The Stock Exchange of Hong Kong Limited and the Securities and Futures Commission take no responsibility for the contents of this Application Proof, make no representation as to its accuracy or completeness and expressly disclaim any liability whatsoever for any loss howsoever arising from or in reliance upon the whole or any part of the contents of this Application Proof.

Application Proof of

SHENZHEN WOKE TECHNOLOGY Co., LTD
深圳市沃客非凡科技股份有限公司

(A joint stock company incorporated in the People's Republic of China with limited liability)

WARNING

The publication of this Application Proof is solely for the purpose of providing information to the public in Hong Kong.

This Application Proof is in draft form. The information contained in it is incomplete and is subject to change which can be material. By viewing this document, you acknowledge, accept and agree with the Company, its sole sponsor, overall coordinator, advisers and members of the underwriting syndicate that:

(a) this document is only for the purpose of providing information about the Company to the public in Hong Kong and not for any other purposes. No investment decision should be made based on the information contained in this document;

(b) the publication of this document or supplemental, revised or replacement pages on the Exchange's website does not give rise to any obligation of the Company, its sole sponsor, overall coordinator, advisers or members of the underwriting syndicate to proceed with an offering in Hong Kong or any other jurisdiction. There is no assurance that the Company will proceed with the offering;

(c) the contents of this document or any supplemental, revised or replacement pages may or may not be replicated in full or in part in the actual final listing document;

(d) this document is not the final listing document and may be updated or revised by the Company from time to time in accordance with the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited;

(e) this document does not constitute a prospectus, offering circular, notice, circular, brochure or advertisement offering to sell any securities to the public in any jurisdiction, nor is it an invitation to the public to make offers to subscribe for or purchase any securities, nor is it calculated to invite offers by the public to subscribe for or purchase any securities;

(f) this document must not be regarded as an inducement to subscribe for or purchase any securities, and no such inducement is intended;

(g) neither the Company nor any of its affiliates, advisers or underwriters is offering, or is soliciting offers to buy, any securities in any jurisdiction through the publication of this document;

(h) no application for the securities mentioned in this document should be made by any person nor would such application be accepted;

(i) the Company has not and will not register the securities referred to in this document under the United States Securities Act of 1933, as amended, or any state securities laws of the United States;

(j) as there may be legal restrictions on the distribution of this document or dissemination of any information contained in this document, you agree to inform yourself about and observe any such restrictions applicable to you; and

(k) the application to which this document relates has not been approved and the Exchange and the Commission may accept, return or reject the application for the subject public offering and/or listing.

No offer or invitation will be made to the public in Hong Kong until after a prospectus of the Company has been registered with the Registrar of Companies in Hong Kong in accordance with the Companies (Winding Up and Miscellaneous Provisions) Ordinance (Chapter 32 of the Laws of Hong Kong). If an offer or an invitation is made to the public in Hong Kong in due course, prospective investors are reminded to make their investment decisions solely based on the Company's prospectus registered with the Registrar of Companies in Hong Kong, copies of which will be made available to the public during the offer period.

IMPORTANT

IMPORTANT: If you are in any doubt about any of the contents of this document, you should seek independent professional advice.

SHENZHEN WOKE TECHNOLOGY Co., LTD
深圳市沃客非凡科技股份有限公司

(A joint stock company incorporated in the People's Republic of China with limited liability)

[REDACTED]

Number of [REDACTED] under the [REDACTED]	**:**	**[REDACTED] H Shares (subject to the [REDACTED])**
Number of [REDACTED]	**:**	**[REDACTED] H Shares (subject to reallocation)**
Number of [REDACTED]	**:**	**[REDACTED] H Shares (subject to reallocation and the [REDACTED])**
Maximum [REDACTED]	**:**	**[REDACTED] per H Share plus brokerage of 1.0%, SFC transaction levy of 0.0027%, Hong Kong Stock Exchange trading fee of 0.00565% and AFRC transaction levy of 0.00015% (payable in full on application in Hong Kong dollars and subject to refund)**
Nominal value	**:**	**RMB[0.1] per H Share**
[REDACTED]	**:**	**[REDACTED]**

***Sole Sponsor,* [REDACTED]**

华泰国际
HUATAI INTERNATIONAL

Hong Kong Exchanges and Clearing Limited, The Stock Exchange of Hong Kong Limited and Hong Kong Securities Clearing Company Limited take no responsibility for the contents of this document, make no representation as to its accuracy or completeness and expressly disclaim any liability whatsoever for any loss howsoever arising from or in reliance upon the whole or any part of the contents of this document.

A copy of this document, having attached thereto the documents specified in the section headed "Documents Delivered to the Registrar of Companies and Available on Display" in Appendix VII to this document, has been registered by the Registrar of Companies in Hong Kong as required by Section 342C of the Companies (Winding Up and Miscellaneous Provisions) Ordinance (Chapter 32 of the Laws of Hong Kong). The Securities and Futures Commission of Hong Kong and the Registrar of Companies in Hong Kong take no responsibility for the contents of this document or any of the other documents referred to above.

The **[REDACTED]** is expected to be determined by agreement between our Company and the **[REDACTED]** (for themselves and on behalf of the **[REDACTED]**) at or before 12:00 noon on **[REDACTED]** (Hong Kong time), and, in any event, not later than 12:00 noon on **[REDACTED]** (Hong Kong time). The **[REDACTED]** will be not more than **[REDACTED]** per **[REDACTED]** and is currently expected to be not less than **[REDACTED]** per **[REDACTED]**, unless otherwise announced. **[REDACTED]** applying for the **[REDACTED]** may be required to pay, on application (subject to the application channels), the maximum **[REDACTED]** of **[REDACTED]** per **[REDACTED]**, together with brokerage of 1.0%, SFC transaction levy of 0.0027%, Hong Kong Stock Exchange trading fee of 0.00565% and AFRC transaction levy of 0.00015%, subject to refund if the **[REDACTED]** is less than **[REDACTED]** per **[REDACTED]**. If, for any reason, the **[REDACTED]** is not agreed between us and the **[REDACTED]** (for themselves and on behalf of the **[REDACTED]**) at or before 12:00 noon on **[REDACTED]** (Hong Kong time), the **[REDACTED]** (including the **[REDACTED]**) will not proceed and will lapse.

The **[REDACTED]** (for themselves and on behalf of the **[REDACTED]**), with our consent, may reduce the indicative **[REDACTED]** range stated in this document and/or reduce the number of **[REDACTED]** being **[REDACTED]** pursuant to the **[REDACTED]** at any time on or prior to the morning of the last day for lodging applications under the **[REDACTED]**. In such a case, a notice of reduction of the indicative **[REDACTED]** range and/or the number of **[REDACTED]** will be published on the websites of the Hong Kong Stock Exchange at **www.hkexnews.hk** and our Company at **https://home.wook.cn**. Further details are set out in the sections headed "Structure of the **[REDACTED]**" and "How to Apply for **[REDACTED]**" in this document.

