner rather than a purely transactional trader.

In parallel, we advance standardization across products and sales processes to support scalable expansion. Through collaboration with major domestic production regions and partners, we seek to enhance product grading standards, quality control consistency and traceability. This enables us to provide clearer product specifications and more consistent service experiences as our customer base expands across regions.

Building on our participation at the cold chain facility level, we will continue to enhance internal data analytics and coordination capabilities to support demand assessment and sales planning. By aligning procurement arrangements, inventory organization and sales pacing more closely with market conditions, we aim to reduce reliance on multi-layered intermediaries, improve matching precision between supply and demand, and support business scale-up while maintaining fulfilment stability.

Through these coordinated initiatives, we seek to progressively expand our domestic customer base, deepen engagement with existing customers and strengthen execution discipline, thereby supporting sustained growth in the sale of cold chain agricultural products and reinforcing a scalable operating model.

Building an overseas footprint through coordinated sales and platform deployment

In parallel with strengthening our domestic operations, we intend to gradually expand our presence in selected overseas markets by leveraging the coordinated development of our cold chain agricultural product sales business and digital and intelligent cold chain integrated solutions.

Our overseas strategy emphasizes a prudent and phased approach, focusing initially on regions with established demand for imported cold chain agricultural products and relatively mature cold chain infrastructure, including Southeast Asia and the Middle East, while selectively exploring opportunities in North America and Europe. We intend to prioritize application scenarios where our supply network integration capabilities and digital operating model can be effectively replicated and localized.

Through the combination of localized sales capabilities, overseas supply coordination and platform deployment, we aim to enhance cross-regional inventory visibility, improve fulfilment coordination and support the gradual development of overseas sales and service networks. Over time, this approach is expected to strengthen our global supply network resilience and provide additional growth potential for both our sales and solutions businesses.

Pursuing strategic partnerships and pursuing selective investments and acquisitions

While continuing to develop our existing operations, we plan to further expand strategic cooperation and, where appropriate, pursue selective investments and acquisitions to improve our industrial footprint both domestically and in key overseas markets.

BUSINESS

Against the backdrop of ongoing adjustments in the global agricultural supply chain landscape, cooperation with partners possessing complementary resources and capabilities can enhance overall coordination efficiency and supply network resilience. We intend to focus on opportunities that align with our long-term development strategy, particularly in areas such as cold chain warehousing, logistics hubs, agricultural product trading, and related supporting services.

Moreover, we will closely monitor market trends and consider suitable acquisition targets that may provide strategic benefits or synergies with our existing platform, supply network and operating capabilities. Our preferred targets include businesses with established operations and market presence that complement our core activities. See “Future Plans and Use of [REDACTED].”

Selective investments and acquisitions are expected to enhance our supply chain integration and operational efficiency, for example through upstream expansion or strengthening regional distribution networks, thereby improving supply stability. We also expect to benefit from more efficient procurement and logistics arrangements, which may support margin improvement. Such investments may result in short-term cash outflows; however, over time, the cash-generating capabilities of the acquired or invested businesses and related operational synergies are expected to support improvements in our operating cash flow. We will prioritize targets with stable cash flow profiles.

We will manage potential risks, including integration, market and regulatory risks, through comprehensive due diligence and disciplined investment and integration approaches, including, where appropriate, phased investment structures.

While as of the Latest Practicable Date, we had not engaged in any negotiations, entered into any letters of intent or agreements for potential acquisitions, or identified any definite acquisition targets, we believe that our industry experience and insights will enable us to identify suitable targets and effectively evaluate and execute potential opportunities in the future.

OUR BUSINESS MODEL

We operate a business model comprising (i) the sale of cold chain agricultural products and (ii) the provision of digital and intelligent cold chain integrated solutions. The two business lines are connected through our customer resources, operating experience, data analysis and coordination capabilities, supporting procurement planning, inventory coordination and sales execution. The principal components of our business model include:

- ***Sale of cold chain agricultural products:*** This business line is our primary growth engine. We organize the procurement and sale of cold chain agricultural products based on customers’ order requirements, historical transaction data, inventory status, market conditions and regional demand patterns. Our customers primarily include small and medium-sized agricultural product wholesalers active across agricultural wholesale markets, cold chain parks and other cold chain circulation scenarios. Revenue from this business line is derived from product sales; and
- ***Digital and intelligent cold chain integrated solutions:*** This business line mainly comprises software systems and related services provided to cold chain facility operators. Built on the *Yueshi Intelligent Cold Chain Cloud Platform* and supported by the *Yueshi Cold Chain Cloud App*, these solutions support the standardized management of cold chain circulation processes, including storage operations, process coordination and operational data management. Our customers primarily include operators of cold chain facilities across key circulation nodes, such as agricultural products wholesale markets, food processing plants, agricultural products industrial parks, and major agricultural product import ports. Revenue from this business line is primarily generated from the provision of software systems and related services, including system deployment, configuration and ongoing operation and maintenance support.

BUSINESS

The table below sets forth our revenue by business line for the periods indicated.

	Year ended December 31,						Four months ended April 30,			
	2023		2024		2025		2025		2026	
	RMB'000	% of revenue	RMB'000	% of revenue	RMB'000	% of revenue	RMB'000 (Unaudited)	% of revenue	RMB'000	% of revenue
Sale of cold chain agricultural products	1,231,210	98.2	2,948,968	98.9	5,898,023	99.3	1,472,056	99.1	2,789,439	99.4
Digital and intelligent cold chain integrated solutions	22,327	1.8	30,654	1.0	37,496	0.7	14,046	0.9	15,591	0.6
Others ⁽¹⁾	605	0.0	952	0.1	1,095	0.0	23	0.0	311	0.0
Total	1,254,142	100.0	2,980,574	100.0	5,936,614	100.0	1,486,125	100.0	2,805,341	100.0

Note:

- (1) Others mainly comprise ancillary services, primarily including transportation coordination and other supporting services provided by Independent Third Party service providers engaged by us at the request of our customers.

SALE OF COLD CHAIN AGRICULTURAL PRODUCTS

Overview

We conduct this business through a technology-driven operating model, under which we procure cold chain agricultural products on our own account with reference to market demand, customer order requirements, historical transaction data, inventory status and supplier availability. Through data analysis, supplier coordination and standardized operating procedures, together with the *Yueshi Intelligent Cold Chain Cloud Platform*, we support procurement planning, inventory coordination and sales execution. Compared with traditional agricultural product traders that rely heavily on manual experience and fragmented offline coordination, we emphasize structured planning, disciplined execution and risk controlled fulfillment, with a view to improving supply reliability, circulation transparency and sales efficiency.

During the Track Record Period, we sold cold chain agricultural products to more than 1,200 customers and connected with over 1,000 suppliers across approximately 40 countries and regions. We primarily and strategically serve small and medium-sized agricultural product wholesalers active across agricultural wholesale markets, cold chain parks and related circulation scenarios. In 2023, 2024, 2025 and for the four months ended April 30, 2025 and 2026, the sales volume of our cold chain agricultural products, excluding dairy products, reached approximately 40,000 tons, 100,000 tons, 200,000 tons, 46,960 tons and 87,605 tons. Revenue generated from this business line accounted substantially all of our total revenue, amounting to RMB1,231.2 million, RMB2,949.0 million, RMB5,898.0 million, RMB1,472.1 million and RMB2,789.4 million in 2023, 2024, 2025 and for the four months ended April 30, 2025 and 2026, respectively, representing 98.2%, 98.9%, 99.3%, 99.1% and 99.4% of our total revenue for the respective periods.

Our Role and Value Proposition in Cold Chain Agricultural Products Sales

We operate as a principal in our cold chain agricultural product sales business. We procure cold chain agricultural products from upstream suppliers and sell these products to downstream customers on our own account.

In executing these transactions, we perform an integrated role across procurement, transaction structuring and execution. On the procurement side, we source cold chain agricultural products based on our assessment of market demand, supported by our historical transaction data, market information, inventory status and aggregated customer demand signals. We leverage our supplier network across multiple sourcing regions, and negotiate procurement terms with suppliers. On the sales side, we determine the commercial terms with customers, including pricing and settlement arrangements, with reference to procurement costs, import-related expenses and prevailing market conditions.

BUSINESS

In addition, we coordinate key operational steps across the transaction process, including customs clearance, documentation and delivery arrangements, to facilitate the completion of transactions. Through our involvement in procurement planning, pricing determination and coordination of cross-border processes, we enable efficient matching of supply and demand and reduce operational complexity for downstream customers.

Transaction Process, Control Transfer and Risk Allocation

The following diagrams illustrate the typical business and fund flows of our cold chain agricultural product sales business:

Overseas Procurement



Note:

- (1) Based on our commercial negotiations with overseas suppliers, we generally adopt CIF, CFR or FOB terms for cross-border transportation.

Domestic Procurement



We consider ourselves to be acting as a principal in these transactions as we have primary responsibility for fulfilling sales contracts with customers, control the goods prior to transfer, exercise discretion over pricing and other key commercial terms, and bear the associated risks, including inventory risk, price fluctuation risk and customer credit risk.

Control over the cold chain agricultural products is generally transferred from suppliers to us upon shipment in accordance with the relevant contractual terms. Control is subsequently transferred from us to customers upon delivery and acceptance of the cold chain agricultural products at the agreed handover points, typically at designated ports or cold storage facilities.

The time period between these two points of control transfer varies depending on sourcing origin and logistics arrangements. Based on our operational experience, following completion of customs clearance, the period from supplier delivery to us to onward delivery to customers averages approximately 45 days, with final delivery to customers typically completed within approximately one to two months. During this period, we retain control over the goods and bear the associated risks. In particular, after accepting the cold chain agricultural products from suppliers and prior to customers’ inspection and acceptance, we bear inventory risks, including risks of loss, damage, deterioration, price fluctuations and delays in sale or delivery.

BUSINESS

Our Value Added to the Supply Chain

We play an integral role in integrating upstream and downstream participants within the cold chain agricultural products supply chain. According to Frost & Sullivan, in the cold chain agricultural products sales market in China, overseas primary supply sources are typically subject to certain access thresholds, including minimum procurement volumes, supplier qualification requirements and credit conditions. As a result, small and medium-sized wholesalers generally do not procure directly from overseas suppliers, but instead rely on intermediaries with established sourcing capabilities.

Against this backdrop, we leverage our supplier network across multiple sourcing regions to provide customers with access to diversified supply sources. By aggregating demand across multiple customers, we are able to arrange procurement more efficiently and optimize product allocation. We also leverage our understanding of market conditions and customer demand to structure transactions and determine pricing.

In addition, cross-border procurement of cold chain agricultural products involves multiple stages, including international transportation, customs clearance and domestic distribution, which require operational experience and coordination. By coordinating these processes, we facilitate transaction execution and reduce operational complexity for customers.

Rational for Customers Engaging with Us

Downstream customers typically transact with us rather than directly with upstream suppliers due to a combination of operational, commercial and structural considerations. While overseas primary suppliers generally impose requirements such as minimum order quantities, qualification standards and credit terms according to Frost & Sullivan, many small and medium-sized wholesalers may not be able to meet such requirements or establish direct procurement relationships. As a result, their procurement through traditional channels may involve multiple intermediaries, increasing transaction complexity and procurement costs.

By engaging with us, customers are able to access overseas and domestic supply sources through a more streamlined procurement process. As we source directly from overseas primary suppliers and aggregate demand across customers, we reduce intermediary layers and provide more cost-efficient procurement arrangements. Customers also benefit from greater flexibility in order size and product mix, as well as reduced operational burden in managing cross-border procurement processes. Through our coordination of procurement and transaction execution, we enable customers to focus on their core distribution activities.

Product Categories and Product Selection Strategy

We offer a diversified portfolio of cold chain agricultural products, primarily encompassing meat, seafood, fruits and other selected agricultural products which we source from domestic and overseas third-party suppliers. Within the meat category, our core offerings include beef, chicken and pork, which have consistently represented our principal product categories. In the seafood segment, shrimp and selected fish products are among our key offerings. We have also progressively expanded into selected fruit categories, such as cherries, blueberries and durians, to address evolving customer demand and broaden the product mix.

BUSINESS

During the Track Record Period, revenue from the sale of cold chain agricultural products was derived primarily from meat and seafood products, with beef, chicken, pork and shrimp constituting the largest revenue contributors. These products benefited from stable market demand and our ability to secure reliable upstream supply and carry out procurement and sales planning based on market information and historical transaction data. The following table sets forth a breakdown of our revenue from the sale of cold chain agricultural products by product type for the periods indicated.

	Year ended December 31,						Four months ended April 30,					
	2023		2024		2025		2025		2026			
	RMB'000	% of revenue	RMB'000	% of revenue	RMB'000	% of revenue	RMB'000	% of revenue	RMB'000	% of revenue	(Unaudited)	
Meat												
— Beef	92,975	7.6	1,012,716	34.3	3,280,921	55.6	735,997	50.0	1,655,789	59.4		
— Chicken	653,946	53.1	970,391	32.9	774,042	13.1	247,785	16.8	360,601	12.9		
— Pork	372,261	30.2	392,359	13.3	703,648	11.9	177,544	12.1	203,766	7.3		
— Other meat products ⁽¹⁾	4,332	0.4	37,468	1.3	324,449	5.5	46,429	3.2	79,613	2.9		
	1,123,514	91.3	2,412,934	81.8	5,083,060	86.1	1,207,755	82.1	2,299,769	82.4		
Seafood												
— Shrimp	97,398	7.9	438,353	14.9	296,466	5.0	116,303	7.9	85,374	3.1		
— Fish	—	—	12,492	0.4	57,288	1.0	11,899	0.8	70,691	2.5		
	97,398	7.9	450,845	15.3	353,754	6.0	128,202	8.7	156,065	5.6		
Fruits⁽²⁾	—	—	79,672	2.7	342,597	5.8	112,390	7.6	308,074	11.0		
Other products⁽³⁾	10,298	0.8	5,517	0.2	118,612	2.1	23,709	1.6	25,531	1.0		
Total	1,231,210	100.0	2,948,968	100.0	5,898,023	100.0	1,472,056	100.0	2,789,439	100.0		

Notes:

- (1) Other meat products mainly comprise lamb and duck.
- (2) Fruits mainly comprise cherries, blueberries and durians.
- (3) Other products mainly comprise dairy products, hamburgers and other agricultural products.

The following table sets forth a breakdown of our gross profit margin of the sale of cold chain agricultural products by product type for periods indicated:

	Year ended December 31,			Four months ended	
	2023			April 30,	
			(%)		
Meat					
— Beef		1.1	2.0	2.0	2.6
— Chicken		0.3	1.7	2.9	2.0
— Pork		0.3	2.5	3.0	2.2
— Other meat products ⁽¹⁾		1.5	3.9	3.9	2.2
Sub-total		0.4	2.0	2.3	2.4
Seafood					
— Shrimp		(0.3)	0.4	1.6	0.2
— Fish		N/A	0.6	1.8	0.2
Fruits⁽²⁾		N/A	3.9	2.6	0.3
Other products⁽³⁾		0.5	0.8	0.7	0.4
Total		0.3	1.8	2.2	2.1

Notes:

- (1) Other meat products mainly comprise lamb and duck.

BUSINESS

- (2) Fruits mainly comprise cherries, blueberries and durian.
- (3) Other products mainly comprise dairy products, hamburgers and other agricultural products.

The gross profit margins of certain products, including chicken, pork, other meat products, seafood, fruits and other products, decreased for the four months ended April 30, 2026. Such decreases were primarily attributable to lower average selling prices of the relevant products amid consumer market softness and pricing pressure during the period, which outpaced any corresponding decrease in procurement and logistics costs.

Our product selection process is supported by data analysis and commercial assessment. In determining product categories and sales focus, we consider various factors, including inventory levels and circulation speed across relevant cold chain nodes, regional demand patterns and seasonality, prevailing market price indices and expected price volatility, supplier capacity and delivery reliability, and logistics feasibility and cold chain handling requirements. Product selection does not necessarily entail advance inventory holding. Rather, it reflects our evaluation of which product categories are commercially suitable for trading under our sales model and can be procured and fulfilled with a high degree of reliability. On this basis, we curate a portfolio of selectable product categories offered to customers under both demand-led and spot sales arrangements, enabling disciplined execution while maintaining an appropriate balance between demand responsiveness and supply certainty.

The following tables set forth details of our major product categories and their respective revenue contributions during the Track Record Period:

For the Four Months ended April 30, 2026

<u>Product type</u>	<u>Sales volume</u>	<u>Sales unit</u>	<u>Average selling price per unit</u> <i>RMB</i>	<u>Revenue (net of tax)</u> <i>RMB'000</i>
Beef	38,030.8	ton	43,538.1	1,655,789
Chicken	14,793.8	ton	24,375.1	360,601
Pork	9,434.7	ton	21,597.5	203,766
Shrimp	2,356.7	ton	36,226.2	85,374
Fish	4,163.9	ton	16,977.2	70,691
Total				<u>2,376,221</u>

For the Year ended December 31, 2025

<u>Product type</u>	<u>Sales volume</u>	<u>Sales unit</u>	<u>Average selling price per unit</u> <i>RMB</i>	<u>Revenue (net of tax)</u> <i>RMB'000</i>
Beef	82,632.3	ton	39,705.1	3,280,921
Chicken	31,708.0	ton	24,411.6	774,042
Pork	33,138.5	ton	21,233.6	703,648
Shrimp	7,257.9	ton	40,847.3	296,466
Fish	3,529.8	ton	16,229.9	57,288
Total				<u>5,112,365</u>

BUSINESS

For the Year ended December 31, 2024

<u>Product type</u>	<u>Sales volume</u>	<u>Sales unit</u>	<u>Average selling price per unit</u> <i>RMB</i>	<u>Revenue (net of tax)</u> <i>RMB'000</i>
Beef	28,187.4	ton	35,928.0	1,012,716
Chicken	39,599.2	ton	24,505.3	970,391
Pork	16,845.0	ton	23,292.3	392,359
Shrimp	11,553.8	ton	37,940.1	438,353
Fish	473.8	ton	26,366.2	12,492
Total				<u>2,826,311</u>

For the Year ended December 31, 2023

<u>Product type</u>	<u>Sales volume</u>	<u>Sales unit</u>	<u>Average selling price per unit</u> <i>RMB</i>	<u>Revenue (net of tax)</u> <i>RMB'000</i>
Beef	2,112.3	ton	44,016.4	92,975
Chicken	19,955.0	ton	32,771.1	653,946
Pork	14,969.6	ton	24,867.8	372,261
Shrimp	2,330.6	ton	41,790.8	97,398
Fish	—	ton	—	—
Total				<u>1,216,580</u>

Average selling price per unit of each product category fluctuated throughout the Track Record Period, primarily reflecting changes in underlying procurement costs, which were influenced by global supply and demand dynamics, seasonality and sourcing conditions. Pricing was also adjusted in response to product mix optimization, shifting customer demand and broader market conditions, under both our demand-led and spot sales arrangements.