Prior to making an investment decision, **[REDACTED]** should consider carefully all of the information set out in this document, including the risk factors set out in the section headed "Risk Factors" in this document.

The obligations of the **[REDACTED]** under the **[REDACTED]** are subject to termination by the **[REDACTED]** (for themselves and on behalf of the **[REDACTED]**) if certain grounds arise prior to 8:00 a.m. on the **[REDACTED]**. Such grounds are set out in the section headed "**[REDACTED]**" in this document. It is important that you refer to that section for further details.

The **[REDACTED]** have not been and will not be registered under the U.S. Securities Act or any state securities law in the United States and may not be offered, sold, pledged or transferred within the United States or to, or for the account or benefit of U.S. persons, except in transactions exempt from, or not subject to, the registration requirements of the U.S. Securities Act. The **[REDACTED]** are being **[REDACTED]** and sold outside the United States in offshore transactions in reliance on Regulation S under the U.S. Securities Act.

[REDACTED]

IMPORTANT

[REDACTED]

IMPORTANT

[REDACTED]

EXPECTED TIMETABLE

[REDACTED]

EXPECTED TIMETABLE

[REDACTED]

EXPECTED TIMETABLE

[REDACTED]

CONTENTS

IMPORTANT NOTICE TO [REDACTED]

This document is issued by us solely in connection with the **[REDACTED]** *and the* **[REDACTED]** *and does not constitute an offer to sell or a solicitation of an offer to buy any securities other than the* **[REDACTED]** *offered by this document pursuant to the* **[REDACTED]**. *This document may not be used for the purpose of, and does not constitute, an offer or invitation in any other jurisdiction or in any other circumstances. No action has been taken to permit a* **[REDACTED]** *of the* **[REDACTED]** *or the distribution of this document in any jurisdiction other than Hong Kong. The distribution of this document and the* **[REDACTED]** *and sale of the* **[REDACTED]** *in other jurisdictions are subject to restrictions and may not be made except as permitted under the applicable securities laws of such jurisdictions pursuant to registration with or authorization by the relevant securities regulatory authorities or an exemption therefrom.*

You should rely on the information contained in this document to make your investment decision. We have not authorized anyone to provide you with information that is different from what is contained in this document. Any information or representation not made in this document must not be relied on by you as having been authorized by us, the Sole Sponsor, the **[REDACTED]**, *any of our or their respective directors, officers or representatives or any other person involved in the* **[REDACTED]**. *The information contained in our website at* ***https://home.wook.cn*** *does not form part of this document.*

Page

Expected Timetable i

Contents iv

Summary 1

Definitions 19

Glossary of Technical Terms 28

Forward-looking Statements 29

Risk Factors 31

Information about this Document and the **[REDACTED]** 61

Waivers from Strict Compliance with the Listing Rules 65

Directors and Parties Involved in the **[REDACTED]** 68

Corporate Information 71

Industry Overview 73

Regulatory Overview 90

History, Development and Corporate Structure 110

Business 138

Relationship with our Controlling Shareholders 210

Directors and Senior Management 213

CONTENTS

Page

Substantial Shareholders 222

Share Capital 223

Financial Information 226

Future Plans and Use of **[REDACTED]** 264

[REDACTED] 272

Structure of the **[REDACTED]** 280

How to Apply for **[REDACTED]** 287

Appendix I — Accountants' Report I-1

Appendix II — Unaudited **[REDACTED]** Financial Information II-1

Appendix III — Taxation and Foreign Exchange III-1

Appendix IV — Summary of Principal Legal and Regulatory Provisions IV-1

Appendix V — Summary of the Articles of Association of the Company V-1

Appendix VI — Statutory and General Information VI-1

Appendix VII — Documents Delivered to the Registrar of Companies and Available on Display VII-1

SUMMARY

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

There are risks associated with any investment. Some of the particular risks in investing in the **[REDACTED]** *are set out in "Risk Factors" in this document. You should read that section carefully before you decide to invest in the* **[REDACTED]**.

OVERVIEW

We are a Southeast Asia-focused cross-border brand owner enterprise primarily engaged in the sale of 3C accessories, small appliances and home furnishings & building materials, with Indonesia as our core market and supported by our integrated operating systems for supply chain and distribution. We operate a predominantly proprietary-brand business model, with 93.4% of our revenue generated from our proprietary brands in 2025. In offline channels, we primarily distribute our products through a network of SMRs and MRCs, while in online channels we sell through major e-commerce platforms. Our core competencies lie in brand management, supply chain integration and retailer empowerment. According to Frost & Sullivan, in terms of retail sales value in 2025, we were the No. 1 company in Indonesia in the 3C accessories sector, with a market share of approximately 2.2%. In addition, we ranked No. 6 among China-based cross-border companies in the small appliances sector, with a market share of approximately 3.7% of the China-to-Indonesia small appliances export market.

94.0% of our revenue was derived from Indonesia in 2025. According to Frost & Sullivan, the Indonesian retail market reached approximately USD333.0 billion in 2025 and is projected to grow to USD445.7 billion by 2030, positioning it as one of the world's most dynamic markets for consumer goods. Such growth was primarily driven by its large population and expanding emerging and established middle class. Despite such rapid expansion, offline retail, which refers to a retail model that conducts sales through physical stores, still accounted for approximately 79.1% of the Indonesian retail market in 2025. While Indonesia remains our core market, we have also expanded strategically into the markets in Vietnam, Thailand and the Philippines. SMRs in these markets often face challenges such as high procurement cost, low delivery efficiency and limited operational capacities, highlighting a clear demand for digital transformation solutions.

We have successfully capitalized on this market opportunity by leveraging our proprietary digital platform. This platform enables us to manage supplier procurement, import and export procedures and logistics arrangements, operate warehouses and distribute products through our retailer network and online sales channels. As a result, we are able to enhance operational efficiency and help address challenges commonly faced in the Southeast Asian retail market, including fragmented offline sales channels, underdeveloped local delivery networks, inefficient and costly logistics operations, limited high-quality warehousing resources and relatively low levels of digitalization. Our 3C accessories and small appliances are primarily procured from suppliers in China. Leveraging our self-operated warehousing network and our localized operation teams, we have shaped an integrated competitive strength comprising "brand + digitalization + supply chain". As of June 30, 2026, we have established extensive connections with SMRs customers, positioning us as a cross-border brand owner enterprise in Indonesia for 3C accessories and small appliances.

Our Proprietary Brands and Core Products

We have established a portfolio of well-recognized proprietary brands in Indonesia, including "VIVAN", "ROBOT" and "SAMONO". Our proprietary brands refer to brands that are in-house developed by us and in respect of which we own the relevant trademarks. These brands are well aligned with the characteristics of the Indonesian retail market and have achieved high brand awareness and notable market share in Indonesia. Our proprietary brands VIVAN and ROBOT featuring 3C accessories

cover core products portfolio such as power banks, charging cables and Bluetooth speakers. Our proprietary brand SAMONO featuring small appliances covers core products such as choppers, ovens and air fryers.