Strategic Customer Focus and Management

We strategically focus on serving small and medium-sized agricultural products wholesalers active across agricultural products wholesale markets, cold chain parks and related circulation scenarios. This customer segment is both sizable and highly fragmented, with close links to downstream consumption markets. As a result, it represents a critical driver of demand in the digital and intelligent cold chain agricultural products sales market.

Under traditional trading models, such wholesalers often procure cold chain agricultural products through multiple layers of intermediaries, which typically results in higher procurement costs, limited price transparency and constrained access to stable, firsthand supply. Fragmented market information and reliance on offline coordination further limit their operating efficiency. Leveraging our supply network and relationships with global cold chain agricultural product suppliers, we are able to source products more directly and at scale. Trading with us enables these wholesalers to streamline procurement, reduce intermediaries and improve cost efficiency, while gaining access to a broader and more stable range of product categories.

BUSINESS

To address these structural pain points, we provide those customers segment with more reliable supply, diversified product offerings, transparent pricing and greater fulfillment predictability. Our strategic focus on small and medium-sized agricultural product wholesalers allows us to capture scalable and recurring demands, increase transaction frequency and deepen market penetration, while maintaining flexibility to adjust product mix and regional strategy in response to evolving market. While individual order may be moderate, the breadth of the customer base and their recurring procurement needs support stable transaction volumes and mitigate customer concentration risk.

To mitigate credit risk and uphold transaction quality, we adhere to a disciplined framework for customer selection and management. Prospective customers undergo a qualification review, which includes verification of business credentials and the collection of relevant customer information to establish an internal customer profile. We generally transact with customers that satisfy our internal risk management and compliance assessment criteria, which allows us to pursue business expansion while maintaining prudent risk control.

Attributable to our increasingly diversified product portfolio and consistently stable product quality, our customer base expanded significantly during the Track Record Period. The number of customers under our cold chain agricultural product sales business increased from 204 in 2023 to 587 in 2024, and further to 641 in 2025. Such customer base further increased from 329 for the four months ended April 30, 2025 to 368 for the corresponding period of 2026. In 2025, the customer repurchase rate for our cold chain agricultural product sales business reached 36.6%.

Supply Network and Sourcing Capabilities

Supply stability is critical for ensuring both the scalability and resilience of our cold chain agricultural product sales. Leveraging our Shareholder background, such as COFCO Group, China Co-op Group Co., Ltd. and Guangdong Agribusiness Group Corporation, we have developed a network of cold chain agricultural product suppliers spanning approximately 40 countries and regions.

According to Frost & Sullivan, the supply of certain imported cold chain agricultural products in China is constrained by quota policies, scarce origin resources and stringent logistics requirements. For instance, beef imports are subject to quota control, where in-quota supply is relatively limited and out-of-quota imports face prohibitively higher tariffs, thereby restricting market availability. Further scarcity arises in certain product varieties due to inherent factors such as limited production capacity, long breeding cycles and stringent origin requirements. Similar dynamics apply to selected fruit categories, including cherries, durians and blueberries, where supply is limited by origin concentration, seasonal production and demanding freshness and cold chain handling standards. Consequently, securing a stable and reliable supply of these products depends on three key advantages: access to quota resources, direct sourcing relationships with origin suppliers and robust cold chain execution capabilities.

In light of these industry dynamics, our sourcing capabilities enable us to access supply channels through more direct procurement arrangements, which may reduce reliance on intermediaries compared to traditional procurement models. During the Track Record Period, we collaborated with more than 1,000 suppliers, over 690 of which were overseas suppliers. These long-term supplier relationships support more predictable procurement rhythms and greater supply certainty, especially during periods of tight supply and heightened price volatility. They also reduce reliance on multi-layer intermediaries, streamline procurement and enhance our ability to offer customers more reliable access to products under suitable market conditions.

Stable upstream sourcing is also a prerequisite for the effective operation of our demand-led sales model. Our ability to secure supply in advance underpins delivery certainty, pricing discipline and customer confidence, while mitigating execution risk during periods of market volatility. In the

BUSINESS

context of structurally constrained supply for certain imported cold chain agricultural products, these sourcing capabilities provide an important foundation for the disciplined expansion and sustainable development of our sales operations.

System and Data Support Embedded in Sales Operations

Our sales operations are supported and enhanced by system-based tools and data analysis that assist in procurement planning, inventory organization, regional allocation and execution coordination. These tools are used as operational support and decision-support tools, and do not replace management judgment or constitute a fully automated procurement or sales platform.

The data and information used to support our sales operations are derived from multiple sources, including historical transaction records, customer enquiries and indicative orders, inventory movement, product category characteristics, market prices, sourcing conditions, regional demand patterns and logistics lead time. Through the deployment of our digital and intelligent cold chain integrated solutions at cold chain facilities, we provide a dedicated application tool, the *Yueshi Cold Chain Cloud App*, for operators and merchants to support their day-to-day operations, including inventory inquiry, order management, pickup coordination and basic analytics.

We do not directly collect, access or extract customers’ operational data from their internal systems. Instead, data is generated through merchants’ interactions with our application tool. Within authorized access and in full compliance with applicable laws and regulations, data generated through such application usage may be transmitted to our unified data foundation, the *Yueshi Cold Chain Cloud Intelligent Computing System*. Building on these authorized data sources, we use our systems and data analysis processes to support the following key decision processes.

- *Demand sensing and forecasting.* We assess customer demand by analyzing historical purchasing behavior, seasonality, product category trends, regional demand variations and transaction rhythms, supplemented by operating indicators generated through authorized use of the *Yueshi Cold Chain Cloud App*, such as inventory status, inbound and outbound movements, turnover velocity and observed transaction prices. These inputs help us better understand customers’ inventory status, consumption pace and product preferences, and support sales planning at the product category and regional levels.
- *Procurement pacing and product portfolio planning.* Based on demand forecasts and prevailing supply-side conditions, we determine product mix, procurement timing and targeted sales regions. We generally prioritize categories where demand signals are clearer and supply availability is more predictable, and adjust procurement pacing in response to changes in circulation conditions, inventory levels and market prices. This approach supports disciplined product portfolio planning and reduces reliance on ad hoc or opportunistic procurement decisions.
- *Regional allocation and supply balancing.* By reviewing inventory distribution, inventory movement and regional demand patterns, we seek to identify relative supply-demand conditions across different regions. Where commercially feasible and subject to contractual arrangements, we allocate available sales volumes to regions with stronger demand or tighter supply. This supports inventory organization, supply coordination and delivery planning.
- *Execution coordination and visibility across circulation links.* Within cold chain facilities and circulation nodes where our digital and intelligent cold chain integrated solutions are deployed, we provide standardized system interfaces that support the visibility and coordination of key execution milestones. Subject to applicable authorization, these milestones include shipment arrival, customs clearance completion, pickup readiness and inventory status within the relevant operating environments.

BUSINESS

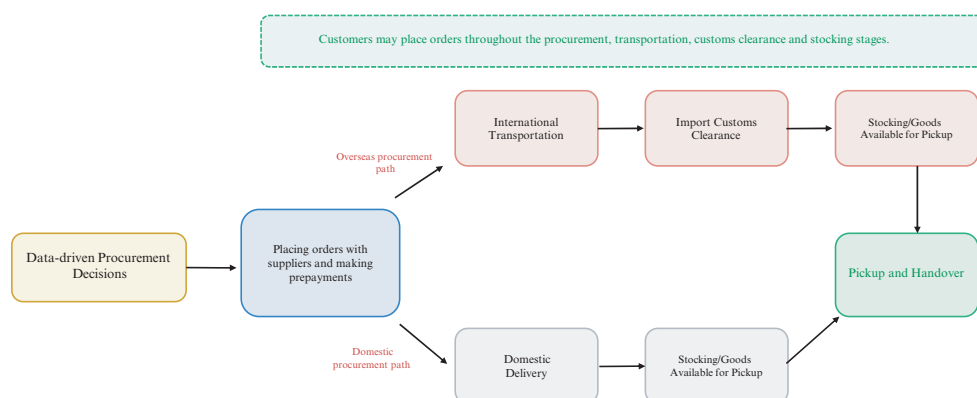
- *Inventory discipline and turnover management.* Our sales model is primarily demand-led, which inherently limits speculative inventory exposure. For limited spot inventory, we set strategic inventory levels based on forecasted demand and prevailing circulation conditions, and apply inventory aging monitoring and turnover targets.

Sales Model and Sales Process

We primarily adopt a demand-led sales model, with spot sales as a supplement. Under this model, we, acting as principal, procure cold chain agricultural products from suppliers on our own account based primarily on our assessment of market demand and aggregated customer demand signals, hold such products in inventory and bear the associated inventory and price risks before selling them to customers. Accordingly, our procurement is not conducted strictly on a back-to-back basis against confirmed customer orders. Customers may place orders and pay deposits at different stages of the procurement and fulfilment cycle, including before procurement, during transportation or customs clearance, or after the relevant products become ready for delivery.

Spot sales mainly consist of limited strategic inventory prepared based on category level demand forecasts and currently account for a minimal proportion of our overall sales volume.

Consistent with this sales model, our procurement, delivery and handover arrangements are structured to support advance order fulfillment and disciplined inventory management. The following diagram illustrates our typical sales process:



- *Procurement decision.* Our procurement decisions are supported by the *Yueshi Cold Chain Cloud Intelligent Computing System*, which serves as a decision-support tool rather than an automated forecasting system. In assessing customer demand, we consider factors such as historical transaction data, customer demand signals, inventory movement, product category characteristics, market prices, sourcing conditions, regional demand patterns, seasonality and logistics lead time. These factors assist us in determining whether a product category is suitable for procurement, the appropriate procurement volume and the timing of procurement. Such assessment does not guarantee that all future sales can be precisely forecast, and procurement decisions remain subject to management judgment, commercial feasibility and prevailing supply conditions.
- *Procurement and shipment.* We procure products from suppliers primarily based on our assessment of market demand and aggregated customer demand signals, supplemented by confirmed or indicative customer orders where available. For overseas procurement, suppliers are generally responsible for export customs clearance and international transportation to designated ports in the PRC. For domestic procurement, products are sourced from domestic suppliers and delivered to agreed domestic locations or designated cold chain facilities.

BUSINESS

- *Order placement.* Customers enter into framework agreements with us setting out key terms such as product categories, quality specifications, pricing mechanism, settlement terms and delivery arrangements. For details of the salient terms of framework agreement, see “— Our Customers — Key Terms of Agreements with Our Customers.” During the validity period of such agreements, customers place specific purchase orders in accordance with the agreed terms. In certain cases, customers may place purchase orders directly with us without entering into a separate framework agreement. Customer orders may be placed at different stages of the procurement and fulfilment cycle, and the key commercial terms are agreed and confirmed through the relevant purchase orders or related transaction documents.
- *Import customs clearance for imported products.* For imported products, the relevant products are subject to import customs clearance, inspection and quarantine procedures upon arrival in the Chinese Mainland. We typically engage third-party customs brokerage companies to handle import customs clearance. Where appropriate, we coordinate with customers and relevant service providers to facilitate the clearance process.
- *Pickup and handover.* Following completion of customs clearance for imported products, or upon readiness for delivery for domestically sourced products, we coordinate the goods pickup and handover process with customers. As a general practice, we do not undertake transportation to customers’ designated downstream locations. Customers generally settle the remaining balance before pickup or delivery handover. Control over the goods and the associated risks are generally transferred to customers upon delivery handover and customer inspection and acceptance at the agreed handover point, unless otherwise agreed under the relevant contract and applicable trade terms. Where customers make payments before delivery handover or acceptance, such amounts are recorded as contract liabilities before revenue recognition.

The following table sets forth the typical time lag across key stages of our sales and procurement cycle. As customer orders may be placed at different stages, the timing of customer order placement is not strictly sequential with our procurement from suppliers.

Key stage	Typical time lag
From demand assessment to placing orders with suppliers and paying deposits	After completing demand assessment, internal approval and commercial negotiation with suppliers, we generally place procurement orders with suppliers and pay deposits or advance payments within approximately 30 days.
From placing orders with suppliers to settling the remaining balance with suppliers	For imported products, we generally settle the remaining balance within approximately 60–90 days after placing procurement orders, typically before shipment, against shipping documents or before customs clearance, depending on supplier requirements and agreed terms. For domestically sourced products, we generally settle the remaining balance within approximately 30 days after placing procurement orders, typically before or upon delivery to the agreed domestic handover point or designated cold chain facility.
From placing orders with suppliers to securing customer orders	Customer orders may be secured before procurement, during transportation or customs clearance, or after the products become ready for delivery. For procurement not supported by confirmed customer orders at the time of supplier order placement, customer orders are typically secured within approximately 60 days after supplier order placement and before pickup or delivery handover, depending on product category, market demand, inventory availability and delivery schedule.

BUSINESS

Key stage	Typical time lag
From securing customer orders to receiving the remaining payment from customers	Customers generally pay deposits upon order confirmation and settle the remaining balance before pickup or delivery handover. The time lag from customer order confirmation to receipt of the remaining payment is typically approximately 90 days, depending on the stage at which the customer order is placed.
From settling the remaining balance with suppliers to receiving the remaining payment from customers	As we generally pay deposits or advance payments, and in some cases the remaining balance, to suppliers before receiving the remaining payment from customers, there is typically a cash flow timing mismatch of approximately 60 days. The actual time lag varies depending on product category, whether the products are imported or domestically sourced, logistics and customs clearance progress, inventory holding period and customer delivery arrangements.

Our sales of cold chain agricultural products are not conducted through a fully automated online transaction platform. Customer orders are typically received and confirmed through direct business communications, framework agreements, purchase orders and other transaction documents. Our digital tools are primarily used to support internal operational functions, including demand analysis, inventory status tracking, order coordination and workflow management, rather than to replace the customer-facing order receipt and confirmation process.

According to Frost & Sullivan, it is common for participants in the cold chain agricultural products sales market, particularly for imported products and product categories with longer procurement, transportation and customs clearance cycles, to make procurement decisions based on historical transactions, market conditions, inventory status and customer demand signals, rather than solely on confirmed back-to-back customer orders. Frost & Sullivan also confirms that the use of digital tools as decision-support systems for demand assessment, inventory visibility and fulfilment coordination is consistent with industry practice, while customer negotiation and order confirmation commonly continue to involve direct business communications and transaction documents.

Pricing Strategy

Our pricing is generally determined with reference to the prevailing market prices for relevant product categories, taking into account supply and demand dynamics, sourcing costs, anticipated price volatility and specific customer order requirements. We typically adopt a cost-plus model with a reasonable profit margin. For details, see “— Pricing.”

DIGITAL AND INTELLIGENT COLD CHAIN INTEGRATED SOLUTIONS

Overview

We provide digital and intelligent cold chain integrated solutions that facilitate standardized management and digitalization throughout cold chain facilities and the broader circulation network. By replacing traditional manual and paper-based operations with end-to-end electronic and online management, our solutions enable full-process visibility, standardized execution and data-enabled decision-making across core cold chain operating scenarios.

As of the Latest Practicable Date, our digital and intelligent cold chain integrated solutions had been deployed by over 750 operators of cold chain infrastructure across key circulation nodes, such as agricultural products wholesale markets, food processing plants, agricultural products industrial parks, and major agricultural product import ports, covering approximately 30 provinces, autonomous regions and municipalities across China. These solutions are deployed within customers’ day-to-day operating environments and serve as critical digital infrastructure

BUSINESS

supporting the modernization and efficiency enhancement of cold chain operations. However, our solutions do not involve the collection or disbursement of funds in connection with the settlement process between cold chain infrastructure operators and merchants operating within such infrastructure.

Our digital and intelligent cold chain integrated solutions comprise a suite of system products forming the business layer of the *Yueshi Intelligent Cold Chain Cloud Platform*. They are delivered as integrated software systems comprising multiple functional modules tailored to specific operating scenarios. Revenue from this business line is primarily generated from the provision of software systems and related services, including system deployment, configuration and ongoing operation and maintenance support. Contract scope, pricing and delivery timelines vary depending on customers’ operational requirements, system configuration complexity and implementation scale. We charge customers under a transaction-based model, pursuant to which customers are generally required to pay a one-time procurement fee, collected in accordance with project progress and agreed milestones. The solutions do not have a fixed term of use, and customers may continue to use them without additional charges. See Note 3 of the Accountants’ Report included in Appendix I to this document. While this business line does not inherently generate recurring subscription revenue, deployed systems often involve continued operation and maintenance services and long-term utilization, which foster sustained customer engagement and operational integration over time.

Although revenue from digital and intelligent cold chain integrated solutions accounted for an insignificant proportion of our total revenue during the Track Record Period, representing 1.8%, 1.0%, 0.7%, 0.9% and 0.6% of our total revenue in 2023, 2024, 2025 and for the four months ended April 30, 2025 and 2026, respectively, these solutions constitute the foundational infrastructure of our business model and underpin the operation, execution efficiency and scalability of our sale of cold chain agricultural products.

Core Application Scenarios and Functional Scope

Our solutions are designed to address key structural challenges commonly encountered in the cold chain agricultural products industry, including low operating efficiency, fragmented information flow, limited traceability and high energy consumption. Core application scenarios include temperature-controlled warehousing management, inventory optimization, traceability tracking, transportation coordination and energy consumption management.

Through integrated system deployment, our solutions support standardized execution across warehousing, transportation and order processing activities, while enhancing operational transparency, coordination and control across the cold chain circulation process.

We offer both standardized and customized solution products. Standardized solutions are primarily designed for small and medium-sized cold chain infrastructure operators, as well as merchants operating within such infrastructure, which mainly comprise small and medium-sized agricultural product wholesalers. These solutions enable low-cost adoption and rapid deployment. Customized solutions are targeted at large-scale cold chain parks, major logistics hubs and central or local state-owned enterprises, and are tailored to integrate deeply with customers’ existing enterprise resource planning systems, property management systems and operational workflows.

Core Modules

Our digital and intelligent cold chain integrated solutions are built around a set of core general modules, primarily including the *Warehouse Management System*, *Transportation Management System*, *Order Management System*, and *Billing Management System*, which can be flexibly configured and combined based on customer needs and operating scenarios.

BUSINESS

Warehouse Management System (“WMS”)

The WMS supports the digital management of cold storage operations through the following key functions:

- *Intelligent warehousing management.* The system supports the use of low-temperature-resistant scanning devices to identify and verify cargo information through barcode recognition. Cargo data is automatically cross-checked against purchase orders and synchronized with cold storage environment monitoring data to ensure compliance with storage requirements. Integration with quality inspection modules enables the recording of batch numbers, shelf life and other critical attributes.
- *Dynamic inventory management.* The system supports periodic inventory checks by temperature zone and enables real-time reconciliation between system records and physical inventory. Inventory early-warning rules, including shelf-life alerts, can be configured, and inventory transfers across facilities and temperature zones can be centrally managed.
- *Efficient outbound management.* Based on order information and operational priorities, the system automatically generates and allocates picking tasks, optimizes picking routes across temperature zones and conducts real-time verification of cargo information to ensure dispatch accuracy.
- *Storage location management.* Using three-dimensional modeling of cold storage facilities, the system establishes an electronic storage location map that records the attributes and status of each location, enabling rapid cargo positioning, traceability and analysis of storage utilization to support layout optimization.