Our Multichannel Operations and Broad Customer Coverage

We operate an extensive sales network spanning offline and online channels, establishing multi-scenario user engagement. As of June 30, 2026, our footprint had covered four countries, including Indonesia, Vietnam, Thailand and the Philippines.

Offline distributor network. We have built a robust distribution framework that extends to a vast partner ecosystem. This network is anchored by a direct-to-consumer foundation and amplified by extensive coverage of SMRs. Under the offline channels, we sold our products to our distributors, including SMRs and MRCs. During the Track Record Period, we established cooperation with an aggregate of over 60,000 SMRs across Southeast Asia, including 36,318 SMRs with whom we had recorded transactions as of June 30, 2026, forming a powerful downstream extension of our brand and ensuring product accessibility and availability deep within local markets. Maintaining a large network of SMRs is critical in the Indonesian market, where retail distribution remains predominantly offline and traditional trade channels dominate. These channels are highly fragmented and primarily composed of family-operated stores. By cooperating directly with over 60,000 SMRs, we reduce reliance on intermediaries and lower our operating costs. Our extensive SMR network thereby enables us to effectively penetrate dispersed local markets and reach a broad consumer base. Besides SMRs, we also cooperate with MRCs, which are typically operated by large-scale, professionally managed enterprises, primarily serving mass-market consumers through extensive store networks. MRCs primarily include hypermarkets and shopping malls which sell our products. MRCs also constitute our distributors.

Online channels. We operate official store matrices on major regional marketplaces, including Shopee, Tokopedia, among other mainstream e-commerce platforms. As of June 30, 2026, we managed 71 official flagship stores across multiple e-commerce platforms. In addition to mainstream e-commerce platforms, we also sell our products through leading livestreaming platforms, such as TikTok. Leveraging our established brand presence, we have rapidly scaled our online presence with consistent merchandising, pricing and fulfillment standards.

Our Market Opportunities

The Southeast Asia market has been undergoing a period of structural growth in recent years, presenting compelling market dynamics. The retail market expanded from USD693.4 billion in 2020 to USD937.3 billion in 2025 with a projected CAGR of approximately 6.1% from 2025 to 2030. The internet penetration rate is expected to reach 95.3% by 2030, and e-commerce is experiencing rapid growth, supported by an expanding middle-class population projected to reach approximately 173.0 million by 2030. These factors collectively fuel a broader trend of consumption upgrade across the region. As the regional leading market, Indonesia demonstrates particularly compelling dynamics. According to Frost & Sullivan, Indonesia has experienced a rapid growth in its retail market, evidenced by a CAGR of 8.1% in the 3C accessories market from 2025-2030, a 5.4% CAGR in small appliances, and a 6.5% CAGR in home furnishings & building materials. These are further bolstered by an anticipated internet penetration rate of 99.1%, a middle-class population projected to reach 57.6 million by 2030 and the in-depth penetration of digital consumption habits.

To address key challenges of Indonesian local market, such as fragmented local marketing channels, lack of consumer confidence in unbranded products and the demand for tailor-made products to fit local lifestyles, we leverage China's cost-efficient and highly responsive supply chain to launch products aligned with the needs of the Indonesian market. By integrating traditional offline retail stores with mainstream e-commerce and livestreaming platforms, we have broken down logistic barriers and used transparent communication and localized services to build consumer trust. We deploy demand forecasting tools and a standardized supply system, and provide SMRs with a comprehensive product portfolio and training programs. These solutions effectively address complexities such as inventory management, high customer acquisition costs and difficulties in adapting to local market demands.

These solutions enable our SMR customers in Indonesia, Vietnam, Thailand and the Philippines to capture regional market opportunities, which bridge local consumption trends with a stable supply chain and support their efficient operations and scalable expansion.

Our Proven Track Record

Our business model has demonstrated scalable profitability during the Track Record Period. In 2023, 2024 and 2025 and the six months ended June 30, 2025 and 2026, we recorded revenue of RMB908.4 million, RMB1,048.7 million, RMB1,216.9 million, RMB573.0 million and RMB699.4 million, respectively. For the same period, we achieved gross profit of RMB305.1 million, RMB373.4 million, RMB451.5 million, RMB211.7 million and RMB271.0 million, with gross profit margins of 33.6%, 35.6%, 37.1%, 36.9% and 38.7%, respectively. Such business model has been successfully replicated in Vietnam, Thailand and the Philippines. For the six months ended June 30, 2026, our revenue in other countries, such as Vietnam, Thailand and the Philippines, increased by 40.8% from RMB33.8 million for the six months ended June 30, 2025 to RMB47.6 million for the six months ended June 30, 2026.

For our transaction and logistics flows, see "Business — Our Business Model".

OUR COMPETITIVE STRENGTHS

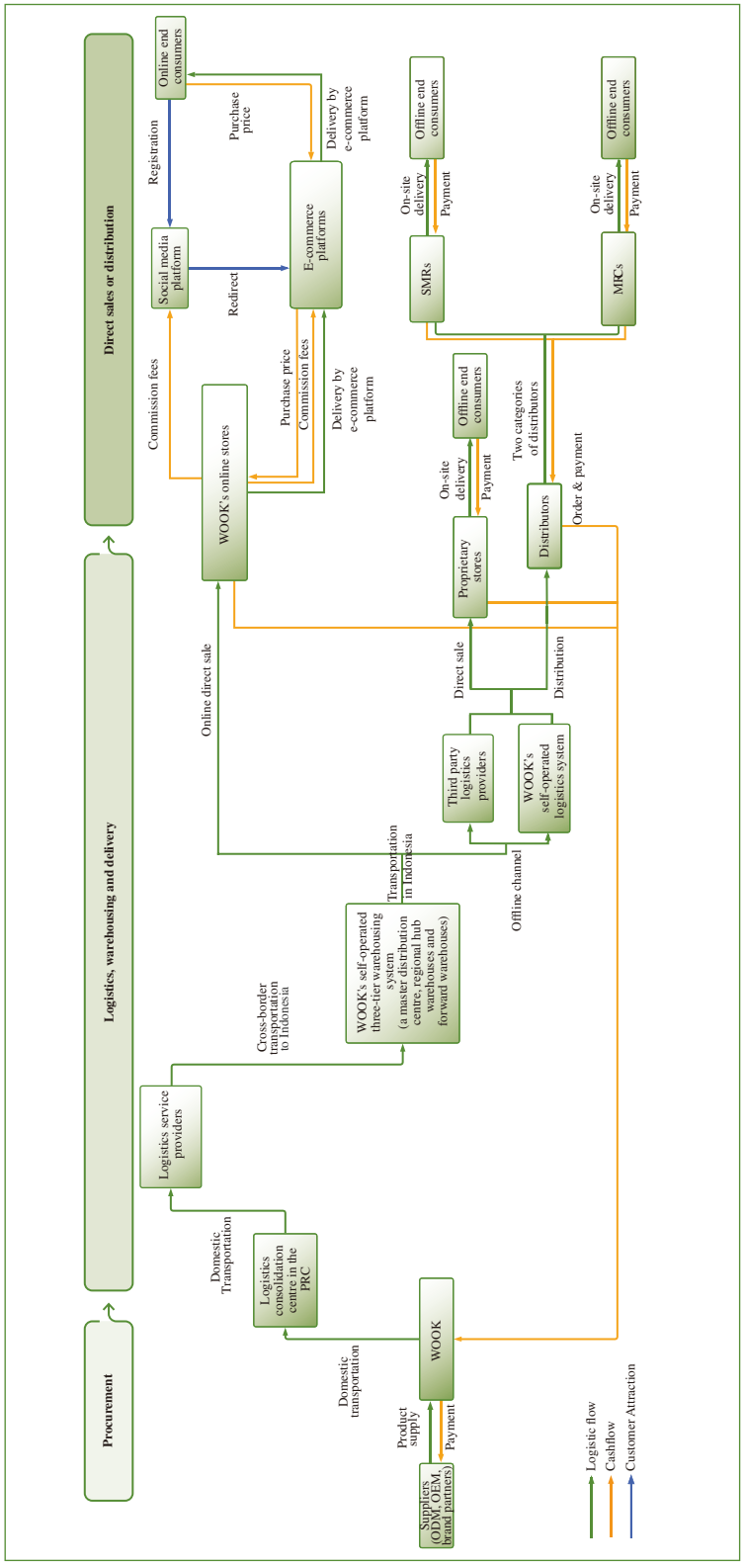
- A cross-border retail brand owner of 3c accessories, small appliances products focusing on Indonesian market
- A well-recognized proprietary brand in Indonesia with a diversified product portfolio
- Indonesia's digitally enabled cross-border retail company with pronounced channel advantages and a robust localized operation network
- Well-established localized logistics infrastructure and warehousing coverage across Indonesia
- A proprietary, fully-digitized platform that supports integrated operations encompassing factory, supply chain to retail terminal
- Visionary and entrepreneurial management team alongside experienced professionals

OUR STRATEGIES

- Our brand and product strategy: to further enhance our brand equity and expand our product portfolio
- Our sales channel strategy: to grow customer base and strengthen customer acquisition efforts
- Our digitalization strategy: to undertake digital-intelligence upgrade of our IT and operation systems

OUR BUSINESS MODEL

The following diagram depicts the transaction flows of our cross-border retail business:



The following table sets forth a breakdown of our revenue by our proprietary brands for the years/periods indicated:

	Year ended December 31,						Six months ended June 30,			
	2023		2024		2025		2025		2026	
	Revenue (RMB'000)	*% of Revenue*	*Revenue (RMB'000)*	*% of Revenue*	*Revenue (RMB'000)*	*% of Revenue*	*Revenue (RMB'000)*	*% of Revenue*	*Revenue (RMB'000)*	*% of Revenue*
ROBOT	422,963	51.5	477,786	50.2	526,382	46.3	254,511	47.9	264,238	39.2
VIVAN	160,099	19.5	170,060	17.9	183,690	16.2	94,498	17.8	88,800	13.1
SAMONO	40,532	4.9	101,222	10.6	169,277	14.9	67,735	12.7	145,859	21.6
RONA	42,334	5.2	58,025	6.1	79,746	7.0	35,441	6.7	58,277	8.6
Other proprietary brands[(1)]	155,170	18.9	145,425	15.2	177,655	15.6	79,620	14.9	118,407	17.5
Total	**821,098**	**100.0**	**952,518**	**100.0**	**1,136,750**	**100.0**	**531,805**	**100.0**	**675,581**	**100.0**

Note:

(1) We categorize proprietary brands that each contribute less than 5.0% of our total revenue as other proprietary brands.

The following table sets forth a breakdown of our revenue by third party brands:

	Year ended December 31,						Six months ended June 30,			
	2023		2024		2025		2025		2026	
	Revenue (RMB'000)	*% of Revenue*	*Revenue (RMB'000)*	*% of Revenue*	*Revenue (RMB'000)*	*% of Revenue*	*Revenue (RMB'000)*	*% of Revenue*	*Revenue (RMB'000)*	*% of Revenue*
M&G	4,595	5.3	19,530	26.3	13,580	23.6	7,351	25.3	5,523	34.1
VIVO	21,995	25.2	15,338	20.7	11,553	20.1	5,007	17.2	4,124	25.4
RELX	19,381	22.2	13,833	18.7	9,349	16.3	5,967	20.5	325	2.0
MINISO	23,803	27.3	14,899	20.1	8,125	14.1	3,613	12.4	586	3.6
AULA	—	0.0	142	0.2	5,221	9.1	2,485	8.5	277	1.7
PHILIPS	—	0.0	531	0.7	2,442	4.3	993	3.4	677	4.2
LIBY	—	0.0	—	0.0	1,229	2.1	65	0.2	1,266	7.8
LETSVAN	—	0.0	—	0.0	1,163	2.0	—	0.0	463	2.9
HILOOK	12,094	13.9	14	0.0	1	0.0	—	0.0	—	0.0
Others	5,391	6.2	9,851	13.3	4,778	8.3	3,601	12.4	2,965	18.3
Total	**87,260**	**100.0**	**74,138**	**100.0**	**57,442**	**100.0**	**29,082**	**100.0**	**16,206**	**100.0**

OUR SUPPLIERS

We primarily procure our products from (i) OEM or ODM suppliers and (ii) our brand partners.

Transaction amounts, which represent our purchase amounts from the supplier, from our five largest suppliers in each year during the Track Record Period represented 25.8%, 21.1%, 22.6% and 23.3% of our total transaction amounts for the years ended December 31, 2023, 2024 and 2025 and the six months ended June 30, 2026, respectively. In addition, transaction amounts from our largest supplier in each year/period during the Track Record Period represented 7.5%, 5.7%, 5.3% and 5.5% of our total transaction amounts for the years ended December 31, 2023, 2024 and 2025 and the six months ended June 30, 2026, respectively.

As of the Latest Practicable Date, none of our Directors, their associates or any of our shareholders (who owned or, to the knowledge of our Directors, had owned more than 5% of our issued share capital) had any interest in any of our five largest suppliers in each year during the Track Record Period.

OUR CUSTOMERS

During the Track Record Period, our customers were mainly distributors, which primarily consist of local SMRs that purchased and distributed our products. Individual end-consumers who buy our product through third-party e-commerce platforms also form part of our customer base. Revenue from our five largest customers in each period during the Track Record Period represented 4.2%, 6.4%, 5.0% and 4.4% of our total revenue for the years ended December 31, 2023, 2024 and 2025 and the six months ended June 30, 2026, respectively. Revenue from our largest customer in each period during the Track Record Period represented 1.4%, 2.0%, 1.6% and 1.1% of our total revenue for the years ended December 31, 2023, 2024 and 2025 and the six months ended June 30, 2026, respectively.