Transportation Management System (“TMS”)

The TMS supports transportation coordination and monitoring through the following functions:

- *Vehicle monitoring and scheduling.* By leveraging positioning and communication technologies, the system enables real-time vehicle monitoring, route optimization and timely response to abnormal transport conditions.
- *Transport capacity management.* The system integrates self-owned and third-party transportation resources to support centralized allocation and utilization of transport capacity.
- *Transport order management.* The system manages the full lifecycle of transport orders, from creation and allocation to tracking and settlement, enabling end-to-end visibility from dispatch to delivery.
- *Temperature control management.* Environmental parameters such as temperature and humidity are monitored throughout transportation to support quality and safety assurance for goods in transit.

Order Management System (“OMS”)

The OMS supports unified order processing and coordination through the following functions:

- *Order acceptance and processing.* The system supports multi-channel order intake, including online and offline sources, enabling centralized order acceptance, processing and distribution.

BUSINESS

- *Order matching and scheduling.* Intelligent algorithms are used to match orders with appropriate warehousing and transportation resources based on cargo characteristics, destination and temperature requirements, optimizing order execution efficiency.
- *Inventory linkage.* Real-time integration with the WMS enables inventory status queries and allocation, supporting timely fulfillment and preventing overselling.

Billing Management System (“BMS”)

The BMS supports flexible pricing arrangements and automated settlement processes through an integrated set of billing and financial management functions, enabling standardized yet highly configurable commercial execution:

- *Customizable billing configuration.* The system allows complex billing arrangements to be configured through a visual engine, supporting flexible definition of contracts, pricing templates and billing formulas to accommodate different customer profiles and transaction scenarios.
- *Automatic billing calculation.* The system supports mainstream billing methods, including by weight, volume, pallet and unit count, with step-based, tiered and discount rules. Fee calculations are automatically triggered in real time based on the status of underlying business records, reducing manual intervention and billing errors.
- *Flexible settlement and reconciliation.* The system supports multiple settlement cycles, such as monthly or semi-monthly billing, and automatically generates reconciliation statements. Integration with accounts receivable and payable management, online payment and intelligent write-off functions enables end-to-end automation of settlement and reconciliation processes.

Integrated System Architecture

The WMS, TMS, OMS and BMS are designed to operate as an integrated system, enabling coordinated execution across warehousing, transportation, order fulfillment and settlement:

- *Order initiation and inventory coordination:* Upon order receipt, the OMS transmits order details to the WMS for inventory verification and allocation. Where inventory is sufficient, the WMS generates picking and dispatch tasks; where inventory is insufficient, replenishment processes may be triggered. Execution status is fed back to the OMS on a real-time basis.
- *Outbound execution and transportation coordination:* Following completion of outbound operations, the WMS transmits transport task information to the TMS, which arranges vehicle allocation and route planning. Transportation status updates are fed back to the WMS to enable in-transit tracking and visibility.
- *Delivery tracking and customer notification:* Based on delivery requirements, the OMS issues transport tasks to the TMS and then, TMS selects appropriate transportation methods. Transport progress and estimated arrival times are fed back to the OMS, supporting timely customer updates and order status management.
- *Automated billing and settlement.* Throughout the operating process, the BMS captures relevant operational data from the OMS, WMS and TMS. Based on predefined billing rules, the system automatically calculates fees and, upon reaching the applicable settlement period, generates invoices and reconciliation statements. The BMS further synchronizes with accounts receivable and payable records and supports online payment and reconciliation, completing the end-to-end flow from operational execution to financial settlement.

BUSINESS

OTHER BUSINESS

In addition to our principal business lines, we also provide certain ancillary services that contribute a minimal portion of our total revenue. These services primarily include transportation coordination and other supporting services, whereby, at the request of our customers, we facilitate the engagement and coordination of independent third-party service providers to perform these services. These ancillary services are intended to support transaction execution and customer convenience and do not constitute a core focus of our business operations.

SYNERGIES BETWEEN OUR CORE BUSINESS LINES

Our core business lines, the sale of cold chain agricultural products and digital and intelligent cold chain integrated solutions, are operationally complementary. While each business line serves distinct customer needs and follows its own commercial logic, their interaction supports our customer access, operating insights, procurement planning and sales execution.

Through the deployment of our digital and intelligent cold chain integrated solutions and related application tool at cold chain facilities across key circulation nodes, we establish operational touchpoints with cold chain facility operators and merchants operating within such facilities. Our solutions support their daily operations, including storage management, order coordination, pickup arrangement and basic operational records. Although we do not directly access customers’ internal operating data, the use of our application tool allows authorized users to generate structured data in a standardized manner.

Within authorized access and in full compliance with applicable laws and regulations, data generated through the use of these applications is aggregated into our unified data foundation. Together with our own transaction records, customer enquiries, inventory movement and market information, such data supports our understanding of customer demand patterns, inventory status and regional circulation conditions. These inputs assist us in procurement planning, product selection, inventory coordination and sales pacing under our cold chain agricultural product sales business. As a result, our sales operations are guided by data derived from actual circulation activities, rather than relying primarily on manual experience or fragmented offline information.

At the same time, the growth of our cold chain agricultural product sales business further reinforces the practical commercial feedback that supports the ongoing refinement of our digital and intelligent cold chain integrated solutions. As sales volumes rise and transaction scenarios diversify, feedback from customers, merchants and cold chain facility operators helps us better understand practical operating needs and improve relevant system functions and service processes.

The two business lines also reinforce each other through shared customer and scenario coverage. Many of the cold chain facility operators using our digital and intelligent cold chain integrated solutions and merchants operating within such facilities are active participants in cold chain circulation networks that intersect with our cold chain agricultural product sales activities. This scenario-level overlap facilitates closer coordination across warehousing, logistics and fulfillment processes, improving execution visibility and reducing coordination frictions.

At the same time, the provision of solutions strengthens customer engagement and ecosystem stickiness, while the availability of cold chain agricultural product sales enhances the commercial relevance of our solutions by embedding them into customers’ revenue-generating activities. Together, they support longer customer lifecycles and more stable operating relationships.

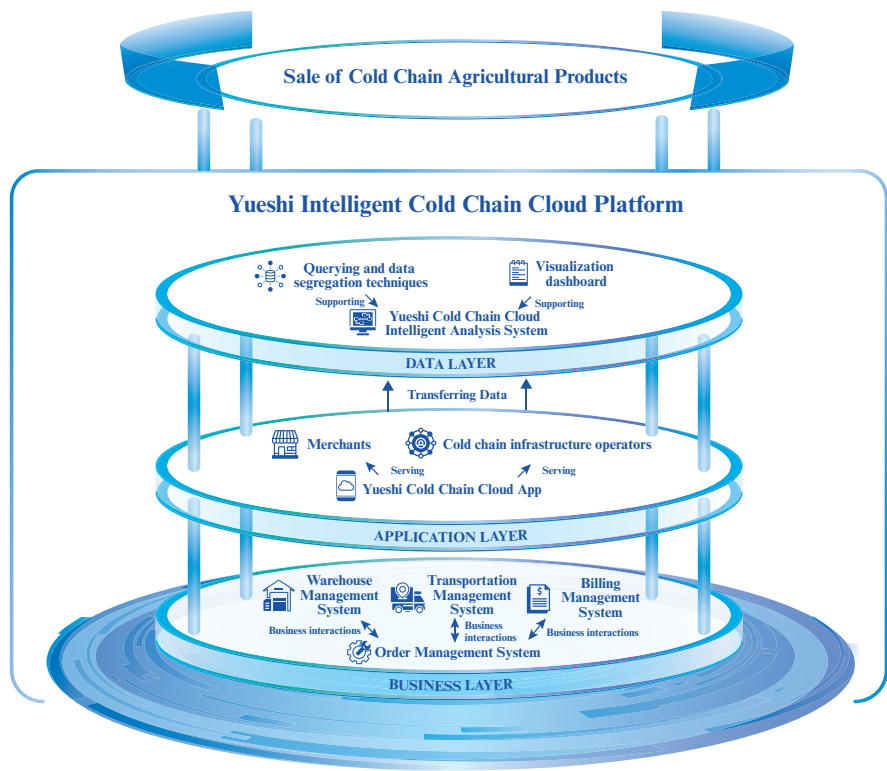
THE YUESHI INTELLIGENT COLD CHAIN CLOUD PLATFORM

The *Yueshi Intelligent Cold Chain Cloud Platform* is used to support both (i) the delivery of our digital and intelligent cold chain integrated solutions and (ii) the execution of our cold chain agricultural product sales business.

BUSINESS

The platform is designed with a layered architecture comprising a business layer, an application layer, and a data layer, enabling standardized data integration, modular system deployment and compliant data utilization across multiple cold chain circulation scenarios.

The following diagram illustrates the architecture of our *Yueshi Intelligent Cold Chain Cloud Platform*:



Business Layer

The business layer constitutes the core system layer of our platform and forms the technical backbone of our digital and intelligent cold chain integrated solutions.

This layer comprises modular software systems that support standardized management and coordination across key cold chain operating scenarios, including warehousing, transportation and order processing. Core systems within the business layer primarily include the *Warehouse Management System*, *Transportation Management System*, *Order Management System* and *Billing Management System*, which can be flexibly configured and integrated based on customer requirements.

Through the business layer, we deliver system products to customers in the form of digital and intelligent cold chain integrated solutions. Revenue from this layer is generated through software system delivery, implementation and configuration services, and ongoing operation and maintenance support.

BUSINESS

Application Layer

The application layer provides user-facing tool, the *Yueshi Cold Chain Cloud App*, which supports day-to-day operations of cold chain infrastructure operators and merchants operating within such infrastructure, primarily the small and medium-sized agricultural product wholesalers. Such app is developed to serve users that have adopted our solutions. These operators and merchants can download the *Yueshi Cold Chain Cloud App* and access its functions free of charge. As of April 30, 2026, our app boasted an aggregate of over 7,600 registered merchants. The screenshot below illustrates the interface of our *Yueshi Cold Chain Cloud App*:



This application provides a comprehensive set of practical operating functions embedded into users’ daily workflows. It supports real-time inventory inquiry and visualization, inbound and outbound order management, reservation-based pickup and delivery coordination, contract and account management, basic operational analytics and reporting, as well as auxiliary functions such as equipment monitoring and asset management. Through these integrated features, the application enables users to conduct routine cold chain operations in a more standardized, efficient and data-supported manner. Data generated through users’ interactions with this application, subject to explicit authorization, is transmitted to the data layer for aggregation and analysis.

The application layer plays a critical role in bridging system deployment and practical usage, facilitating standardized data generation at the operating level and enabling the continuous accumulation of high-quality, scenario-based data that supports both solution optimization and sales operations.

Data Layer

The data layer serves as the foundational layer of our platform and supports centralized data integration, governance and analysis.

Data accessible to us is generated through authorized use of application tool by operators and merchants that have adopted our digital and intelligent cold chain integrated solutions. Subject to users’ explicit authorization and in full compliance with applicable laws and regulations, the data layer aggregates structured data generated through daily operating activities, including, among others, inventory status, inbound and outbound movements, turnover indicators, transaction prices and basic order information.

BUSINESS

Building on accumulated historical and real-time data, we have developed the *Yueshi Cold Chain Cloud Intelligent Computing System*, an in-house analytics system designed to manage and analyze structured data through optimized querying and data segregation techniques. The system serves as an important analytical support tool for our cold chain agricultural products sales by providing insights that assist sales teams in identifying market opportunities, selecting products for procurement and sale, prioritizing customer engagement and supporting revenue growth.

The visualization dashboard within the *Yueshi Cold Chain Cloud Intelligent Computing System* functions as a practical decision-support interface, offering multi-dimensional filtering capabilities and presenting trade-related insights through various visual formats, including aggregated metrics, charts, listings, plots, maps and trend analyses with comparative indicators. Designed with a focus on practicality and extensibility, the system supports our cold chain agricultural products sales operations in tracking market trends, enhancing demand assessment and refining inventory planning.

OUR OPERATIONAL ACHIEVEMENTS

The following table sets forth selected business performance metrics:

	Year ended/As of December 31,			Four months ended/ As of April 30,	
	2023	2024	2025	2025	2026
Sale of cold chain agricultural products					
— Number of customers	204	587	641	329	368
— Sales volume ⁽¹⁾ (tons)	40,217	99,888	203,039	46,960	87,605
— Customer repurchase rate ⁽²⁾ (%)	N/A ⁽²⁾	51.0	36.6	28.6	34.0
— Average revenue per customer ⁽³⁾ (RMB'000)	6,035	5,023	9,162	4,474	7,577
— Net dollar retention rate ⁽⁴⁾ (%)	N/A	43.5	65.1	81.6	79.0
Digital and intelligent cold chain integrated solutions					
— Number of customers	44	43	67	26	18
— Number of sales contracts	46	61	93	41	26

Notes:

- (1) Sales volume refers the quantity of our products sold, measured in tons, excluding dairy products, which are generally not measured using tonnage due to differences in specifications.
- (2) Customer repurchase rate refers to the proportion of customers who had a purchasing history in the preceding period and made purchases again during the given period, calculated as the number of such returning customers divided by the total number of customers who placed orders in the given period. The customer repurchase rate for 2023 is not applicable, as we commenced generating revenue from the sale of cold chain agricultural products in 2023.
- (3) Average revenue per customer refers to the average revenue generated from each customer in a given period, calculated by dividing total revenue from cold chain agricultural product sales, excluding dairy products, by the total number of customers in the same business line, also excluding dairy products, for the same period.
- (4) Net dollar retention rate refers to the revenue contributed in the current period, excluding dairy products, by customers who generated revenue in the prior period, divided by the total revenue, excluding dairy products, in the current period.

Our customer repurchase rate decreased from 51.0% in 2024 to 36.6% in 2025, primarily as a result of our deliberate optimization of customer mix, rather than a deterioration in customer demand or service quality. In 2025, we strategically prioritized customers with more consistent procurement patterns, stronger execution discipline and more robust credit profiles, and selectively reduced transactions with customers that no longer met our enhanced credit, risk management or commercial standards. As a result, although the repurchase rate declined, the overall quality, stability and risk profile of our active customer base improved, supporting more disciplined and sustainable business development.

BUSINESS

Our average revenue per customer increased by 82.4% from RMB5.0 million in 2024 to RMB9.2 million in 2025, and further increased by 68.8% from RMB4.5 million for the six months ended June 30, 2025 to RMB7.6 million for the corresponding period in 2026, primarily due to the increase in sales volume to existing customers as we established more stable procurement relationships and deepened cooperation, while the expansion of our customer base also contributed to overall revenue growth. Customers typically commenced with trial or relatively small-volume orders and increased their procurement volume and transaction frequency as our relationships matured and our product quality, pricing and delivery reliability were validated. In addition, our enhanced sourcing capabilities and broader product offerings enabled us to support larger and more frequent orders.

The number of customers and sales contracts for our digital and intelligent cold chain integrated solutions decreased for the four months ended April 30, 2026 compared to the same period in 2025, primarily due to a change in project mix. We undertook fewer but larger-scale projects with higher contract values during the period, as compared to a larger number of smaller projects in the same period in 2025.

PRICING

Sale of Cold Chain Agricultural Products

Pricing for the sale of cold chain agricultural products is primarily determined with reference to the prevailing market prices for the relevant product categories, taking into account supply and demand dynamics, sourcing costs, anticipated price volatility and specific customer order requirements. Given the commodity-like nature of many agricultural products, market prices are subject to fluctuations driven by seasonality, origin supply conditions, import policies and logistics factors.

Under our demand-led sales model, we may provide customers with an indicative or provisional price estimate upon order confirmation. The final settlement price is generally determined after the relevant procurement costs and import-related expenses have been confirmed. This pricing arrangement enables the final transaction price to accurately reflect actual costs incurred during execution, including procurement, logistics, warehousing and tax, while offering customers a transparent and commercially reasonable pricing mechanism.

Under such arrangements, in accordance with the agreed commercial terms with customers, the final settlement price is generally adjusted to reflect actual procurement costs, such that customers typically bear any increase in procurement costs compared to the provisional price estimate. As a result, we are not generally exposed to material cost overruns arising from procurement price fluctuations.

We generally adopt a cost-plus model with a tiered mark-up mechanism based on procurement costs. The applicable mark-up is not fixed and may vary depending on factors such as product category, sourcing region, order volume, customer relationship and overall transaction risk. In general, different mark-up levels may apply to different cost ranges or transaction profiles, allowing us to balance commercial competitiveness with risk management.

As a result, the final pricing reflects both the underlying procurement costs and a variable margin that is determined with reference to the specific characteristics of each transaction.

Digital and Intelligent Cold Chain Integrated Solutions

Pricing for our digital and intelligent cold chain integrated solutions is primarily determined on a case-by-case basis, reflecting the customized nature of our solution offerings. For each customer, pricing is determined with reference to the overall scope of customization, including the specific operating scenarios to be covered, system configuration requirements, depth of functional integration, implementation complexity and the level of ongoing operation and maintenance services required.

BUSINESS

We do not generally price individual functional modules on a standalone basis. Instead, we typically provide customers with an integrated and bundled pricing proposal that corresponds to the customized solution package delivered under the relevant contract. As a result, contract values may vary significantly among customers depending on their scale of operations, functional requirements and implementation scope.

INVENTORY MANAGEMENT

Our inventory management framework is designed to support disciplined execution of our demand-led sales model, minimize inventory exposure and ensure reliable fulfillment under varying market conditions.

As we procure products based primarily on market demand assessment and customer demand signals, rather than strictly on confirmed customer orders, our inventories may include products procured before all corresponding customer orders have been secured. We bear the associated inventory and price risks before control is transferred to customers upon delivery and acceptance.

Our inventories consist of goods in transit and finished goods as strategic spot stockpiles. The amount of goods in transit was significant during the Track Record Period, primarily attributable to the expansion of our procurement scale, in particular the increased procurement of imported cold chain agricultural products.

The relatively longer in-transit period, generally ranging from one to two months, reflects the nature of cross-border logistics for imported cold chain agricultural products. In particular, a substantial portion of our imported products is sourced from regions such as South America, including Chile and Argentina, where maritime transportation to China involves relatively long shipping distances and vessel transit times. In addition, customs clearance, inspection and quarantine procedures for imported products typically require an additional two to three weeks, further extending the overall transit period.