As of the Latest Practicable Date, none of our Directors, their associates or any of our shareholders (who owned or, to the knowledge of our Directors, had owned more than 5% of our issued share capital) had any interest in any of our five largest customers in each year during the Track Record Period.

COMPETITION

We primarily compete in the cross-border retail sector for 3C accessories, small appliances and home furnishings & building materials in the Southeast Asian market. According to Frost & Sullivan, in terms of retail sales value in 2025, we were the No. 1 company in Indonesia in the 3C accessories sector, with a market share of approximately 2.2%, and we ranked No. 6 as a China-based cross-border company in the small appliances sector, with a market share of approximately 3.7% of the China-to-Indonesia small appliances export market.

We believe that the principal competitive factors in our industry include control over distribution and sales channels, customer base, accumulation of brand partners, domestic and cross-border supply chain management capabilities, customer service capabilities, financial or technical and marketing resources, the ability to respond to constantly changing technologies, regulations or customer requirements and reputation. Leveraging our established position, we believe we are well-equipped to seize the market opportunities with our advantages in terms of sales channels, brand recognition, cost-effectiveness, and supply chain management.

RISK FACTORS

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

- Our business and financial position may be adversely affected if we are not able to continue servicing the Indonesian market effectively or if there is any adverse change in the regulatory environment, international trade policies or macroeconomic situation in Indonesia, given we derived 93.0% of revenue from Indonesian market in the six months ended June 30, 2026.

- Any adverse change in Indonesian social and political environment may materially and adversely affect our business operations and financial condition.

- We face risks associated with expanding into and operating in emerging markets such as Vietnam, Thailand and the Philippines, which may adversely affect our business and results of operations.

- We may not be able to successfully implement our market penetration strategy through expanding our sales and distribution channels.

- We face risks in managing overseas operations, entering into and expanding across a number of countries.

- We generate a substantial portion of revenue from our distributors and rely on our distribution network to promote and sell our products.
- Opening new stores in existing markets may not result in the expected level of growth in our revenue and profit, and our business, financial conditions and results of operations may be materially and adversely affected.
- We are subject to risks associated with foreign exchange rate fluctuations. During the Track Record Period, we had net foreign exchange gains of RMB6.1 million in 2023, net foreign exchange losses of RMB2.0 million and RMB18.2 million in 2024 and 2025, respectively, and net foreign exchange losses of RMB4.2 million and RMB17.9 million for the six months ended June 30, 2025 and 2026, respectively.
- We may not be able to effectively manage our distribution network, which may result in channel stuffing, overstocking or cannibalisation among our sales channels and distributors.
- Our online direct sales are dependent on a limited number of e-commerce platforms, and increases in platform commission fees or adverse changes in platform policies could adversely affect our business.

SUMMARY OF KEY FINANCIAL INFORMATION

Description of Major Components of Our Results of Operations

The following table sets forth a summary of our consolidated statements of profit or loss and other comprehensive income in absolute amounts and as a percentage of revenue for the years/periods indicated:

	Year ended December 31,						Six months ended June 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)			
Revenue	908,358	100.0	1,048,742	100.0	1,216,944	100.0	573,044	100.0	699,357	100.0
Cost of sales	(603,296)	(66.4)	(675,360)	(64.4)	(765,417)	(62.9)	(361,358)	(63.1)	(428,404)	(61.3)
Gross profit	305,062	33.6	373,382	35.6	451,527	37.1	211,686	36.9	270,953	38.7
Other net income	6,428	0.7	1,852	0.2	860	0.1	(2,963)	(0.5)	(14,064)	(2.0)
Research and development expenses	(20,926)	(2.3)	(18,151)	(1.7)	(14,417)	(1.2)	(7,092)	(1.2)	(7,623)	(1.1)
Selling and distribution expenses	(166,694)	(18.4)	(207,488)	(19.8)	(270,519)	(22.2)	(124,931)	(21.8)	(163,542)	(23.4)
General and administrative expenses	(71,046)	(7.8)	(88,487)	(8.4)	(74,167)	(6.1)	(32,251)	(5.6)	(41,238)	(5.9)
Impairment losses (recognised)/reversed on trade and other receivables	(950)	(0.1)	(1,401)	(0.1)	332	0.0	279	0.0	138	0.0
Profit from operations	51,874	5.7	59,707	5.7	93,616	7.7	44,728	7.8	44,624	6.5
Finance costs	(1,435)	(0.2)	(4,061)	(0.4)	(5,086)	(0.4)	(2,705)	(0.5)	(1,075)	(0.2)
Changes in the carrying amount of redemption liabilities	(19,511)	(2.1)	(22,720)	(2.2)	(25,246)	(2.1)	(12,183)	(2.1)	(12,365)	(1.8)
Share of losses of associates	(258)	(0.0)	(4,094)	(0.4)	(2,787)	(0.2)	(2,497)	(0.4)	—	—
Profit before taxation	30,670	3.4	28,832	2.7	60,497	4.9	27,343	4.8	31,184	4.5
Income tax	(12,351)	(1.4)	(8,479)	(0.8)	(12,545)	(1.0)	(5,687)	(1.0)	(6,388)	(1.0)
Profit for the year/period	18,319	2.0	20,353	1.9	47,952	3.9	21,656	3.8	24,796	3.5

Non-IFRS Measure

To supplement our consolidated financial statements, which are presented in accordance with IFRS Accounting Standards, we also use adjusted net profits (Non-IFRS Measure) for the year as an additional financial measure, which is not required by, or presented in accordance with IFRS

Accounting Standards. We believe this non-IFRS measure facilitates comparisons of operating performance from period to period by excluding potential impacts of certain items. We believe this measure provides useful information to investors and others in understanding and evaluating our consolidated results of operations in the same manner as they help our management. However, such Non-IFRS measure that we present may not be directly comparable to similar measures presented by other companies. The use of this has limitations as an analytical tool, and you should not consider it in isolation from, or as a substitute of, our results of operations or financial condition as reported under IFRS Accounting Standards.

We define adjusted net profits (Non-IFRS Measure) for the year/period as net profit for the year/period adjusted by adding back (i) changes in the carrying amount of redemption liabilities, (ii) **[REDACTED]** and (iii) share-based payment expenses. The following table reconciles our adjusted net profits (Non-IFRS Measure) for the year/period with the nearest measures presented in accordance with IFRS Accounting Standards, which are profit for the year/period;

	Year ended December 31,			Six months ended June 30,	
	2023	**2024**	**2025**	**2025**	**2026**
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
Profit for the year/period	18,319	20,353	47,952	21,656	24,796
Add:					
Changes in the carrying amount of redemption liabilities[(1)]	19,511	22,720	25,246	12,183	12,365
[REDACTED][(2)]	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**
Share-based payment expenses[(3)]	8,968	35,970	—	—	3,748
Adjusted net profits (Non-IFRS Measure) for the year/period	46,798	79,043	80,806	33,839	49,069

Notes:

(1) Changes in the carrying amount of redemption liabilities represent by an increase over time in the finance costs relating to the shares with special rights held by certain shareholders. The carrying amounts of the redemption liabilities will be reclassified to equity upon the **[REDACTED]** of our H shares on the Stock Exchange.