We maintain cold chain integrity and product quality throughout the logistics process. For international transportation, we engage established shipping companies and ensure that appropriate refrigerated conditions are maintained throughout the voyage. Upon arrival in the PRC, the cold chain agricultural products are stored in temperature-controlled cold storage facilities prior to onward delivery. The period from arrival at domestic cold storage facilities to final delivery to customers generally ranges from one to two months. Through these arrangements, we are able to preserve product quality and ensure compliance with applicable cold chain requirements during transit and storage.

Our inventory management focuses on maintaining appropriate inventory levels to support delivery certainty while avoiding excessive inventory build-up. Inventory planning takes into account factors such as product category characteristics, sourcing regions, delivery cycles, seasonal demand patterns and logistics arrangements. We do not engage in speculative inventory stocking and seek to align inventory exposure closely with actual sales demand.

During the Track Record Period, our inventory turnover reflected the disciplined nature of our sales model and procurement planning. Our inventory turnover days were 58 days, 82 days, 101 days and 102 days in 2023, 2024, 2025 and for the four months ended April 30, 2026, respectively. For limited spot inventory, we apply inventory aging monitoring and turnover targets, supported by digital tools that track inventory status across temperature zones and storage locations.

QUALITY CONTROL

Quality control is a critical component of our cold chain agricultural products sale business and is embedded across key stages of procurement, storage coordination and delivery handover. Quality control responsibilities are primarily coordinated by our quality control team, which had nine members as of April 30, 2026.

BUSINESS

Given the perishable nature of cold chain agricultural products and the importance of food safety, we have established a quality control framework designed to support product compliance, reduce handling risks and enhance traceability. Our quality control framework primarily covers supplier selection and inbound inspection. We focus on establishing standardized operating procedures and digital records to support execution discipline and traceability, rather than relying solely on manual inspection or ex post controls.

Supplier-Level Quality Management

We procure cold chain agricultural products from a network of domestic and overseas suppliers. Prior to engaging suppliers, we conduct qualification reviews that typically include assessments of production capabilities, compliance records, delivery reliability and product quality history.

For imported cold chain agricultural products, suppliers are generally required to comply with applicable export standards of their origin countries and relevant import requirements of the PRC. We coordinate with suppliers to obtain necessary product documentation, including certificates of origin, inspection certificates and other regulatory documents as required under applicable laws and contractual arrangements.

While we do not control upstream production processes, we seek to enhance quality consistency by prioritizing suppliers with established compliance records and stable supply capabilities, particularly for core product categories.

Import and Customs Clearance Coordination

For imported cold chain agricultural products, the relevant products are subject to customs clearance, inspection and quarantine procedures upon import into the Chinese Mainland. We coordinate with suppliers, logistics service providers and customs declaration service providers to ensure that the required documents are prepared and submitted in accordance with applicable PRC laws and regulations. Products that fail to pass the required inspection and quarantine procedures or otherwise fail to meet applicable quality standards will not be accepted for onward sale.

Inbound Inspection and Verification

Upon inbound handling at designated warehouses or storage facilities, products are subject to verification procedures in accordance with transaction arrangements and operational requirements. These procedures may include: (i) verification of product identity, quantity and batch information against purchase orders; (ii) review of shelf-life information and key quality attributes; and (iii) confirmation of temperature conditions at the point of receipt, where applicable.

Cold Chain Storage, Logistics and Delivery Handover

During transportation and storage within the Chinese Mainland, we engage qualified cold chain logistics and warehousing service providers to maintain the required temperature-controlled environment, and require them to implement appropriate temperature control, storage and handling measures based on the nature of the relevant products.

As of the Latest Practicable Date, we occupied over 120 third-party cold storage facilities primarily located in major import ports and sales regions, including Shenzhen, Shanghai, Tianjin and Qingdao, with an aggregate storage capacity of over 5.0 million tons. We do not own any cold storage facilities. The use of third-party facilities allows us to arrange storage capacity flexibly based on product category, procurement volume, customer demand and delivery schedules.

BUSINESS

The typical storage period varies depending on the product category, source of procurement, import clearance progress, customer delivery arrangements and market demand. For products procured from domestic suppliers, the period from commencement of storage to sale to downstream customers is generally within three months. For imported products, such period is generally one to two months after the products arrive at designated cold storage facilities in the Chinese Mainland. We monitor inventory movement and storage duration through our internal systems and operational records, and coordinate with customers, warehouses and logistics service providers to arrange delivery based on order requirements.

At the delivery handover stage, we conduct document checks and, where appropriate, visual inspection of product packaging, labeling, quantity and general product condition before delivery or customer acceptance. Relevant transaction and logistics records are maintained to support traceability and follow-up actions where necessary.

Product Recalls and Liability Allocation

During the Track Record Period and up to the Latest Practicable Date, we had not experienced any material product recalls, nor had we been subject to any material claims, penalties or disputes arising from product quality or food safety issues.

If any product quality or food safety issue is identified, we will review the relevant procurement, import, logistics, storage and delivery records, communicate with the relevant supplier, logistics or warehousing service provider and customer, and take appropriate remedial measures, including suspension of sale, return, replacement, disposal, recall or claims against the responsible party, where applicable. Products identified as defective or unsuitable for sale will not be sold to customers.

The allocation of liabilities generally depends on the cause of the relevant quality or food safety issue and the contractual arrangements among the parties. Suppliers are generally responsible for quality issues attributable to upstream production, product origin, packaging, labeling, documentation or failure to comply with applicable export or import requirements. Logistics and warehousing service providers are generally responsible for quality issues attributable to improper transportation, storage, temperature control or handling within the scope of their services. We are generally responsible to customers for product quality issues arising before delivery and acceptance by customers, subject to our right to seek recourse from the responsible supplier or service provider. After customers have completed inspection and acceptance, customers generally bear the risks relating to subsequent storage, handling and resale, except for quality issues attributable to us or our suppliers under applicable laws or contractual arrangements.

OUR CUSTOMERS

For the sale of cold chain agricultural products, our customers primarily consist of small and medium-sized agricultural product wholesalers. For our digital and intelligent cold chain integrated solutions, our customers mainly include operators of cold chain facilities across key circulation nodes, such as agricultural products wholesale markets, food processing plants, agricultural products industrial parks, and major agricultural product import ports.

Our major customers are primarily engaged in the wholesale, import and export, processing or distribution of agricultural and food products, and typically operate as regional or cross-regional distributors with established downstream sales channels.

We generally become acquainted with our customers through industry networks, referrals from existing customers or business partners, and our prior engagement with merchants through our digital and intelligent cold chain integrated solutions business. Leveraging our presence in the cold chain infrastructure ecosystem, we are able to access a broad base of agricultural product wholesalers and identify customers with demand for stable supply.

BUSINESS

For customers with relatively short business relationships but significant transaction amounts, it is common for them to commence with trial orders and subsequently scale up procurement upon satisfaction with our product quality, pricing and delivery reliability. In addition, certain customers may have substantial procurement needs due to their existing distribution networks or project-based demand, which may result in relatively high transaction volumes shortly after the commencement of the business relationship.

We believe the transaction amounts with our major customers during the Track Record Period were commercially reasonable and aligned with their respective business scale and procurement needs. This assessment is based on our understanding of their business operations and distribution capabilities through customer on-boarding and ongoing interactions, our review of publicly available information, and the nature and frequency of transactions, which were consistent with their procurement needs for resale or distribution. Our major customers typically source from multiple suppliers and adjust procurement based on pricing, product availability and supply stability. Accordingly, transaction volumes with us reflect their demand for specific products during a given period rather than long-term exclusive arrangements.

In 2023, 2024, 2025 and for the four months ended April 30, 2026, our revenue contributed by our five largest customers in each year/period during the Track Record Period amounted to RMB493.9 million, RMB654.8 million, RMB1,307.3 million and RMB831.3 million, respectively, accounting for 39.4%, 21.9%, 22.0% and 29.7% of our total revenue in the same periods, respectively. In 2023, 2024, 2025 and for the four months ended April 30, 2026, revenue contributed by our largest customer in each year/period during the Track Record Period amounted to RMB315.0 million, RMB353.0 million, RMB382.1 million and RMB344.8 million, respectively, accounted for 25.1%, 11.8%, 6.4% and 12.3% of our total revenue in the same periods, respectively.

To the best of our knowledge, during the Track Record Period and up to the Latest Practicable Date, all of our five largest customers in each year/period during the Track Record Period were Independent Third Parties, and there are no past or present relationships, including without limitation, family, employment, business, financing, trust, shareholding or otherwise between our Company and the said customers, their respective shareholders, directors or senior management, or any of their respective associates. To the best of our Directors’ knowledge, as of the Latest Practicable Date, none of our Directors or their respective close associates or any person who, to the knowledge of our Directors, owned more than 5% of our issued share capital, had any interest in any of our five largest customers in each year/period during the Track Record Period.

During the Track Record Period, we did not have any material disputes with, nor did we receive any material complaints from, our customers.

Our five largest customers varied from period to period during the Track Record Period. Notwithstanding fluctuations in transaction volumes, the majority of our five largest customers in each year/period of the Track Record Period continued to transact with us during the Track Record Period, although they may not have remained among our five largest customers in subsequent periods. The following table sets forth the details of our five largest customers in each year/period during the Track Record Period.

BUSINESS

Four Months ended April 30, 2026

Customer	Type of product sold	Payment method	Credit terms	Revenue (RMB'000)	Percentage of total revenue (%)	Year of commencement of business relationship
Customer N ⁽¹⁴⁾	Beef, chicken, durian and pork	Bank transfer	N/A	344,794	12.3	2024
Customer A ⁽¹⁾	Beef	Bank transfer	N/A	162,630	5.8	2024
Customer O ⁽¹⁵⁾	Cherries	Bank transfer	N/A	138,498	4.9	2024
Customer B ⁽²⁾	Fruit (blueberries and cherries) and fish	Bank transfer	N/A	105,392	3.8	2025
Customer D ⁽⁴⁾	Chicken, pork and beef	Bank transfer	N/A	79,959	2.9	2024
Total				831,274	29.7	

Year ended December 31, 2025

Customer	Type of product sold	Payment method	Credit terms	Revenue (RMB'000)	Percentage of total revenue (%)	Year of commencement of business relationship
Customer A ⁽¹⁾	Beef	Bank transfer	N/A	382,127	6.4	2024
Customer B ⁽²⁾	Fruit (blueberries and cherries)	Bank transfer	N/A	315,597	5.3	2024
Customer C ⁽³⁾	Beef and lamb	Bank transfer	N/A	227,268	3.8	2024
Customer D ⁽⁴⁾	Chicken, pork and beef	Bank transfer	N/A	193,783	3.3	2025
Customer E ⁽⁵⁾	Beef	Bank transfer	N/A	188,526	3.2	2024
Total				1,307,301	22.0	

Year ended December 31, 2024

Customer	Type of product sold	Payment method	Credit terms	Revenue (RMB'000)	Percentage of total revenue (%)	Year of commencement of business relationship
Customer F ⁽⁶⁾	Chicken	Bank transfer	N/A	353,040	11.8	2023
Customer G ⁽⁷⁾	Shrimp	Bank transfer	N/A	83,621	2.8	2024
Customer B ⁽²⁾	Fruit (blueberries and cherries)	Bank transfer	N/A	79,672	2.7	2024
Customer H ⁽⁸⁾	Beef	Bank transfer	N/A	72,905	2.4	2023
Customer I ⁽⁹⁾	Shrimp	Bank transfer	N/A	65,519	2.2	2024
Total				654,757	21.9	

Year ended December 31, 2023

Customer	Type of product sold	Payment method	Credit terms	Revenue (RMB'000)	Percentage of total revenue (%)	Year of commencement of business relationship
Customer F ⁽⁶⁾	Chicken, pork	Bank transfer	N/A	315,010	25.1	2023
Customer J ⁽¹⁰⁾	Shrimp	Bank transfer	N/A	63,563	5.1	2022
Customer K ⁽¹¹⁾	Beef	Bank transfer	N/A	55,054	4.4	2023
Customer L ⁽¹²⁾	Chicken	Bank transfer	N/A	31,860	2.5	2023
Customer M ⁽¹³⁾	Chicken	Bank transfer	N/A	28,445	2.3	2023
Total				493,932	39.4	

BUSINESS

Notes:

- (1) Customer A is a company incorporated in 2021 in Shanghai, primarily engaged in food operation, wholesale and retail of edible agricultural products, and supply chain management services, with a registered capital of RMB10.0 million.
- (2) Customer B is a company incorporated in 2022 in Ningbo, Zhejiang province, primarily engaged in cargo import and export, international freight agency, supply chain management, and commodity wholesale, with a registered capital of RMB100.0 million
- (3) Customer C is a company incorporated in 2012 in Cangzhou, Hebei province, primarily engaged in processing and sales of meat products, quick-frozen food, wholesale and retail of beef and mutton, low-temperature storage, and cargo import and export, with a registered capital of RMB21.2 million
- (4) Customer D is a company incorporated in 2006 in Shanghai, primarily engaged in environmental industry supporting services, including material procurement, fly ash treatment, comprehensive utilization of furnace slag, leachate treatment, and maintenance services, with a registered capital of RMB50 million.
- (5) Customer E is a company incorporated in 2021 in Tianjin, primarily engaged in technology services and development, food sales, food import and export, cargo import and export, and supply chain management services, with a registered capital of RMB90.0 million.
- (6) Customer F is a company incorporated in 1996 in Shenzhen, Guangdong province, primarily engaged in international trade, bonded warehousing and freight services, international transportation agency, food sales, and cargo import and export, with a registered capital of RMB395.8 million.
- (7) Customer G is a company incorporated in 2020 in Taizhou, Zhejiang province, primarily engaged in purchase, wholesale and retail of aquatic products, edible agricultural product processing, and cargo import and export, with a registered capital of RMB1.0 million
- (8) Customer H is a company incorporated in 2021 in Tianjin, primarily engaged in cargo import and export, food import and export, wholesale of edible agricultural products, and cargo storage services, with a registered capital of RMB2.9 million.
- (9) Customer I is a company incorporated in 2018 in Beijing, primarily engaged in cargo import and export, wholesale and retail of edible agricultural products, and warehousing services, with a registered capital of RMB50.0 million.
- (10) Customer J is a company incorporated in 2021 in Shenzhen, Guangdong province, primarily engaged in primary procurement of agricultural products, wholesale and retail of fresh meat, and aquatic products wholesale and retail, with a registered capital of RMB20.0 million.
- (11) Customer K is a company incorporated in 2023 in Wuhan, Hubei province, primarily engaged in production, sales, processing of agricultural products, food import and export, and supply chain management services, with a registered capital of RMB20.0 million.
- (12) Customer L is a company incorporated in 2019 in Nanjing, Jiangsu province, primarily engaged in the sale of agricultural products, fresh edible agricultural products and daily necessities, as well as self-operated and agency business of import and export of various commodities and technologies, with a registered capital of RMB5.0 million.
- (13) Customer M is a company incorporated in 2020 in Guangzhou, Guangdong province, primarily engaged in technology import and export, trade agency, internet commodity sales, commodity wholesale and retail, cargo import and export, frozen meat retail, trade consulting services, and pre-packaged food wholesale and retail, with a registered capital of RMB5.0 million.
- (14) Customer N comprises three companies, with its parent company established in Suzhou, Jiangsu Province, in 2022. The parent company has a registered capital of RMB4.0 million and focuses primarily on supply chain management services, domestic cargo transportation agency services, and food sales. Customer N, which was one of our five largest suppliers in 2024 under the name Supplier G, became one of our five largest customers for the four months ended April 30, 2026 and did not continue to supply products to us after such transition. Such transition was primarily because quota allocation restrictions on imported meat products limited its access to overseas supply and led it to procure relevant products from us.
- (15) Customer O is a company incorporated in 2015 in Shanghai, primarily engaged in the import and export of goods and technologies, the wholesale and retail of edible agricultural products, fresh fruits and vegetables, supply chain management, domestic freight forwarding, packaging services, and trading agency services, with a registered capital of RMB10.0 million.

BUSINESS

Key Terms of Agreements with Our Customers

We typically enter into framework agreements with our customers which cover various terms, including, among other things, terms, scope of services, pricing, payment terms and termination. The salient terms of a typical framework agreement with our customers of cold chain agricultural product sales business are set out below:

Duration	The agreement generally has a term of one year.
Deposit	Customers are typically required to pay a deposit ranging from 20% to 30% of the estimated transaction price agreed at the time the order is placed.
Minimum Purchase Commitment	We generally do not impose any minimum purchase volume or value commitments on our customers.
Transfer of Title and Risk	Title to, and risk of loss of, the goods are generally transferred to customers upon delivery and acceptance.
Pricing	The final settlement price is generally determined after we have settled the relevant procurement costs with our suppliers. It is calculated by reference to a range of factors, including the import price of the goods, applicable tariffs and value-added tax, prevailing market prices, and customary costs incurred during the import process, such as warehousing, customs clearance and related fees. The final pricing reflects the allocation of risks and costs borne by the parties during the performance of the transaction.
Product Delivery	For domestically sourced products, customers are generally responsible for arranging onward transportation to their designated domestic cold storage facilities.
Settlement Arrangement	Settlement is generally conducted on a monthly basis.
Payment Term	Customers are generally required to settle the full purchase price within 180 days after completion of the relevant inbound records.
Termination	Save for circumstances expressly provided for in the agreement, neither party may unilaterally modify or terminate the agreement without cause.

The salient terms of our typical agreement with customers for digital and intelligent cold chain integrated solutions are set out below:

Duration	The contract term typically ranges from 150 days to one year, commencing from the date of contract execution to final acceptance of the deliverables.
Delivery	We are typically required to complete solution delivery within 90 days from contract execution.
Payment Terms	Our contracts typically provide for staged payments, comprising a deposit of generally 30% upon contract execution, a progress payment of generally 40% upon completion of acceptance and system go-live testing, an acceptance payment of generally 25% upon completion of trial operation and final acceptance, and a retention amount of generally 5% payable upon expiration of the warranty period.

BUSINESS

Transfer of Title and Risk	Title to, and risk of loss of, the solution are generally transferred to customers upon delivery, being when the system is officially launched.
Warranty	Our contracts typically provide for a warranty period of 365 days from the date of final acceptance.
Termination	Save for circumstances expressly provided for in the agreement, neither party may unilaterally modify or terminate the agreement without cause. Early termination by either party without cause may result in liquidated damages equivalent to 3% of the total contract value.

Customer Support

We provide customer support services designed to facilitate the effective operation of our business lines and to maintain stable, long-term customer relationships.

For the sale of cold chain agricultural products, customer support focuses on order coordination, delivery scheduling, information communication and issue resolution throughout the transaction lifecycle. Our sales and operations teams maintain regular communication with customers regarding order status, expected delivery timelines, product specifications and handover arrangements. Where issues arise in connection with product availability, delivery coordination or documentation, we work with customers and relevant counterparties to facilitate timely resolution, with a view to supporting transaction continuity and fulfilment reliability.

For our digital and intelligent cold chain integrated solutions, customer support primarily covers system deployment assistance, user onboarding, technical support and ongoing operation and maintenance services. We provide customers with implementation guidance, system configuration support and user training during the deployment phase, and offer ongoing technical support to address system usage issues, functional inquiries and operational feedback. Support services are delivered through a combination of dedicated support personnel, online communication tools and system-based service interfaces, depending on customer needs and project scale.

Customer Services

We have established internal procedures to receive, record and handle customer feedback and complaints in a structured and timely manner. Customer feedback and complaints may be submitted through multiple channels, including direct communication with our sales team and designated customer support contacts.

Upon receipt, customer feedback or complaints are logged and categorized based on their nature, urgency and potential operational impact. Matters relating to order execution, product quality, delivery coordination or system functionality are typically referred to the relevant operational, technical or management teams for review and follow-up. Where necessary, we coordinate internally and, where applicable, with suppliers, logistics service providers or other counterparties to facilitate resolution.

We monitor the handling status and resolution progress of material complaints to ensure appropriate follow-up and closure. Feedback received from customers is also periodically reviewed and, where relevant, incorporated into internal process optimization, system iteration and service improvement initiatives. During the Track Record Period and up to the Latest Practicable Date, we did not experience any material customer disputes or complaints that had a significant adverse impact on our business operations or financial performance.

BUSINESS

Product Return Policy

We generally do not offer a product return policy for customers. After delivery and acceptance, customers are not entitled to return the products, and we do not provide after-sale return or exchange arrangements, except as otherwise required by applicable laws or agreed under specific contractual terms.

With respect to upstream suppliers, if products are found to have quality issues or do not meet agreed specifications, we may request the relevant suppliers to provide replacement products or otherwise rectify such issues in accordance with the contractual arrangements with the suppliers.

During the Track Record Period and up to the Latest Practicable Date, we had not experienced any material product refund, return or exchange from customers, nor any material return or replacement of products with suppliers.

OUR SUPPLY NETWORK MANAGEMENT

Procurement Process

We procure cold chain agricultural products primarily based on our assessment of market demand and aggregated customer demand signals under our demand-led sales model, with strategic spot procurement conducted on a selective and supplemental basis. Procurement planning is informed by demand forecasts, product category strategies and regional allocation considerations generated through our digital and intelligent operating capabilities, subject to commercial feasibility and supply conditions. Confirmed or indicative customer orders are also considered where available, but our procurement is not conducted strictly on a back-to-back basis against customer orders.

For imported cold chain agricultural products, procurement typically involves coordination with overseas suppliers for production scheduling, export customs clearance and international transportation to designated ports in the PRC. For domestically sourced products, procurement is conducted through domestic suppliers in accordance with agreed delivery arrangements to designated cold chain facilities or handover points. Our procurement process is structured to align procurement timing and quantities with anticipated sales fulfillment, thereby reducing unnecessary inventory exposure and execution risk.

From a process management perspective, we maintain a rigorous approval and execution protocol. All procurement requests must undergo a structured internal approval workflow. Upon approval, the procurement department conducts supplier sourcing and price negotiations through a variety of competitive approaches, including request for quotation, price comparison, open tendering or competitive negotiations, depending on the category, value and nature of the procurement. After confirming the supplier and commercial terms, we proceed with contract execution followed by the issuance of formal purchase orders, leading into fulfillment, acceptance and subsequent supplier management stages.

Supplier Selection and Management

We adopt a structured approach to supplier selection and ongoing management. In selecting suppliers, we typically assess factors including product quality and safety standards, production and delivery capacity, regulatory compliance, pricing mechanisms, historical performance and reliability, as well as the supplier’s ability to meet cold chain handling and traceability requirements.

Once on boarded, suppliers are subject to ongoing performance monitoring, which may include reviews of delivery timeliness, product quality consistency, responsiveness to operational coordination and compliance with agreed specifications. We maintain communication with key suppliers to coordinate procurement schedules, manage supply fluctuations and address execution issues where necessary. For critical product categories, we seek to maintain multiple sourcing options or contingency arrangements to mitigate supply concentration risk.

BUSINESS

Our Major Suppliers

During the Track Record Period, our suppliers mainly comprised (i) overseas agricultural product providers and trading companies with valid export qualifications, including origin-integrated processors with established international sourcing and distribution capabilities, (ii) domestic supply chain management companies and food-related enterprises that support procurement, processing or circulation activities, and (iii) direct suppliers located in major domestic and overseas agricultural production regions.

Leveraging our Shareholder background and an established market position, we are able to access a broad range of upstream supply resources, including suppliers of core meat and seafood products and selected high-value cold chain agricultural product categories. These supplier relationships contribute to supply stability, particularly for products subject to import quotas, production cycles or origin constraints, and support our ability to maintain consistent supply under varying market conditions. During the Track Record Period, we collaborated with more than 1,000 suppliers, among which over 690 were overseas suppliers, covering approximately 40 countries and regions. The following table sets forth a breakdown of procurement by key countries or regions for the periods indicated:

	Year ended December 31,			Four months ended April 30,
	2023	2024	2025	2026
	(RMB'000)			
South American				
— Brazil	181,540	910,393	1,524,343	1,108,582
— Argentina	15,062	446,144	1,259,121	535,817
— Other South American countries ⁽¹⁾	13,267	446,512	889,051	319,923
Sub-total	209,869	1,803,049	3,672,515	1,964,322
North American				
— United States	352,769	235,532	92,942	78,646
Southeast Asia⁽²⁾	6,715	166,832	449,251	142,944
Oceania⁽³⁾	3,817	152,515	472,725	226,902
Chinese Mainland	566,993	794,883	1,223,857	275,461
Others⁽⁴⁾	159,047	325,898	504,713	182,736
Total	1,299,210	3,478,709	6,416,003	2,871,011

Notes:

- (1) Other South American countries include Chile, Ecuador, Peru and Uruguay.
- (2) Southeast Asia countries include India and Thailand.
- (3) Oceania countries include New Zealand and Australia.
- (4) Others include European countries, such as Spain.

During the Track Record Period, we procured cold chain agricultural products principally on our own account and adopted a dynamic sourcing strategy. Our sourcing decisions were made based on a combination of commercial factors, including landed costs, supply scale and stability, product quality and market demand, rather than being tied to any fixed geographical allocation.

BUSINESS

The changes in our sourcing countries and regions during the Track Record Period primarily reflected adjustments in our procurement mix for meat products, particularly beef and other meat products. In particular, procurement from South America increased significantly, while procurement from North America decreased, mainly because suppliers in South America offered more competitive landed costs, larger supply capacity and more stable supply, which better matched our sales growth and evolving product mix. As a result, we progressively increased our procurement from South America during the Track Record Period.

Our sourcing arrangements remain dynamic and product-specific. Subject to commercial considerations, including pricing, supply stability and customer demand, we will continue to procure products from multiple sourcing regions, including North America, South America and other regions, as appropriate.

In 2023, 2024 and 2025 and for the four months ended April 30, 2026, purchases from our five largest suppliers in each year/period during the Track Record Period amounted to RMB652.4 million, RMB779.6 million, RMB1,046.7 million and RMB608.0 million, respectively, accounted for 53.0%, 26.8%, 18.1% and 22.3% of our total purchases in the same periods, respectively. In 2023, 2024 and 2025 and for the four months ended April 30, 2026, purchases from our largest supplier in each year/period during the Track Record Period amounted to RMB217.2 million, RMB232.5 million and RMB308.5 million and RMB258.5 million, respectively, accounted for 17.6%, 8.0%, 5.3% and 9.5% of our total purchases in the same periods, respectively.

To the best of our knowledge, during the Track Record Period and up to the Latest Practicable Date, all of our five largest suppliers in each year/period during the Track Record Period were Independent Third Parties. To the best of our Directors’ knowledge, as of the Latest Practicable Date, none of our Directors or their respective close associates or any person who, to the knowledge of our Directors, owned more than 5% of our issued share capital, had any interest in any of our five largest suppliers in each year/period during the Track Record Period.

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

Four Months ended April 30, 2026

<u>Supplier</u>	<u>Type of product/ services procured</u>	<u>Payment method</u>	<u>Credit term</u>	<u>Purchase amount</u> (RMB'000)	<u>Percentage of total purchase</u> (%)	<u>Year of commencement of business relationship</u>
Supplier B ⁽²⁾	Beef	Bank transfer	N/A	258,521	9.5	2023
Supplier N ⁽¹⁴⁾	Chicken	Bank transfer	N/A	107,302	3.9	2025
Supplier O ⁽¹⁵⁾	Beef and chicken	Bank transfer	N/A	101,928	3.7	2023
Supplier P ⁽¹⁶⁾	Beef	Bank transfer	N/A	73,536	2.7	2026
Supplier Q ⁽¹⁷⁾	Beef	Bank transfer	N/A	66,674	2.4	2023
Total				607,961	22.3	

BUSINESS

Year ended December 31, 2025

<u>Supplier</u>	<u>Type of product/ services procured</u>	<u>Payment method</u>	<u>Credit term</u>	<u>Purchase amount</u> (RMB'000)	<u>Percentage of total purchase</u> (%)	<u>Year of commencement of business relationship</u>
Supplier A ⁽¹⁾	Beef	Bank transfer	N/A	308,529	5.3	2023
Supplier B ⁽²⁾	Beef	Bank transfer	N/A	203,265	3.5	2023
Supplier C ⁽³⁾	Chicken	Bank transfer	N/A	190,749	3.3	2023
Supplier D ⁽⁴⁾	Blueberries	Bank transfer	N/A	177,864	3.1	2024
Supplier E ⁽⁵⁾	Beef	Bank transfer	N/A	166,295	2.9	2024
Total				1,046,702	18.1	

Year ended December 31, 2024

<u>Supplier</u>	<u>Type of product/ services procured</u>	<u>Payment method</u>	<u>Credit term</u>	<u>Purchase amount</u> (RMB'000)	<u>Percentage of total purchase</u> (%)	<u>Year of commencement of business relationship</u>
Supplier F ⁽⁶⁾	Chicken	Bank transfer	N/A	232,493	8.0	2024
Supplier G ⁽⁷⁾	Beef, chicken and shrimp	Bank transfer	N/A	195,369	6.7	2022
Supplier H ⁽⁸⁾	Chicken	Bank transfer	N/A	136,956	4.7	2023
Supplier I ⁽⁹⁾	Chicken	Bank transfer	N/A	115,831	4.0	2022
Supplier J ⁽¹⁰⁾	Chicken	Bank transfer	N/A	98,916	3.4	2024
Total				779,565	26.8	

Year ended December 31, 2023

<u>Supplier</u>	<u>Type of product/ services procured</u>	<u>Payment method</u>	<u>Credit term</u>	<u>Purchase amount</u> (RMB'000)	<u>Percentage of total purchase</u> (%)	<u>Year of commencement of business relationship</u>
Supplier K ⁽¹¹⁾	Chicken	Bank transfer	N/A	217,161	17.6	2023
Supplier I ⁽⁹⁾	Chicken	Bank transfer	N/A	141,673	11.5	2022
Supplier L ⁽¹²⁾	Pork and chicken	Bank transfer	N/A	106,610	8.7	2023
Supplier B ⁽²⁾	Chicken	Bank transfer	N/A	99,682	8.1	2023
Supplier M ⁽¹³⁾	Chicken	Bank transfer	N/A	87,317	7.1	2022
Total				652,443	53.0	

BUSINESS

Notes:

- (1) Supplier A is a company headquartered in Mississauga, Ontario, Canada, primarily engaged in international trading, importing and exporting of pork, beef, poultry, lamb, goat, seafood, fruits, vegetables and related food products, serving customers in more than 50–70 countries worldwide.
- (2) Supplier B is a company listed in the New York Stock Exchange incorporated in 1953, with its headquarter located in Brazil, primarily engaged in the processing and international trade of beef, pork, poultry and other value-added meat products across more than 20 countries.
- (3) Supplier C is a company established in 2001 in Thailand, primarily engaged in fully integrated poultry processing and global trade of chicken and chicken products, exporting chilled and frozen chicken meat.
- (4) Supplier D is a private limited company registered in Hong Kong in 2023, primarily engaged in the import of fruits.
- (5) Supplier E is a company based in Argentina, primarily engaged in the processing and global trade of beef and beef by-products, exporting chilled and frozen bovine meat and offal to markets including China, Chile and other countries.
- (6) Supplier F is a company incorporated in 2022 in Shanghai, primarily engaged in supply chain management services, import and export agency, cargo import and export, general cargo warehousing services, pre-packaged food sales, and domestic and international freight agency, with a registered capital of RMB10.0 million.
- (7) Supplier G comprises three companies whose parent company was incorporated in 2022 in Suzhou, Jiangsu province and is primarily engaged in supply chain management services, domestic cargo transportation agency, and sales of food, with a registered capital of RMB4.0 million.
- (8) Supplier H is a company incorporated in 2005 in Gaomi, Shandong province, primarily engaged in breeder chicken breeding, hatching, broiler breeding, slaughter processing, conditioning processing, and wholesale of edible agricultural products, with a registered capital of RMB30.0 million.
- (9) Supplier I is a company headquartered in Atlanta, Georgia, United States, primarily engaged in the international trading, importing and exporting of poultry, pork, beef, seafood and other frozen food products, supplying customers in numerous countries worldwide.
- (10) Supplier J is a company incorporated in 2022 and headquartered in Australia, primarily engaged in the export of frozen meat products.
- (11) Supplier K is a company incorporated in 2014 in Xiamen, Fujian province, primarily engaged in import and export agency, cargo import and export, fresh vegetable wholesale and retail, edible agricultural product wholesale and retail, and food operation, with a registered capital of RMB100.0 million.
- (12) Supplier L is a company incorporated in 2020 in Shenzhen, Guangdong province, primarily engaged in supply chain management services, domestic trade agency, production, sales, and processing of agricultural products, cargo import and export, and pre-packaged food sales, with a registered capital of RMB1.0 million.
- (13) Supplier M is a company established in 2002 with its headquarter located in the United States, primarily engaged in the international trading, importing and exporting of frozen meat, poultry and seafood products, as well as other food commodities, serving wholesalers and food-service customers in various overseas markets.
- (14) Supplier N is a company incorporated in 2016 in Australia, primarily engaged in the import and export trading of frozen meat and other products.
- (15) Supplier O is a company incorporated in 2022 in Australia, primarily engaged in the trading and export of frozen meat products.
- (16) Supplier P is an Argentine slaughterhouse with nearly 30 years of operational history, specializing in beef products.
- (17) Supplier Q is a company incorporated in 1989, with its headquarters located in Contagem, Minas Gerais, Brazil, primarily engaged in the production, processing, sale and export of beef and other meat products.

BUSINESS

Salient Terms of Agreements with Our Suppliers

We typically enter into purchase agreements with our suppliers that set out the principal commercial and operational terms governing the procurement of cold chain agricultural products, including product specifications, pricing arrangements, payment terms and the service period. The key terms of our typical supplier agreements are summarized below:

Products type	The agreements specify the product type, quantity, unit price and relevant specifications of the goods to be procured from the suppliers.
Pricing terms	Pricing is generally agreed on commercial terms such as CFR, CIF or FOB, depending on the sourcing arrangement and transaction structure.
Shipping arrangements	Suppliers are generally responsible for shipment arrangements and are required to notify us of loading completion and shipment details by fax or email. During the shipment process, suppliers bear the risk of loss, damage or contamination of the goods.
Payment terms	Payments are typically made by telegraphic transfer, with generally 20% to 40% payable upon contract confirmation and the balance payable against the bill of lading and draft invoice.
Insurance	Insurance coverage for shipment is generally arranged and borne by the supplier.
Quality and quantity assurance	Suppliers are required to take back any non-conforming or defective goods and compensate us for the value of such goods, together with any losses and expenses incurred as a result of the return.

Impact of Recent International Trade Policies

Recent developments in international trade policies, including import safeguard measures, tariff adjustments and customs requirements, may affect our procurement costs and sourcing arrangements for certain imported cold chain agricultural products.

In particular, on December 31, 2025, MOFCOM announced safeguard measures on imported beef, effective from January 1, 2026 for a period of three years. Under these measures, beef imports from Brazil, Argentina, Uruguay, New Zealand, Australia, the United States and certain other countries and regions are subject to prescribed quotas, and imports exceeding the applicable quotas are subject to an additional tariff of 55%. Such tariffs are payable by import operators in the first instance and may affect our procurement costs where we directly import products or where suppliers factor such tariffs into their selling prices. In addition, during 2025, the PRC authorities announced additional tariffs ranging from 10% to 15% on certain U.S.-origin agricultural products, including chicken, pork, beef, aquatic products, fruits, vegetables and dairy products, although such measures were subsequently stopped from November 10, 2025. We will continue to monitor changes in import and export regulations, customs clearance requirements, tariff regimes and other trade policies that may affect our sourcing and cost structure.

The beef safeguard measures may have a relatively greater impact on our beef procurement, as beef accounted for a significant portion of our revenue from the sale of cold chain agricultural products in 2025. To mitigate the potential cost impact, we have adjusted and will continue to adjust our sourcing plan by reducing procurement from regions subject to higher tariff exposure where commercially appropriate, and increasing procurement from alternative sourcing regions. As of the Latest Practicable Date, we had established relationships with over 1,000 suppliers across approximately 40 countries and regions, including over 690 overseas suppliers, and had identified

BUSINESS

over 600 suppliers in regions with lower tariff exposure that are able to provide our desired products at comparable price and quality. We have also continued to diversify our product mix by expanding categories such as chicken, pork, seafood, fruits, dairy products and other meat products, and by using our data analysis capabilities to support procurement analysis and product mix adjustment.

We generally adopt a cost-plus pricing approach and determine our final settlement prices by reference to procurement costs, import-related expenses and prevailing market conditions after the relevant procurement costs are confirmed. This pricing mechanism enables us to reflect, to a certain extent, increases in procurement costs resulting from additional tariffs or other import-related costs in our selling prices. However, due to market competition and customer price sensitivity, significant tariff increases may not be immediately or fully passed on to customers, and there may be a time lag before such cost increases are reflected in our selling prices. During such period, our gross profit margin may be under pressure.

Based on the above mitigation measures, including sourcing diversification, product mix adjustment, pricing management and the planned use of [REDACTED] to support overseas market expansion, product category diversification and enhancement of procurement analysis capabilities, our Directors are of the view, and the Sole Sponsor concurs, that the relevant international trade policies, including the beef safeguard measures, are not expected to have a material adverse effect on our overall business operations.

OVERLAPPING CUSTOMERS AND SUPPLIERS

Due to the nature of cold chain agricultural product sales business, certain counterparties may act as both our customers and our suppliers from time to time. During the Track Record Period, we sold cold chain agricultural products to certain customers who also acted as our suppliers. This arrangement arises primarily from the batch-based and circulation-driven nature of the digital and intelligent cold chain agricultural products sales market.