(2) **[REDACTED]** represent professional fees and other fees incurred in connection with the **[REDACTED]**.

(3) Share-based payment expenses relate to the non-cash employee benefit expenses incurred in connection with our award to management and key employees. The reconciling item is not expected to result in future cash payments and the adjustment has been consistently made during the Track Record Period.

While we achieved sustained business growth during the Track Record Period, we had a net profit of RMB18.3 million, RMB20.4 million, RMB48.0 million, RMB21.7 million and RMB24.8 million in 2023, 2024 and 2025 and the six months ended June 30, 2025 and 2026, respectively. After excluding the impact of share-based payment expenses, changes in the carrying amount of redemption liabilities and **[REDACTED]**, we had adjusted net profits (Non- IFRS Measure) of RMB46.8 million, RMB79.0 million, RMB80.8 million, RMB33.8 million and RMB49.1 million in 2023, 2024 and 2025 and the six months ended June 30, 2025 and 2026, respectively. The adjusted net profits (Non-IFRS Measure) in 2025 include a gain on disposal of an associate of RMB16.6 million and net foreign exchange losses of RMB18.2 million. The adjusted net profits (Non-IFRS Measure) in the six months ended June 30, 2026 include net foreign exchange losses of RMB17.9 million.

Revenue

During the Track Record Period, we mainly derived revenue from sales of products in Indonesia, Vietnam, Thailand and the Philippines.

Revenue by product category

The following table sets forth a breakdown of our revenue by product category, in absolute amounts and as a percentage of our total revenue, for the year/periods indicated:

	Year ended December 31,						Six months ended June 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)			
3C accessories	692,611	76.2	751,587	71.7	813,384	66.8	397,642	69.4	405,581	58.0
Small appliances	40,065	4.4	103,741	9.9	171,006	14.1	69,188	12.1	145,861	20.9
Home furnishings & building materials.	67,688	7.5	88,968	8.5	133,528	11.0	59,948	10.5	93,784	13.4
Others[(1)]	107,994	11.9	104,446	9.9	99,026	8.1	46,266	8.0	54,131	7.7
Total	908,358	100.0	1,048,742	100.0	1,216,944	100.0	573,044	100.0	699,357	100.0

Note:

(1) Others primarily consist of (i) sales of other products, such as lifestyle products, stationery and electric two-wheelers and (ii) offering of warehousing services.

We offer products under a broad range of "home and life" scenarios. We primarily generate revenue from sales of products in (i) 3C accessories, (ii) small appliances and (iii) home furnishings & building materials. We also sell other products such as lifestyle products, stationery and electric two-wheelers. We mainly sell products to customers via proprietary mobile application, third-party e-commerce platforms, and livestreaming platforms. Revenue from the sale of products is recognized at the point in time when control of the asset is transferred to the customer, generally on receipt of the product by customers. During the Track Record Period, we also generated revenue for warehousing services. Revenue generated from such warehousing services amounted to nil, RMB22.1 million, RMB22.8 million and RMB7.6 million in 2023, 2024 and 2025 and the six months ended June 30, 2026, respectively. Such services primarily included warehousing space usage, inbound and outbound goods handling, inventory management and order processing services. We generally charged customers based on order processing volume, specific value-added services, fixed monthly warehouse rental and pick-up and transportation services charged by reference to actual shipment weight and delivery regions. Our major customers for such services primarily included operators and merchants on e-commerce platforms.We developed the capabilities and expertise to provide such services through our existing warehousing, logistics and order fulfilment infrastructure established for our own retail operations. The provision of warehousing services to third parties represented an extension and utilization of such existing operational capabilities.

	Year ended December 31,						Six months ended June 30,			
	2023		2024		2025		2025		2026	
	Sales volume	ASP	Sales volume	ASP	Sales volume	ASP	Sales Volume	ASP	Sales Volume	ASP
	(in thousand pieces)	*(RMB)*	*(in thousand pieces)*	*(RMB)*	*(in thousand pieces)*	*(RMB)*	*(in thousand pieces)*	*(RMB)*	*(in thousand pieces)*	*(RMB)*
3C accessories	24,567	28	25,687	29	27,219	30	13,418	30	13,839	29
Small appliances	739	54	2,046	51	3,764	45	1,396	50	3,161	46
Home furnishings & building materials.	10,474	6	12,919	7	15,756	8	7,712	8	10,713	9
Others[(1)]	3,647	30	10,611	8	8,923	11	4,317	11	4,471	12
Total	39,427	23	51,263	20	55,662	22	26,843	21	32,184	22

Notes:

(1) The sales volume of others does not comprise warehousing services.

(2) For 3C accessories, small appliances, home furnishings & building materials and others, ASP equals revenue generated from the sale of relevant products divided by the sales volume of the respective products. For the "Total" row, the ASP is calculated by dividing the revenue by the sales volume of products. For the purpose of calculating ASP, "pieces" refers to the number of individual product units sold.

(3) Others primarily consist of sales of other products, such as lifestyle products, stationery and electric two-wheelers.

During the Track Record Period, the ASP for our 3C accessories, home furnishings & building materials steadily increased, primarily attributable to (i) the expansion and diversification of product portfolio, and (ii) the optimization of customer operation strategies, despite a slight moderation for 3C accessories in the six months ended June 30, 2026 due to an increased sales proportion of lower-ASP items and the depreciation of the Indonesian Rupiah against the Renminbi during the six months ended June 30, 2026.The decline in ASP for small appliances was primarily attributable to a shift in product mix toward lower-priced items and the depreciation of the Indonesian Rupiah against the Renminbi during the six months ended June 30, 2026. In 2024, we streamlined our product portfolio and ceased to engage in the sale of relevant products with a higher ASP but a lower profit margin. As a result, the ASP of our products under "Others" category showed a substantial decrease. The relatively low ASP of home furnishings & building materials during the Track Record Period was mainly attributable to the product portfolio within this category. In particular, certain sub-categories with relatively lower ASP, including window treatments, flooring decoration and wall decoration products, contributed a relatively high proportion of the sales volume, which lowered the overall ASP.

Revenue of product sales by customer type

During the Track Record Period, our revenue from sales of goods was derived primarily from distributors and direct customers. The following table sets forth a breakdown of our revenue by customer type in absolute amounts and as a percentage of total revenue for the years/periods indicated:

	Year ended December 31,						Six months ended June 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*
Sales to distributors	751,946	82.8	773,243	73.7	834,299	68.5	405,760	70.7	450,773	64.4
Direct customers	156,412	17.2	253,413	24.2	359,893	29.6	155,127	27.2	241,014	34.5
Others[(1)]	—	—	22,086	2.1	22,752	1.9	12,157	2.1	7,570	1.1
Total	908,358	100.0	1,048,742	100.0	1,216,944	100.0	573,044	100.0	699,357	100.0

Note:

(1) Others consist of offering of warehousing services.

Our revenue was mainly generated through distribution channels, accounting for 82.8%, 73.7% and 68.5% of total revenue in 2023, 2024 and 2025, respectively, and 70.7% and 64.4% for the six months ended June 30, 2025 and 2026, respectively. The growth in our revenue during the Track Record Period was primarily driven by (i) the continued deepening and expansion of our distribution customer base through optimization of sales policies and product portfolio and expansion of our distributor network from the 3C accessories sector into home furnishings & building materials and small appliances industries, with average sales per order amounting to RMB1,794 in 2023, RMB1,739 in 2024, RMB1,865 in 2025 and RMB2,043 for the six months ended June 30, 2026; (ii) the development of our direct sales channels, whose revenue recorded a CAGR of over 50% from 2023 to 2025, as reflected in the increase in their revenue contribution from 17.2% in 2023 to 24.2% in 2024 and further to 29.6% in 2025, and from 27.2% for the six months ended June 30, 2025 to 34.5% for the six months ended June 30, 2026, which was supported by the expansion of e-commerce platforms and livestreaming channels, the growth of our dedicated operating team from over 70 personnel in 2023 to over 130 personnel in 2025 and over 190 personnel as of June 30, 2026, and the increase in online stores from approximately 90 in 2023 to over 150 as of June 30, 2026; (iii) expansion into new product categories, in particular small appliances, which recorded a CAGR of over 100.0% from 2023 to 2025 and enhanced customer repurchase rate and average order value and (iv) geographical expansion in

Southeast Asia, where we replicated our established Indonesia operating model into Vietnam, Thailand and the Philippines, and achieved revenue growth with a CAGR of over 40% in these markets, supported by localized operations, supply chain adaptation and coordinated channel development.

The table below sets forth a breakdown of the sales volume of products sold and ASP by customer type during the Track Record Period:

	Year ended December 31,						Six months ended June 30,			
	2023		2024		2025		2025		2026	
	Sales volume	Average selling price	Sales volume	Average selling price	Sales volume	Average selling price	Sales Volume	Average selling price	Sales Volume	Average selling price
	(in thousand pieces)	*(RMB)*	*(in thousand pieces)*	*(RMB)*	*(in thousand pieces)*	*(RMB)*	*(in thousand pieces)*	*(RMB)*	*(in thousand pieces)*	*(RMB)*
Sales to distributors	34,749	22	44,722	17	46,052	18	22,922	18	25,462	18
Direct customers	4,678	33	6,541	39	9,610	37	3,921	40	6,722	36
Others[(1)]	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total	39,427	23	51,263	20	55,662	22	26,843	21	32,184	22

Note:

(1) Others consist of offering of warehousing services.

Our sales volume increased from 39.4 million pieces in 2023 to 51.3 million pieces in 2024, and further increased to 55.7 million pieces in 2025, primarily due to the increase in sales of 3C accessories and small appliances. For the six months ended June 30, 2025 and 2026, our sales volume increased from 26.8 million pieces to 32.2 million pieces, respectively.

Our ASP increased from RMB20 in 2024 to RMB22 in 2025, primarily due to an increase in ASP in 3C accessories, home furnishing & building materials and others. Our ASP decreased from RMB23 in 2023 to RMB20 in 2024, primarily due to adjustments in our product portfolio, particularly the increased contribution from lower-priced products sold to distributors, partially offset by a higher proportion of higher-priced small appliances sold through direct sales channels. For the six months ended June 30, 2025 and 2026, our ASP increased from RMB21 to RMB22, respectively, primarily due to the increased contribution from direct customers, which generally had higher ASPs than distributors. The ASP for sales to distributors remained relatively stable while the ASP for direct customers decreased primarily due to changes in product mix, including increased sales of certain lower-priced small appliances and lifestyle products.

Revenue of product sales by geographical market

During the Track Record Period, our revenue from sales of goods was derived from (i) Indonesia, and (ii) others. The following table sets forth a breakdown of our revenue by geographical market in absolute amounts and as a percentage for the years/period indicated:

	Year ended December 31,						Six months ended June 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*
Indonesia	871,036	95.9	1,004,839	95.8	1,143,543	94.0	538,177	93.9	650,728	93.0
Vietnam	21,422	2.4	19,145	1.9	29,160	2.4	14,190	2.6	21,881	3.2
Thailand	9,500	1.0	13,002	1.2	22,930	1.9	10,491	1.8	13,656	2.0
the Philippines	5,052	0.6	9,425	0.9	19,143	1.5	9,089	1.5	12,031	1.6
Others	1,348	0.1	2,331	0.2	2,168	0.2	1,097	0.2	1,061	0.2
Total	908,358	100.0	1,048,742	100.0	1,216,944	100.0	573,044	100.0	699,357	100.0

From the geographical perspective, the majority of our revenue continues to be derived from Indonesia. The revenue from product sales in Indonesia represented 95.9%, 95.8%, 94.0%, 93.9% and 93.0% of total revenue in 2023, 2024 and 2025 and the six months ended June 30, 2025 and 2026, respectively. During the same periods, we are expanding into new markets across other countries, where revenue contribution increased from 4.1% in 2023 to 4.2% in 2024 and 6.0% in 2025, and further to 7.0% in the six months ended June 30, 2026.

For revenue and gross profit breakdown by each of our proprietary and licensed brands and by each sales channel, see "Business — Our Business Model — Key Operating Metrics", and for revenue and gross profit breakdowns by each sales channel, see " Business — Sales and Distribution Network".

Gross Profit and Gross Profit Margin

Our gross profit represents our revenue less our cost of sales. Our gross profit margin represents our gross profit as a percentage of our revenue. The following table sets forth a breakdown of our gross profit by product lines in absolute amounts and as a percentage of revenue, or gross profit margin, for the years/periods indicated:

	Year ended December 31,						Six months ended June 30,			
	2023		2024		2025		2025		2026	
	Gross Profit	Gross profit margin	Gross Profit	Gross profit margin	Gross Profit	Gross profit margin	Gross Profit	Gross profit margin	Gross Profit	Gross profit margin
	RMB'000	*(%)*	*RMB'000*	*(%)*	*RMB'000*	*(%)*	*RMB'000*	*(%)*	*RMB'000*	*(%)*
3C accessories	235,469	34.0	280,702	37.3	313,969	38.6	153,920	38.7	159,566	39.3
Small appliances	13,533	33.8	38,132	36.8	71,959	42.1	28,281	40.9	68,233	46.8
Home furnishings & building materials.	18,115	26.8	20,336	22.9	29,519	22.1	13,594	22.7	18,530	19.8
Others[(1)]	37,945	35.1	34,212	32.8	36,080	36.4	15,891	34.3	24,624	45.5
Total	305,062	33.6	373,382	35.6	451,527	37.1	211,686	36.9	270,953	38.7

Note:

(1) Others primarily consist of (i) sales of other products, such as lifestyle products, stationery and electric two-wheelers and (ii) offering of warehousing services.