According to Frost & Sullivan, cold chain agricultural products are typically traded in discrete batches, with differences in origin, specification, timing, quality grade and delivery conditions. As a result, market participants may have surplus supply in respect of certain product batches while simultaneously facing procurement needs for other batches that do not align with their own inventory structure or sales commitments. In such circumstances, it is not uncommon for industry participants to engage in both purchase and sale transactions with the same counterparties, depending on the specific products, batches and timing involved.

The following table sets forth the breakdown of our revenue generated from and purchase amount paid to our overlapping customers and suppliers, which were among either our five largest customers or suppliers in each year/period during the Track Record Period.

Entity	Year ended December 31,									Four months ended April 30,		
	2023			2024			2025			2026		
	Revenue	Gross Profit	Purchase	Revenue	Gross Profit	Purchase	Revenue	Gross Profit	Purchase	Revenue	Gross Profit	Purchase
	RMB'000	%	RMB'000	RMB'000	%	RMB'000	RMB'000	%	RMB'000	RMB'000	%	RMB'000
Customer A	—	—	—	65,617	1.3	—	382,127	1.4	—	162,630	1.6	750
Customer F	315,010	(0.5)	1,894	353,040	(0.5)	5,312	—	—	—	—	—	—
Customer J	63,563	(0.1)	23,219	—	—	—	—	—	—	—	—	—
Customer K	55,054	0.4	1,189	41,263	1.5	10,230	84,006	0.8	33,513	2,451	0.2	—

In 2023, 2024 and 2025 and for the four months ended April 30, 2026, our revenue from such overlapping customers and suppliers, which were among our five largest customers during each year/period of the Track Record Period, was RMB433.6 million, RMB459.9 million, RMB466.1 million and RMB165.1 million, respectively, accounting for 34.6%, 15.4%, 7.9% and 5.9% of our total revenue for the corresponding periods. Our payment to such overlapping customers and

BUSINESS

suppliers was RMB26.3 million, RMB15.5 million, RMB33.5 million and RMB0.8 million, respectively, accounting for 2.1%, 0.5%, 0.6% and 0.03% of our total purchase amount for the corresponding periods.

The gross profit margins of our transactions with overlapping customers and suppliers during the Track Record Period were lower than, and in certain cases negative compared to, our overall gross profit margin, and varied among individual counterparties. This was primarily due to customer-specific pricing strategies and product mix. In particular, for certain strategic customers, we adopted more competitive pricing, including in limited cases pricing below cost on specific transactions, to support long-term cooperation and business development, resulting in negative or lower margins in the relevant periods. In addition, certain transactions involved product categories with relatively lower margins or were affected by short-term price fluctuations, which further contributed to margin compression. Such instances were transaction-specific and do not represent the overall margin profile of our cold chain agricultural products sales business.

Negotiations of the terms of our sales to and purchases from these overlapping customers and suppliers were conducted on an individual basis and the sales and purchases were neither inter-connected nor inter-conditional with each other. Our Directors confirm that all of our sales to and purchases from these overlapping customers and suppliers were conducted in the ordinary course of business under normal commercial terms and on arm’s length basis.

SALES AND MARKETING

We place strong emphasis on strengthening customer acquisition, enhancing customer satisfaction and deepening long-term customer relationships, as we believe these efforts are essential to sustaining business expansion and improving service stickiness. As of April 30, 2026, we employed 11 sales and marketing professionals responsible for customer acquisition, account management, branding and market outreach.

Brand Positioning and Strategy

We position our brand as a technology-supported cold chain agricultural products sales enterprise that delivers reliable supply, transparent pricing and disciplined fulfillment for cold chain agricultural products. Our brand strategy focuses on reinforcing trust and long-term cooperation rather than short-term transactional promotion. Brand recognition is gradually strengthened through consistent execution, repeat transactions and integration into customers’ day-to-day operating workflows.

Customer Acquisition and Retention

Beyond traditional ground promotion, our customer acquisition is primarily driven by our deployment of digital and intelligent cold chain integrated solutions at cold chain facilities across key circulation nodes, including agricultural products wholesale markets, food processing plants, agricultural products industrial parks, and major agricultural product import ports. Through these solutions, we provide operators and merchants with an application tool, the *Yueshi Cold Chain Cloud App*, which supports daily operating activities including inventory inquiry, order management and pickup coordination.

By embedding our systems and applications into customers’ operating environments, and subject to users’ authorization and compliance with applicable laws and regulations, we are able to establish direct and ongoing interaction with merchants and operators that form our target customer base for the sale of cold chain agricultural products. This infrastructure-level approach enables us to access a broad and recurring pool of potential customers in a scalable manner, without reliance on extensive offline sales networks.

BUSINESS

Customer retention is supported by our ability to provide stable supply, diversified product categories, transparent pricing mechanisms and predictable fulfillment. As customers’ transaction frequency increases and cooperation deepens, we are able to further tailor product offerings, procurement pacing and service coordination to better align with their operating needs. This reinforces customer stickiness and supports recurring procurement behavior over time.

RESEARCH AND DEVELOPMENT

R&D are fundamental to sustaining our market position and driving long-term growth, enabling us to respond swiftly to the evolving requirements of our services. We focus on in-house R&D of core technologies, complemented by the selective introduction of mature licensed IPs to enhance our technical capabilities.

As of April 30, 2026, we had a R&D team of 38 experienced technical professionals, representing 30.6% of our total headcount. Many of our R&D personnel are seasoned IT engineers with deep expertise in technology development. In 2023, 2024 and 2025 and for the four months ended April 30, 2025 and 2026, our R&D expenses amounted to RMB14.6 million, RMB16.4 million, RMB16.7 million, RMB5.4 million and RMB6.4 million, respectively, representing 1.2%, 0.6%, 0.3%, 0.4% and 0.2% of our total revenue in the respective periods.

Our sustained investments in research and development have resulted in substantial technological achievements. As of April 30, 2026, we had developed 33 proprietary systems covering the core operational processes of our business.

INTELLECTUAL PROPERTY

As of the Latest Practicable Date, we had (i) eight patents, including seven invention patents and one design patent, (ii) seven copyrights, (iii) two domain names and (iv) three registered trademarks, which were material to our business. See “Appendix VI — Statutory and General Information — B. Further Information about Our Business — 2. Intellectual Property Rights of Our Group.”

We rely primarily on a combination of patents, trademarks, trade secrets, and unfair competition laws and contractual rights, such as confidentiality agreement, to protect our intellectual properties. We have implemented measures to protect our intellectual property. Our dedicated staff diligently oversees our intellectual properties to ensure timely applications, renewals, and filings, as well as to navigate any relevant third-party intellectual properties.

During the Track Record Period and up to the Latest Practicable Date, we were not involved in any lawsuits or arbitrations, or received any notifications from third parties alleging infringement of their intellectual property or the sale of counterfeit products that could have a significant negative impact on our business. Furthermore, we had not encountered any adverse findings from government authorities regarding investigations or audits concerning infringement of third-party intellectual property or the sale of counterfeit products that could have a substantial adverse effect on our business.

Even though we have paid attention to protecting our intellectual property, we may still face certain risks relating to our intellectual property. See “Risk Factors — Risks Relating to Our Business and Industry — We may not be able to prevent others from unauthorized use of our intellectual property, which could harm our business and competitive position.”

DATA PRIVACY AND PROTECTION

In the course of our operations, we collect, store and process business and transaction data. To mitigate security risks, we adopt stringent transmission controls to safeguard sensitive information.

BUSINESS

We have formulated a privacy policy for the *Yueshi Cold Chain Cloud App* and obtain user authorization based on voluntary consent. User data is stored and processed within the PRC, and no cross-border data transmission is involved.

We have implemented appropriate administrative and technical measures to safeguard data security. From an administrative perspective, we have established policies for the protection of customers’ personal information, supported by a comprehensive framework of internal systems, procedures and guidelines governing cybersecurity and data security management. From a technical perspective, we deploy safeguards such as firewalls and encryption of sensitive data, including personal identifiers such as mobile phone numbers.

During the Track Record Period and up to the Latest Practicable Date, we did not experience any material data breach or loss, nor were we subject to any material fines or administrative penalties imposed by PRC regulatory authorities for violations of data protection laws.

Based on the foregoing, the legal counsel we engaged in relation to the data compliance matters is of the view that, during the Track Record Period and up to the Latest Practicable Date, (i) we had complied, in all material respects, with the relevant laws and regulations in the PRC relating to cybersecurity, data security and personal information protection, and (ii) pursuant to Article 7 of the Cybersecurity Review Measures, operators of online platforms that process personal information of more than one million users are required to apply for a cybersecurity review if they intend to list in a foreign country. As our proposed [REDACTED] does not constitute a listing in a foreign country, we are not required to undergo a cybersecurity review in connection with the proposed [REDACTED] under the Cybersecurity Review Measures.

COMPETITION

The PRC digital and intelligent cold chain agricultural products sales market is highly fragmented. In 2025, the top ten market participants achieved combined revenue of approximately RMB85.7 billion, representing approximately 14.1% of total market revenue. No single participant holds a dominant position, and competition is shaped by diverse operating models, regional focuses and resource endowments.

We face competition from traditional agricultural product traders, cold chain logistics and service providers that have expanded into trading activities, and other market participants seeking to integrate trading with digital tools or supply chain services. Competition in the market generally centers on supply access, pricing competitiveness, fulfillment reliability, circulation efficiency and customer coverage.

We compete through an operating model that integrates the sale of cold chain agricultural products with digital and intelligent cold chain integrated solutions. Rather than relying solely on scale expansion or price competition, we emphasize data-supported sales planning, disciplined execution and supply chain coordination. By embedding our systems at key circulation nodes, we enhance visibility over inventory conditions and demand dynamics on a compliant basis, enabling more precise product matching and faster decision-making.

In addition, our stable supplier relationships support reliable access to core product categories, while our focus on small and medium-sized agricultural products wholesalers allows us to capture recurring demand by reducing intermediary layers and improving procurement efficiency for customers. We believe these capabilities enable us to compete effectively in a fragmented market environment, although we cannot assure you that competitive pressures will not intensify in the future.

SEASONALITY

Our business is subject to certain seasonal fluctuations, primarily reflecting consumption patterns for cold chain agricultural products and the timing of major holidays and festive periods.

BUSINESS

In general, demand for cold chain agricultural products tends to be higher in the third and fourth quarters of each year, which coincide with major holiday seasons and periods of increased dining and consumption activities. During these periods, downstream agricultural operators, wholesalers and catering customers typically increase procurement volumes to meet higher end-consumer demand, resulting in higher sales volumes for our cold chain agricultural product sales business.

In addition, seasonal weather conditions influence product mix and consumption behavior. During the winter months, demand for protein-based products, particularly beef, chicken, pork and other meat products, generally increases due to changes in dining preferences and consumption habits. As meat products constitute our principal product categories, this seasonal demand pattern may contribute to higher sales volume and transaction activity during colder periods. See “Risk Factors — Risks Relating to Our Business and Industry — Our results of operations are subject to seasonality.”

EMPLOYEES

As of April 30, 2026, we had a total of 124 full-time employees in the PRC. The table sets forth a breakdown of our employees by function as of April 30, 2026.

Function	Number of employees	Percentage of total number (%)
R&D	38	30.6
Administration	41	33.1
Supply chain	14	11.3
Business operation	11	8.9
Sales and marketing	11	8.9
Quality control	9	7.3
Total	124	100.0

We employ various methods, such as online recruitment and internal referrals to meet our diverse talent requirements. Our employees typically sign standard labor contracts with us. All key employees have also signed confidentiality agreements and are bound by non-compete agreements during their employment and for a period of up to two years afterward.

To maintain and enhance the knowledge and skill levels of our workforce, we provide our employees with internal trainings, including orientation programs for new employees and on-the-job training. We determine employee compensation by taking into account factors such as workload and the complexity of the work involved.

We are obligated to contribute to social security schemes based on specified percentages of salaries, bonuses, and certain allowances, up to the maximum amounts set by local government authorities. During the Track Record Period, we failed to make full social insurance and housing provident fund contributions for certain of our employees, which was primarily due to (i) the relevant personnel’s failure to fully understand the relevant requirements under the PRC laws and regulations; and (ii) inconsistent implementation of the PRC laws and regulations by local authorities. We estimate that the accumulated shortfall of social insurance and housing provident fund contributions during the Track Record Period was approximately RMB11.5 million, which we believe would not have a material adverse effect on our business and financial performance.

According to the relevant PRC laws and regulations: (i) with respect to social insurance, the relevant authorities may order us to pay the outstanding amounts within the prescribed time period with a late charge at the daily rate of 0.05% on the outstanding amounts, and if and only if we fail to

BUSINESS

do so, they may impose a maximum fine or penalty equivalent to three times the outstanding amounts, which could amount to up to RMB27.4 million based on the shortfall during the Track Record Period; and (ii) with respect to housing provident funds, the relevant authorities may order us to pay the outstanding amounts within the prescribed time period, and they may apply to a competent court for enforcement of the outstanding amounts if we fail to do so.

During the Track Record Period and up to the Latest Practicable Date, we had not been imposed any material administrative penalties or compulsory enforcement by the court for our failure to make full social insurance and housing provident fund contributions in accordance with the relevant PRC laws and regulations. Our PRC Legal Advisors have advised us that, (i) based on the current PRC regulatory policies and the facts described above, (ii) assuming there are no material changes to the prevailing PRC laws and regulations or their interpretation, enforcement practices or implementation requirements by the relevant local government authorities, and (iii) in the absence of complaints from our employees or third parties or any regulatory notices or enforcement actions issued by the relevant authorities, and taking into account the Interpretation of the Supreme People’s Court on Issues Concerning the Application of Law in the Trial of Labor Dispute Cases (II) (《最高人民法院關於審理勞動爭議案件適用法律問題的解釋(二)》), the risk of our Group being subject to any material administrative penalties or being required to make supplementary contributions in respect of social insurance or housing provident fund payments for the relevant employees in full amount during the Track Record Period is remote.

We have reviewed our internal control policy and designated our human resources department to closely monitor our on-going compliance with the social insurance and housing provident fund contribution requirements and oversee the implementation of any necessary measures. We are taking steps to rectify such non-compliance and will review and adjust the contribution base for employees’ social insurance and housing provident fund during the annual adjustment period. We will complete the rectification of such non-compliance in accordance with the requirements of the relevant regulatory authorities prior to the [REDACTED].

We believe we have maintained good relationships with our employees. During the Track Record Period and up to the Latest Practicable Date, we had not experienced any strikes or labor disputes with our employees which have had or are likely to have a material effect on our business. None of our employees are currently represented by any labor union.

Operational Scalability and Staffing Efficiency

Despite the relatively small size of our sales and marketing, supply chain and quality control teams, we were able to support the significant growth in transaction volume of our cold chain agricultural products sales business during the Track Record Period due to a combination of operational and structural factors.

Our customer acquisition process is supported by our existing business network. Leveraging relationships developed through our digital and intelligent cold chain integrated solutions business, we are able to identify and onboard trading customers efficiently without the need for extensive sales and marketing resources. In addition, our sales growth is partly driven by increased procurement from repeat customers, which reduces reliance on continuous new customer acquisition and supports scalable growth.

In addition, our focus on standardized product categories, such as meat products, contributes to operational scalability. These products are typically characterized by high transaction volumes and relatively stable pricing, which allows for more streamlined procurement, inventory management and sales execution.

Furthermore, our operations are supported by standardized workflows and internal systems. We have established structured operating procedures to enhance execution efficiency and accuracy, while our internal system supports product selection and operational coordination. Our business operation staff are also responsible for administrative tasks across the sales and procurement

BUSINESS

processes, which streamlines execution and reduces the need for dedicated support functions. Together, these factors enable us to handle increased transaction volumes without a commensurate increase in staffing levels.

LICENSES, PERMITS AND APPROVALS

We are required to maintain various licenses, approvals and permits in order to operate our business. During the Track Record Period and up to the Latest Practicable Date, we had obtained required licenses, approvals, permits and certificates that are material and necessary for our business operations in jurisdictions where we operate. As advised by our PRC Legal Advisors, all material requisite licenses, permits, approvals and certificates obtained by us had remained in full effect during the Track Record Period and up to the Latest Practicable Date. The table below sets forth a summary of the material license, permits and approvals that we have obtained for our business operations as of the Latest Practicable Date:

Licenses/Permits/Approvals/ Filings	Holding Entity	Issuing Authority	Issue Date	Expiration Date ⁽¹⁾
High-tech Enterprise Certificate (高新技術企業證書)	Yueshi Information	Shenzhen Municipal Bureau of Industry and Information Technology, Shenzhen Municipal Finance Bureau, Shenzhen Taxation Bureau of the State Taxation Administration	December 26, 2024	December 25, 2027
Authentication Certificate of Information Security Management Systems (信息安全體系認證證書)	Yueshi Information	Zhongbiao Huaxin (Beijing) Certification Center Co., LTD	December 20, 2024	December 12, 2027
Authentication Certificate of Quality Management Systems (質量管理認證證書)	Yueshi Information	Zhongbiao Huaxin (Beijing) Certification Center Co., LTD	December 17, 2024	December 16, 2027
Food Business Filing (食品經營備案)	Various Chinese subsidiaries of our Company	Local Market Supervision and Administration Bureaus of Shenzhen, Huai'an, and Beijing Municipal Market Supervision and Administration Bureau	Various dates between November 21, 2023 and November 15, 2024	N/A
Consignors and Consignees of Import and Export Goods (進出口貨物收發貨人)	Various Chinese subsidiaries of our Company	The local PRC customs	N/A	Long-term valid
Food Importer (食品進口商)	Various Chinese subsidiaries of our Company	The local PRC customs	Various dates between August 23, 2022 and June 20, 2025	Long-term valid

Note:

(1) “N/A” represents licenses that do not have an expiration date and will remain valid unless revoked.

INSURANCE

We maintain insurance policies that we consider to be in line with market practice and adequate for our business. We currently do not maintain additional insurance policies such as business interruption insurance, product liability insurance, key man life insurance, or insurance coverage for damages to our platform, information technology systems, or properties. During the Track Record Period, we did not submit any material insurance claims, nor did we experience any material difficulties in renewing our insurance policies.

BUSINESS

Our Directors consider that our existing insurance coverage is in line with industry norm and is sufficient for our present operations. However, the risks relating to our business and operations may not be fully covered by insurance. See “Risk Factors — Risks Relating to Our Business and Industry — We have limited insurance coverage which could expose us to significant costs and business disruption.”

PROPERTIES

Leased Properties

As of the Latest Practicable Date, we had three leased properties with an aggregate GFA of approximately 3,134 sq.m., which are material to our operations. Such leased properties are primarily used as our offices and warehousing facilities. Our lease agreements in respect of the abovementioned leased properties generally have lease terms ranging from one to five years.

As of the Latest Practicable Date, among the leased properties which are material to our operations, we had not registered three of them with the relevant PRC government authorities. We have taken proactive steps to register these lease agreements. The authorities may order us to rectify such non-compliance within a prescribed period after receiving notice, and may impose a fine ranging from RMB1,000 to RMB10,000 for each unregistered lease. Based on our current situation, the maximum aggregate penalty for the three unregistered lease agreements would be RMB30,000. If any fine is imposed, we may not be able to recover such losses from the lessors. Our PRC Legal Advisors have advised us that the lack of registration of the lease contracts will not affect the validity of the lease agreements under PRC laws. See “Risk Factors — Risks Relating to Our Business and Industry — We are subject to risks relating to our leased properties.”

The leased properties subject to the above non-compliance are primarily used as our registered address and do not constitute core operational facilities for our business operations. During the Track Record Period and up to the Latest Practicable Date, we did not encounter any material difficulties in renewing lease agreements or locating new premises for our facilities. We do not foresee any major challenges or impediments in renewing the relevant leases upon their expiration. In the event that we are required to relocate or that the relevant leases are terminated prematurely, we would be able to identify alternative premises within a reasonable timeframe. Given the nature of the use of such premises, any relocation is not expected to involve significant costs or cause material disruption to our business operations or the delivery of our products. As such, we do not expect the above non-compliance to have a material adverse impact on our operations.

To prevent recurrence of similar non-compliance, we have enhanced our internal control measures over lease management. In particular, we require verification of title documents of leased properties prior to entering into lease agreements, include contractual provisions requiring lessors to cooperate with lease registration procedures, and closely monitor the progress of registration following lease execution to ensure timely compliance with applicable laws and regulations.

AWARDS AND RECOGNITION

Our market position and brand recognition are reflected in the numerous awards we have received. The following table sets forth a selection of the notable awards and recognition we received in the recent years:

Year of Award	Awards and Recognition	Issuing Authority/Institution
2026	Unicorn Enterprise (獨角獸企業)	The Shenzhen Gazelle & Unicorn Enterprise Evaluation Committee
2025	2025 China Industrial Internet Leading Enterprise (2025年中國產業互聯網領軍企業)	B2B Insider, Industrial A1 Society, and the Organizing Committee of the 2025 China Industrial Internet Leading Enterprises Summit and Industrial A1 Leading Enterprises Conference

BUSINESS

Year of Award	Awards and Recognition	Issuing Authority/Institution
2025	2025 China Industrial Internet Unicorn Enterprise (2025年中國產業互聯網獨角獸企業)	B2B Insider, Industrial A1 Society, and Industrial Internet Panorama
2025	2025 China Industrial Internet Top 100 Enterprises (2025年中國產業互聯網百強企業)	B2B Insider, Industrial A1 Society, and Industrial Internet Panorama
2025	2025 China Hidden Unicorn Top 500 Enterprises (2025年中國隱形獨角獸企業500強)	China Hidden Unicorn 500 Evaluation Committee
2024	2024 Guangdong-Hong Kong-Macao Greater Bay Area New Quality Productivity Value and Innovation Enterprise List (2024粵港澳大灣區新質生產力價值與創新企業榜)	Investorscn
2024	2024 China Hidden Unicorn Top 500 Enterprises (2024年中國隱形獨角獸企業 500強)	China Hidden Unicorn 500 Evaluation Committee
2024	2024 Hurun Global Cheetah Company (胡潤全球獵豹企業)	Hurun Research Institute
2023	TOP 100 Most Investment-Worthy Enterprises of the Year on the 2023 China Value Enterprise List (2023中國價值企業榜-2023年度最具投資價值企業TOP 100)	Investorscn

ENVIRONMENTAL, SOCIAL AND GOVERNANCE (“ESG”)

ESG Governance

We are committed to conducting our business in a responsible and sustainable manner. During the Track Record Period and up to the Latest Practicable Date, we were not subject to any material non-compliance incidents relating to environmental protection, food safety, labor and employment, occupational health and safety, data security, information technology management and business ethics.

Our ESG approach is closely aligned with our business model. We aim to enhance operational efficiency, improve resource utilization, reduce unnecessary losses in storage and transportation, and support the long-term sustainable development of the cold chain agricultural products sales market.

Our Board of Directors bears ultimate responsibility for ESG governance. The Board oversees the formulation, implementation and review of ESG strategies, policies and performance, including climate-related considerations where relevant. The Board’s key responsibilities include:

- (i) identifying and approving material ESG issues, objectives and strategic priorities;
- (ii) overseeing the implementation of ESG-related policies, internal controls and management systems;
- (iii) reviewing and approving ESG-related disclosures and reports; and
- (iv) ensuring that ESG-related risks and opportunities are appropriately considered within our overall business strategy and risk management framework.

We have established an ESG Working Group, comprising representatives from management and relevant functional departments, including operations, technology, human resources and compliance. The ESG Working Group is responsible for coordinating ESG initiatives, collecting and verifying ESG-related data, monitoring regulatory and industry developments, and reporting material ESG and climate-related matters to senior management and the Board on a regular basis.

During the Track Record Period, we did not receive any material complaints from customers, business partners or regulators in respect of ESG-related matters, and we were not subject to any material non-compliance incidents relating to environmental protection, food safety, workplace safety, labor practices or business ethics.

BUSINESS

ESG Materiality Assessment

We conduct periodic ESG materiality assessments to identify and prioritize ESG issues that are most relevant to our operations and stakeholders. In determining material ESG topics, we consider factors including our business characteristics as a cold chain agricultural products sales operator and digital and intelligent solution provider, applicable regulatory requirements, industry development trends, peer practices and stakeholder expectations.

The outcomes of our materiality assessments inform the formulation of ESG strategies, the development of internal policies and management measures, and the determination of disclosure priorities, ensuring that our ESG efforts remain aligned with our business development stage and operating realities.

ESG Focus Areas and Objectives

Based on our materiality assessment and having regard to our business characteristics, we have identified the following key ESG focus areas: (i) *environmental responsibility*: supporting energy-efficient and low-carbon cold chain agricultural product circulation through data-enabled sales practices and digital and intelligent cold chain integrated solutions; (ii) *employee responsibility*: safeguarding employee health, workplace safety and professional development; (iii) *product and service responsibility*: ensuring agricultural product safety, system stability, data security and service quality; (iv) *sustainable supply chain*: encouraging responsible sourcing practices and ESG awareness among suppliers and business partners; (v) *business ethics and compliance*: upholding integrity, transparency and anti-corruption principles across our operations; (vi) *information security and intellectual property*: protecting data security, system reliability and proprietary technologies; and (vii) *Industry and community engagement*: supporting the modernization and digital transformation of the cold chain agricultural products sales market.

Environmental Responsibility

Although our operations are primarily technology- and service-oriented, we operate within the cold chain agricultural products sales market, which is inherently energy-intensive and resource-sensitive. We indirectly contribute to environmental sustainability by supporting more efficient circulation, reducing unnecessary losses and improving resource utilization across cold chain operations.

In particular, our sales model and system-enabled coordination support customers in optimizing inventory turnover, warehouse utilization and transportation planning. These improvements help reduce redundant storage, avoid excessive handling and mitigate spoilage risks, thereby contributing to energy conservation, emissions reduction and food loss prevention across the cold chain circulation process.

To minimize the environmental impact of our business operation, we have established the following objectives:

Aspect	Target
GHG Emission	Reduce the total greenhouse gas emission intensity by 5% by 2030, using 2025 as the base year
Electricity Consumption	Reduce the electricity consumption intensity by 5% by 2030, using 2025 as the base year
Waste Generation	Strictly implement an office supplies registration and control system to promote responsible use of office materials and reduce the generation of office waste

BUSINESS

Environmental Management Standards and Policies

Our digital and intelligent cold chain integrated solutions are designed to support the daily operations of both cold chain facility operators and merchants operating within such facilities. As substantially all of our revenue is derived from the sale of cold chain agricultural products, we place particular emphasis on aligning our systems and operational support are aligned with practical requirements in cold chain agricultural product sales, storage, and distribution.

In the design, delivery, and support of our solutions, we reference relevant industry standards and technical guidelines covering cold chain logistics, food safety, warehouse operations, and digital system management. These standards support standardized sales practices, product quality preservation, and food safety throughout the cold chain agricultural product sales process, including (i) *E-commerce Cold Chain Logistics Distribution Service Management Standard (GB/T 39664–2020)* (《電子商務冷鏈物流配送服務管理規範》); (ii) *Agricultural Product Origin Cold Chain Logistics Service Standard (GB/T 42503–2023)* (《農產品產地冷鏈物流服務規範》); (iii) *Smart Low-Carbon Warehouse Evaluation Standard (《智慧低碳倉庫評價規範》) (DB4403/T 484–2024)*; and (iv) *Digital Public Cloud Warehouse Technical Requirements and Operation Management Standard (《數字化公有雲倉技術要求與運營管理規範》) (T/WD 112–2021)*.

By aligning our systems and operational support with such standards, we assist cold chain facilities in improving temperature control accuracy, enhancing equipment utilization efficiency and promoting more standardized and energy-efficient warehouse management practices.

Air Pollutant Management

Our direct air pollutant emissions primarily arise from the operation of company-owned or company-used vehicles for business purposes. These vehicles may emit nitrogen oxides (NO_x), sulfur oxides (SO_x), and particulate matter (PM) during fuel combustion.

To mitigate such emissions, we implement basic vehicle management and maintenance measures, including regular inspections and servicing to ensure efficient fuel use and reduce emissions. Where practicable, we also seek to optimize travel planning and vehicle utilization. Subject to operational needs and cost considerations, we will continue to assess opportunities to gradually increase the use of lower-emission vehicles, such as electric or hybrid models, as part of our ongoing efforts to reduce our environmental footprint.

The table below summarizes air pollutant emission data from our operational activities.

	Year ended December 31,			Four months ended
	2023	2024	2025	April 30, 2026
NO _x (kg)	1.38	2.85	2.87	0.88
PM (kg)	0.10	0.21	0.21	0.06
SO _x (kg)	0.02	0.05	0.05	0.02

BUSINESS

Greenhouse Gas Emission

Our greenhouse gas (“GHG”) inventory is prepared with reference to the Greenhouse Gas Protocol. The following table provides a breakdown of our GHG emissions during the Track Record Period:

	Year ended December 31,			Four months ended April 30,
	2023	2024	2025	2026
Direct emission (Scope 1) ⁽¹⁾ (tCO ₂ e)	3.93	8.14	8.17	2.50
Energy indirect emission (Scope 2) ⁽²⁾ (tCO ₂ e)	41.76	64.32	84.10	25.2
Other indirect emissions (Scope 3) ⁽³⁾ (tCO ₂ e)	50.23	51.42	87.33	34.12
Intensity — Total GHG Emissions (tCO ₂ e/million RMB of revenue)	0.08	0.04	0.03	0.02
Total GHG Emissions (Scope 1, Scope 2 and Scope 3) (tCO₂e)	95.92	123.87	179.58	61.82

Notes:

- (1) Scope 1 emissions primarily arise from fuel combustion associated with the operation of company vehicles.
- (2) Scope 2 emissions mainly relate to indirect emissions from purchased electricity consumed in our operations. The fluctuations in Scope 2 emissions during the Track Record Period were primarily attributable to changes in electricity consumption in our operations. The increase in Scope 2 emissions in 2024 was mainly due to the relocation of our office to larger premises, which resulted in higher electricity consumption.
- (3) Scope 3 emissions include other indirect emissions, primarily electricity consumption related to water treatment and emissions arising from employee business travel. The fluctuations in Scope 3 emissions during the Track Record Period were primarily attributable to changes in emissions arising from employee business travel. The increase in Scope 3 emissions in 2024 was mainly due to increased employee business travel as our business expanded.

Energy and Resource Use

Our direct environmental footprint primarily arises from electricity consumption at our office premises and data processing activities. We promote energy-efficient operating practices, including optimized server utilization, prudent management of cloud computing resources, deployment of energy-efficient office equipment and ongoing employee awareness initiatives aimed at reducing unnecessary energy consumption.

BUSINESS

Energy and Water Consumption

	Year ended December 31,			Four months ended
	2023	2024	2025	April 30, 2026
Total energy consumption ⁽¹⁾ (MWh)	94.56	154.01	191.43	35.27
Intensity of energy consumption (MWh/million RMB revenue)	0.075	0.052	0.032	0.013
Total water consumption ⁽²⁾ (m ³)	567	314	N/A	N/A
Intensity of water consumption (m ³ /million RMB Revenue)	0.45	0.11	N/A	N/A

Notes:

- (1) Due to the relocation of our office in 2024, the office area approximately doubled, which resulted in an increase in electricity consumption during the year.
- (2) Following the office relocation in July 2024, water charges at the new premises are included in the property management fees and are not separately itemized. As a result, water consumption data for 2024 and 2025 is not separately available.

Waste Management

As our core business primarily involves the sale of cold chain agricultural products and the provision of digital systems and technology solutions, our operations do not generate hazardous waste. The non-hazardous waste generated by our operations mainly consists of general office waste. We promote waste reduction and resource reuse through internal practices such as reusing envelopes, file folders and other stationery items, and minimizing the use of disposable and non-recyclable materials, with a view to supporting circular economy principles. The table below sets forth a breakdown of the waste generated during the Track Record Period.

	Year ended December 31,			Four months ended
	2023	2024	2025	April 30, 2026
Non-hazardous Waste (ton)	1.62	1.78	2.11	0.73
Intensity — Non-Hazardous Waste Generated (ton/million RMB of revenue)	1.29×10^{-3}	5.97×10^{-4}	3.55×10^{-4}	2.60×10^{-4}

Climate Change

We recognize that climate change presents both risks and opportunities for the PRC cold chain agricultural products sales market. Physical risks, such as extreme weather events, may disrupt logistics networks, cold chain facilities and transportation routes, while transition risks may arise from the implementation of increasingly stringent carbon reduction policies, energy efficiency requirements and environmental regulations.

With respect to physical risks, climate change may result in increased volatility in weather patterns, including changes in precipitation and a higher frequency or severity of extreme weather events such as typhoons, heavy rainfall and flooding. As certain of our office locations are situated

BUSINESS

in regions prone to typhoons and seasonal heavy rains, extreme weather events may disrupt normal business operations, affect office facilities, increase maintenance and operating costs, and pose potential risks to employee safety and business continuity.

We have implemented contingency measures and special work arrangements during severe weather conditions, including flexible working arrangements and disaster preparedness procedures, to safeguard employee safety and minimize operational disruption. We will continue to monitor climate-related risks and enhance our resilience planning as part of our broader ESG and risk management framework.

Employee Responsibility

Employees are fundamental to our technological development, operational execution and service quality. We are committed to fostering a fair, inclusive and safe working environment that supports employee well-being, professional development and long-term engagement.

Employment Practices

We strictly comply with applicable labor and employment laws and regulations in the jurisdictions in which we operate. All employees are engaged under formal employment contracts, and we provide competitive remuneration packages, statutory social insurance and other employee benefits in accordance with legal requirements. We uphold principles of equal opportunity and non-discrimination in recruitment, promotion, training and remuneration, and we do not tolerate discrimination or unfair treatment on the basis of gender, age, ethnicity, religion or other protected characteristics.

The following table sets out the total workforce by gender of our Group as of the dates indicated:

	Year ended December 31,			Four months ended April 30,
	2023	2024	2025	2026
Male	78	76	63	60
Female	35	49	50	64
Total	113	125	113	124

Occupational Health and Safety

Our operations are primarily office based. We are committed to providing a safe and healthy working environment for our employees through appropriate occupational health and safety management practices. We provide employees with safety training, emergency response guidance and periodic health-related support, and maintain internal policies and procedures designed to mitigate workplace risks. During the Track Record Period, we did not record any work-related fatalities, occupational injuries or lost working days due to work-related injuries.

Training and Development

Our training programs focus on areas relevant to our business, including system architecture, data security, agricultural product circulation, cold chain operations and regulatory compliance.

All employees are required to undergo comprehensive job skills training and assessment at least once a year. In addition, we provide position-specific internal training, covering areas such as operating procedures, work instructions, safety awareness and emergency response. For technical

BUSINESS

personnel, we also support continuing education and skill enhancement, including training in professional knowledge and applicable laws and regulations. Relevant training programs are organized and overseen by department heads to ensure relevance and effectiveness.

Product and Service Responsibility

The cold chain agricultural products we sell to customers and the digital and intelligent cold chain integrated solutions we provide to cold chain facility operators are critical to their daily operations.

We have implemented quality management procedures in accordance with our ISO 9001 Management Handbook, which aligns with the ISO 9001:2015 standard. Our management is responsible for identifying and assessing both internal and external factors that may affect our quality objectives and strategic direction, including economic, regulatory, technological and resource-related factors. These factors are reviewed on an annual basis through management review processes.

The general manager is responsible for ensuring that our quality policy remains aligned with our strategic objectives and is effectively implemented across the organization. A designated management representative reports on the performance of the quality management system and identifies areas for improvement. Under the quality management framework, management has the authority to coordinate and resolve issues across our management system, promote a customer-focused approach and maintain the integrity of the quality management system during periods of change.

In addition, we have established system testing protocols and data protection measures to safeguard system reliability and the security of customer information, supporting stable and compliant service delivery.

Supply Chain Management

We conduct appropriate due diligence on suppliers’ qualifications, compliance records and service capabilities prior to engagement and on an ongoing basis. In managing our supply chain, we have established the procurement control procedure and the supplier management procedure, which set out requirements for supplier selection, assessment, approval, performance review and ongoing management. We assess suppliers based on factors such as qualifications, product or service quality, delivery capability, service performance, compliance records and, where applicable, information security requirements.

As part of our supplier management process, we seek to identify and manage environmental and social risks along the supply chain by considering, where relevant, suppliers’ compliance with applicable laws and regulations relating to product quality, food safety, environmental protection, work safety, labor practices and business ethics. We maintain an approved supplier management mechanism and monitor supplier performance on an ongoing basis. If material non-compliance or performance issues are identified, we may require rectification, reduce procurement volume, suspend cooperation or terminate the relevant supplier relationship.

We also intend to progressively incorporate environmental considerations into our procurement decisions where practicable. In particular, we may give preference to suppliers that demonstrate stable quality control, traceable sourcing, compliant cold chain storage and transportation practices, reduced excessive packaging or other environmentally responsible practices, subject to commercial considerations such as product quality, supply stability, pricing and customer demand.

BUSINESS

The table below summarizes the geographical location of our suppliers during the Track Record Period.

	Year ended December 31,			Four months ended April 30,
	2023	2024	2025	2026
China ⁽¹⁾	65	27	199	364
Overseas ⁽²⁾	103	365	486	697
Total	168	392	685	1,061

Notes:

- (1) The Chinese suppliers include suppliers from Chinese Mainland and Hong Kong.
- (2) Overseas suppliers are mainly from countries such as India, the United States, and Brazil.

Business Ethics and Anti-corruption

We uphold high standards of integrity, transparency and ethical conduct across our operations. We have established internal control systems, codes of conduct and anti-corruption policies that strictly prohibit bribery, fraud, conflicts of interest and other unethical practices. All employees are required to comply with these policies, and any violations are subject to disciplinary action in accordance with our internal procedures. During the Track Record Period, we did not record any material breaches of our business ethics or anti-corruption policies.

We are also committed to protecting information security and intellectual property. We maintain internal policies and procedures to safeguard proprietary technologies, data and intellectual property rights, and have established and maintained a comprehensive register of intellectual property certificates in connection with our business operations.

Community Engagement

We are committed to supporting the digital transformation and modernization of the digital and intelligent cold chain agricultural products sales market through technology application, industry collaboration and knowledge sharing. In May 2026, representatives of the Brazilian Trade and Investment Promotion Agency and nine Brazilian agricultural and food enterprises visited our Group to discuss agricultural product trade, cold chain digitalization and potential supply chain cooperation. In the same month, our vice president attended the Sixth China-Brazil Dialogue on Green Finance and Sustainable Agriculture and shared our experience in applying data-driven solutions to cold chain agricultural product circulation.

In addition, we actively participate in community and philanthropic initiatives. In 2025, we invested approximately RMB5.0 million in charitable and community programs, including a donation to support relief and recovery efforts following the fire incident at Wang Fuk Court in Tai Po, reflecting our commitment to social responsibility and community support.

LEGAL PROCEEDINGS AND COMPLIANCE

Compliance

During the Track Record Period and up to the Latest Practicable Date, we were not imposed any material administrative penalties by PRC government authorities, nor were we involved in any non-compliance incidents that are systemic or have a material adverse effect on our business, financial condition or results of operations.

BUSINESS

Legal Proceedings

We may, from time to time, be subject to legal proceedings, disputes and claims that arise in the ordinary course of business. During the Track Record Period and up to the Latest Practicable Date, we were not a party to any ongoing material litigation, arbitration or administrative proceedings, and we were not aware of any claims or proceedings contemplated by government authorities or third parties which would materially and adversely affect our business. Our Directors are not involved in any actual or threatened material claims or litigation.

INTERNAL CONTROL AND RISK MANAGEMENT

Overview

We are exposed to various risks in our operations, including those related to our business, industry, and market. For detailed information, see “Risk Factors.” We have implemented internal guidelines, policies, and procedures to monitor and mitigate the impact of risks that are relevant to our business.

Our Board and senior management are responsible for identifying and analyzing risks associated with our operations. They develop measures to mitigate these risks and assess and report on their effectiveness. To assist the Board in providing an independent assessment of our financial reporting process, internal control, and risk management system, we have established an audit committee. The primary responsibilities of the audit committee include overseeing the audit process, evaluating the effectiveness of our financial reporting, internal controls, and risk management systems, and fulfilling other duties and responsibilities assigned by the Board. For the professional qualifications and experiences of the members of our audit committee, see “Directors and Senior Management — Board of Directors.”

During the Track Record Period and up to the Latest Practicable Date, we did not engage in any significant hedging activity.

Financial Reporting Risk Management

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

Information System Risk Management

The maintenance, storage, and protection of our data and related information are crucial to our success. To ensure the security and integrity of our data, we have implemented internal procedures designed to prevent any unauthorized access, leakage, or loss. During the Track Record Period and up to the Latest Practicable Date, we did not experience any material information leakage or loss of our data. See “— Data Privacy and Protection” in this section for more information about our information security procedures and policies.

Internal Control Risk Management

We have designed and adopted strict internal procedures to ensure the compliance of our business operations with the relevant rules and regulations. Our finance and other departments work closely together to: (i) perform risk assessments and give advice on risk management strategies, (ii) improve business process efficiency and monitor internal control effectiveness; and (iii) promote risk awareness throughout our Group.

BUSINESS

Corporate Governance Measures

Our Board has established our internal control and risk management department to from time to time review the implementation of our internal control and risk management measures. We [have established] an audit committee with written terms of reference in compliance with the requirements under the Listing Rules. The audit committee consists of three members, being Dr. Wang Jiwei, Dr. Zhou Weihua, and Mr. Tang Hualin, and is chaired by Dr. Wang Jiwei, who is the independent non-executive Director of our Company. The audit committee [has also adopted] its terms of reference to set forth its duties and obligations including, among others, (i) making recommendations to our Board on the appointment, reappointment and removal of external auditor; (ii) reviewing and monitoring the external auditor’s independence and objectivity and the effectiveness of the audit process; (iii) developing and implementing policy on engaging an external auditor to supply non-audit services; and (iv) monitoring the financial statements of our Company. Please see “Directors and Senior Management — Board Committees — Audit Committee” for details.

Ongoing Measures to Monitor the Implementation of Risk Management Policies

Our audit committee, internal control and risk management department and senior management together monitor the implementation of our risk management policies on an ongoing basis to ensure our policies and implementation are effective and sufficient.

BUSINESS SUSTAINABILITY

We are a technology-driven enterprise principally engaged in the sale of cold chain agricultural products and the provision of digital and intelligent cold chain integrated solutions. Our business model prioritizes long-term system development, supply network coordination and data-enabled operational efficiency, rather than short-term profit maximization. We recorded accumulated losses at the beginning of the Track Record Period, and such accumulated losses remained as of the end of the Track Record Period. This was primarily attributable to continued investments in scaling our operations and developing the *Yueshi Intelligent Cold Chain Cloud Platform* during the early and growth stages of our business. During the Track Record Period, we recorded net losses, net liabilities and net operating cash outflows. These financial results reflect the development stage of our business and the deliberate investments we have made in supply network capacity, digital infrastructure and market expansion to establish a scalable and resilient operating foundation.

We believe that the sustainability of our business should be assessed in light of the structural demand for cold chain circulation efficiency, the scalability of our data-driven operating model, and our ability to progressively improve margin quality, execution efficiency and working capital management as transaction scale expands. Our Directors are of the view that our business model is commercially viable and capable of achieving sustainable development over the medium to long term.

Industry Characteristics and Implications for Profitability

The digital and intelligent cold chain agricultural products sales market is characterized by high operational complexity, significant capital requirements and a highly fragmented downstream customer base. Market participants seeking to establish scalable and reliable operations are typically required to incur substantial upfront investments in supply network organization, inventory coordination, digital systems and customer acquisition before achieving stable profitability.

In particular, operators adopting data-driven or system-enabled models generally incur higher initial costs associated with digital infrastructure deployment, operational standardization and cross-node coordination. These investments are essential to improving execution reliability, reducing systemic inefficiencies and enabling future scale expansion, but may constrain short-term profitability during the build-up phase. As a result, loss-making performance and operating cash

BUSINESS

outflows are not uncommon among companies at a similar stage of development that are transitioning from traditional trading models to more integrated and data-driven operating frameworks.

Historical Financial Performance and Position

We recorded net losses of RMB28.3 million, RMB219.0 million, RMB1,764.2 million and RMB317.4 million in 2023, 2024 and 2025 and for the four months ended April 30, 2025, respectively. A substantial portion of these losses was attributable to changes in the fair value of financial liabilities designated at fair value through profit or loss, arising from the remeasurement of Shares with preferred rights issued by our Company. These losses were non-cash in nature and did not arise from our core operating activities. After excluding the impact of such non-cash and non-operating items, we recorded an adjusted net loss (non-IFRS measure) of RMB6.0 million in 2023, and subsequently turned profitable, with adjusted net profit (non-IFRS measure) of RMB29.7 million, RMB68.7 million and RMB22.1 million in 2024, 2025 and for the four months ended April 30, 2025, respectively. The improvement primarily reflected the strengthening of our underlying operating performance. In particular, the continued growth of our cold chain agricultural products sales business drove higher revenue and gross profit contribution, while increasing transaction volume improved operating leverage and enhanced the absorption of fixed operating costs. In addition, our ongoing efforts to optimize product mix, procurement arrangements and operational efficiency further supported profitability. As a result, our adjusted net (loss)/profit (non-IFRS measure) improved significantly throughout the Track Record Period. Following the termination of the redemption obligations and other special rights on December 22, 2025, we no longer recognized changes in the fair value of financial liabilities designated at fair value through profit or loss for the four months ended April 30, 2026, which contributed to our net profit of RMB35.9 million for the same period.

We also recorded net current liabilities of RMB37.5 million and RMB322.4 million as of December 31, 2023 and 2024, respectively, and net liabilities of RMB42.6 million and RMB274.0 million as of the same dates. These positions were primarily attributable to (i) financial liabilities designated at FVTPL arising from redemption obligations and other special rights attached to Shares with preferred rights, and (ii) the growth of contract liabilities associated with our demand-led sales model, which reflects customer advance payments rather than operating stress. We turned to net current asset and net asset positions as of December 31, 2025, with net current assets of RMB616.3 million and net assets of RMB739.3 million, primarily attributable to the derecognition of financial liabilities designated at FVTPL following the termination of redemption obligations and other special rights on December 22, 2025. We maintained net current asset and net asset positions as of April 30, 2026, with net current assets of RMB752.6 million and net assets of RMB775.2 million.

In addition, we recorded net cash used in operating activities of RMB55.6 million, RMB343.4 million, RMB93.3 million, RMB67.7 million and RMB314.7 million in 2023, 2024 and 2025 and for the four months ended April 30, 2025 and 2026, respectively. These operating cash outflows were primarily driven by increases in inventory levels, prepayments and operating expenses incurred to support business expansion. They were also attributable to the working capital requirements of our business model, under which we generally settle payments with suppliers prior to receiving payments from customers, resulting in a timing mismatch between cash outflows and inflows. Accordingly, the net operating cash outflows primarily reflected the expansion of our business and related working capital needs, rather than structural cash losses from unsustainable operations.

Sustainability of the Business Model

Notwithstanding the foregoing, our Directors believe that our business model is sustainable based on the following considerations.

BUSINESS

First, our operating model, comprising the sale of cold chain agricultural products and digital and intelligent cold chain integrated solutions, is operationally complementary. While revenue from digital and intelligent cold chain integrated solutions accounted for a relatively small proportion of our total revenue during the Track Record Period, these solutions support the standardization of daily operations at cold chain circulation nodes and provide us with practical exposure to relevant operating scenarios. Such experience, together with data analysis and operational tools, supports more disciplined procurement planning, inventory organization and sales execution for our cold chain agricultural product sales business.

Second, the sale of cold chain agricultural products generates transaction volume and operating cash inflows that enable us to continuously validate, refine and scale our operating systems under real market conditions. As transaction scale increases and product mix optimization improves, we expect gross profit contribution to increase through improved inventory turnover, reduced execution inefficiencies and more selective category expansion.

Third, our demand-led sales model inherently limits speculative inventory exposure and supports more predictable execution and delivery planning. When combined with demand forecasting and regional allocation mechanisms based on historical transaction data and market conditions, this model provides a structural basis for improving working capital efficiency and reducing volatility over time.

Fourth, our strategic focus on small and medium-sized agricultural product wholesalers provides access to a large, fragmented and recurring demand base. As customer penetration deepens and transaction frequency increases, we expect to benefit from scale effects without a commensurate increase in fixed operating costs.

Path to Profitability and Sustainable Growth

Looking forward, we plan to enhance financial sustainability through a coordinated approach that focuses on improving revenue quality, strengthening operating efficiency and progressively optimizing working capital management, while maintaining disciplined control over cash outflows and execution risks as our business scales.

Revenue Quality Enhancement

On the revenue side, we expect continued growth in the scale of our cold chain agricultural product sales, supported by a broader and more diversified product portfolio, deeper cooperation with upstream suppliers and expanded regional coverage. As our transaction volume increases, we intend to place greater emphasis on product mix optimization, prioritizing categories with clearer demand signals, higher turnover efficiency and more stable supply conditions. This approach is expected to support more consistent gross profit contribution and reduce reliance on opportunistic or low-margin transactions.

In parallel, as customer relationships deepen and transaction frequency increases, we expect to benefit from higher customer lifetime value and improved revenue visibility under our demand-led sales model, which allows for more predictable planning of procurement, inventory organization and delivery schedules.

At the same time, we aim to gradually increase the contribution from digital and intelligent cold chain integrated solutions through software system delivery, implementation and ongoing operation and maintenance services. Although this business line currently represents a relatively small proportion of our total revenue, it exhibits structurally higher margin characteristics and lower working capital intensity compared with trading activities. As deployment scale expands and standardized modules are increasingly reused across projects, we expect delivery efficiency to improve and marginal costs to decline, thereby enhancing overall margin quality over time.

BUSINESS

Cost Control and Operating Efficiency

On the cost and efficiency side, we plan to further strengthen procurement discipline, inventory turnover management and logistics coordination. Through closer collaboration with key suppliers, more refined procurement pacing and enhanced visibility across inventory and circulation nodes, we aim to reduce execution inefficiencies, mitigate losses arising from mismatched supply and demand, and improve gross margin stability.

Ongoing enhancements to the *Yueshi Intelligent Cold Chain Cloud Platform* are expected to support more effective coordination across warehousing, transportation and order fulfillment, enabling us to scale transaction volume without a proportional increase in administrative or operational overhead, thereby improving overall operating efficiency.

Operating Leverage and Expense Discipline

With respect to operating expenses, we expect improved operating leverage as business scale expands. While we will continue to invest in research and development to enhance data analysis and system capabilities, we anticipate that such investments will increasingly be absorbed by a larger revenue base. Administrative and selling and marketing expenses are also expected to benefit from process standardization, system automation and centralized management, supporting a more favorable cost structure over time.

Working Capital and Cash Flow Management

Our business requires significant working capital, as we generally settle payments with suppliers prior to receiving payments from customers, resulting in a timing mismatch between cash outflows and inflows. This effect was more pronounced during the Track Record Period as our business scale expanded, contributing to net operating cash outflows. According to Frost & Sullivan, the timing mismatch between our cash outflows and inflows is generally consistent with industry practice. To address this and improve our operating cash flow position, we have implemented and will continue to implement the following targeted measures:

- (i) We aim to enhance revenue quality and cash generation from our existing customer base. We have established a broad and stable customer base, and our revenue growth was primarily driven by increasing transaction volume with existing customers. Going forward, we intend to further deepen customer relationships and increase procurement volume and transaction frequency per customer, while selectively optimizing our product mix to improve gross profit margins. We optimize our product mix based on customer demand, market conditions, product profitability and inventory turnover characteristics across different product categories. Leveraging our data analysis capabilities, including demand forecasting and market trend analysis, together with our diversified product portfolio and supplier network, we are able to continuously evaluate the profitability and turnover characteristics of different product categories and adjust our procurement and sales strategies accordingly. This enables us to allocate more resources to products with relatively higher gross profit potential and more favorable turnover characteristics, while managing the scale of lower-margin product categories where commercially appropriate. These measures are expected to enhance operating cash inflows and improve cash conversion. We consider these initiatives achievable as they build on our established customer relationships, existing demand base and ongoing product portfolio optimization;
- (ii) We will continue to strengthen our financing capacity to support working capital needs. During the Track Record Period, all of our bank borrowings were guaranteed by Mr. Chen. Such guarantees are expected to be released upon [REDACTED]. We have been actively engaging with financial institutions to secure financing on an independent basis.

BUSINESS

Our Directors are of the view that, taking into account our expanding business scale, improving operating performance and established relationships with banks, we will be able to obtain external financing independently following the [REDACTED];

- (iii) We plan to further optimize our procurement and payment arrangements by gradually enhancing our positioning within the supply chain. In particular, we intend to expand our upstream supplier network and strengthen cooperation with key suppliers, with a view to obtaining more favorable payment terms over time, such as longer payment periods, staged payment arrangements and reduced upfront payment requirements, where commercially feasible. These measures are expected to reduce the timing mismatch between payments to suppliers and receipts from customers, thereby improving our operating cash flow dynamics. We consider this approach achievable as our procurement scale increases and our bargaining position with suppliers strengthens;
- (iv) We will continue to enhance our overall working capital management through measures including optimizing inventory planning based on demand forecasting, strengthening receivables management, and maintaining disciplined cash flow control through centralized treasury management, rolling cash flow forecasts and prioritization of capital allocation toward projects with shorter cash conversion cycles; and
- (v) We intend to align procurement more closely with confirmed customer demand and order visibility. Where commercially appropriate, we may require deposits, advance payments or shorter settlement cycles for larger, seasonal or customized orders, so as to reduce upfront cash outlays and improve the alignment between procurement payments and customer collections.

We believe the above measures are achievable as they are supported by our existing customer relationships, supplier network, procurement scale, data analysis capabilities and established financing channels. These measures are expected to improve our cash flow position by increasing cash inflows, reducing cash tied up in inventory and receivables, and narrowing the timing mismatch between supplier payments and customer receipts. However, their effectiveness may be affected by market conditions, customer demand, supplier negotiations and other factors beyond our control.

In assessing the sustainability of our business model, our Directors and the Sole Sponsor have also taken into account the following factors observed during the Track Record Period and up to the Latest Practicable Date: (i) our continued revenue growth and improvement in gross profit margin during the Track Record Period, demonstrating the scalability and improving quality of our business; (ii) the implementation of targeted measures to improve working capital efficiency, particularly addressing the timing mismatch between payments to suppliers and receipts from customers inherent in our business model; and (iii) our continued access to bank financing, including unutilized and committed credit facilities of RMB554.5 million available as of the Latest Practicable Date, and our cash and cash equivalents of RMB305.5 million as of April 30, 2026, demonstrating our ability to obtain funding to support our operations.

Taking the above into consideration, our Directors believe that, notwithstanding the net losses, net liabilities and net operating cash outflows recorded during the Track Record Period, our business model is sustainable and capable of supporting long-term development.

Following due and careful inquiry with our Company, review of the Accountant’s Report, and due diligence on our Group’s business operations and historical financial performance during the Track Record Period, the Sole Sponsor is of the view that our Group’s business is sustainable and that our Company is suitable for [REDACTED] under Rule 8.04 of the Listing Rules.

BUSINESS

Working Capital Sufficiency

Taking into account (i) the absence of any material changes in our management, organizational structure or core business; (ii) our relationships with customers and suppliers; (iii) our continued access to bank financing at levels consistent with the Track Record Period, including unutilized and committed credit facilities of RMB554.5 million as of the Latest Practicable Date; (iv) our working capital profile, including estimated average turnover days for trade receivables and trade payables of three days and 28 days, respectively; and (v) our cash and cash equivalents of RMB305.5 million as of April 30, 2026, together with expected cash inflows from our operations and the [REDACTED] from the [REDACTED], and based on our projected cash flow requirements and working capital needs, our Directors are of the view, and the Sole Sponsor concurs, that our Group has sufficient working capital for our present requirements and for the next 12 months from the date of this document. See “Financial Information — Working Capital Sufficiency.”