In 2023, 2024 and 2025 and the six months ended June 30, 2025 and 2026, our gross profit amounted to RMB305.1 million, RMB373.4 million, RMB451.5 million, RMB211.7 million and RMB271.0 million, respectively. In 2023, 2024 and 2025 and the six months ended June 30, 2025 and 2026, the overall gross profit margin for our products was 33.6%, 35.6%, 37.1%, 36.9% and 38.7%, respectively. See "— Period-to-Period Comparison of Results of Operations" in relation to changes in revenue and gross profit margin of our products by product category. The increase of our gross profit margin during the Track Record Period was primarily attributable to (i) a reduction in unit procurement costs as a result of the expansion of our sales scale and the effective implementation of centralised procurement strategies, enabling us to benefit from economies of scale; and (ii) faster revenue growth attributable to sales to direct customers, which have higher gross profit margins compared with sales to distributors.

The gross profit margin of sales to distributors decreased from 33.6% for the six months ended June 30, 2025 to 31.7% for the six months ended June 30, 2026, primarily due to an increased proportion of sales of home furnishings and building materials, which generally had relatively lower gross profit margins.

The following table sets forth a breakdown of our gross profit and gross profit margin by distributors and direct customers:

	Year ended December 31,						Six months ended June 30,			
	2023		2024		2025		2025		2026	
	Gross profit RMB'000	*Gross profit margin (%)*	*Gross profit RMB'000*	*Gross profit margin (%)*	*Gross profit RMB'000*	*Gross profit margin (%)*	*Gross Profit RMB'000*	*Gross Profit Margin (%)*	*Gross Profit RMB'000*	*Gross Profit Margin (%)*
Sales to distributors	244,605	32.5	258,468	33.4	275,613	33.0	136,338	33.6	142,841	31.7
Direct customers	60,457	38.7	107,360	42.4	169,634	47.1	71,732	46.2	126,216	52.4
Others	—	0.0	7,554	34.2	6,280	27.6	3,616	29.7	1,896	25.0
Total	**305,062**	**33.6**	**373,382**	**35.6**	**451,527**	**37.1**	**211,686**	**36.9**	**270,953**	**38.7**

Consolidated Statements of Financial Position

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

	As of December 31,			As of June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Total non-current assets	106,082	124,758	110,650	105,130
Total current assets	369,748	521,278	582,080	563,726
Total assets	**475,830**	**646,036**	**692,730**	**668,856**
Total non-current liabilities	60,089	81,913	12,405	6,965
Total current liabilities	503,529	595,543	679,201	651,495
Total liabilities	**563,618**	**677,456**	**691,606**	**658,460**
Net (liabilities)/assets	**(87,788)**	**(31,420)**	**1,124**	**10,396**
Net current liabilities	**(133,781)**	**(74,265)**	**(97,121)**	**(87,769)**

Our net assets increased from RMB1.1 million as of December 31, 2025 to RMB10.4 million as of June 30, 2026, primarily due to the accumulation of profit generated during the six months ended June 30, 2026, together with an increase in inventories. Our net assets/(liabilities) increased from a net liabilities position of RMB31.4 million as of December 31, 2024 to net assets of RMB1.1 million as of December 31, 2025, primarily due to an increase of the profit generated in 2025 with the effect partially offset by foreign currency translation differences arising from exchange rate fluctuations. Our net liabilities decreased from RMB87.8 million as of December 31, 2023 to RMB31.4 million as of December 31, 2024, primarily due to the increase in net assets, which was attributable to (i) our net profit of RMB20.4 million in 2024; (ii) our share-based payment expenses of RMB36.0 million recognized in 2024 and credited to reserve; and (iii) an effect of passive dilution of an associate of RMB3.7 million.

Our net current liabilities decreased from RMB97.1 million as of December 31, 2025 to RMB87.8 million as of June 30, 2026, primarily due to decreases in trade payables, lease liabilities, other payables and current taxation, partially offset by an increase in redemption liabilities and a decrease in cash and cash equivalents. Our net current liabilities increased from RMB74.3 million as of December 31, 2024 to RMB97.1 million as of December 31, 2025, primarily due to an increase in redemption liabilities. Our net current liabilities decreased from RMB133.8 million as of December 31, 2023 to RMB74.3 million as of December 31, 2024, primarily due to an increase in inventories, trade receivables and prepayments and other receivables.

During the Track Record Period, we recorded net current liabilities primarily because of the liabilities arising from redemption liabilities as current liabilities. The redemption liabilities will be reclassified from liabilities to equity as a result of the termination of all special rights of certain of our shareholders upon the **[REDACTED]**. We expect to turn our net current liabilities position into net current assets position upon such re-designation. In addition, we have strengthened customer collection efficiency to accelerate cash inflows and reasonably extended supplier payment cycles, while cash reserves have also increased, thereby effectively improving our net current liabilities position.

Cash Flow

The following table sets forth our selected cash flow statement information for the years/periods indicated:

	Year ended December 31,			Six months ended June 30,	
	2023	**2024**	**2025**	**2025**	**2026**
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000 (Unaudited)*	*RMB'000*
Net cash generated from operating activities	45,052	88,840	63,766	23,129	648
Net cash (used in)/generated from investing activities	(7,758)	(22,424)	6,174	(16,341)	(2,003)
Net cash generated from/(used in) financing activities	55,221	(4,312)	(39,424)	15,000	(14,427)
Net increase/(decrease) in cash and cash equivalents	92,515	62,104	30,516	21,788	(15,782)
Cash and cash equivalents at the beginning of year/period	104,214	199,985	259,520	259,520	274,505
Effect of foreign exchange rate changes	3,256	(2,569)	(15,531)	(3,045)	(14,409)
Cash and cash equivalents at the end of the year/period	199,985	259,520	274,505	278,263	244,314

We derive our cash inflow from operating activities primarily through sales of 3C accessories products, small appliances and home furnishings & building materials. Cash from operating activities primarily reflects our profit before taxation, partially offset by income tax paid. In the six months ended June 30, 2026, our net cash generated from operating activities was RMB0.6 million, which represents our cash generated from operations of RMB30.1 million, as adjusted by income tax paid of RMB29.5 million. In 2025, our net cash generated from operating activities was RMB63.8 million, which represents our cash generated from operations of RMB86.7 million, as adjusted by income tax paid of RMB22.9 million. In 2024, our net cash generated from operating activities was RMB88.8 million, comprising cash generated from operations of RMB83.4 million and income tax refund of RMB5.4 million. In 2023, our net cash generated from operating activities was RMB45.1 million, which represents our cash generated from operations of RMB52.2 million, as adjusted by income tax paid of RMB7.1 million.

KEY FINANCIAL RATIOS

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

	As of/For the Year ended December 31,			As of/For the six months ended June 30,
	2023	2024	2025	2026
Gross profit margin (%)[(1)]	33.6	35.6	37.1	38.7
Net profit margin (%)[(2)]	2.0	1.9	3.9	3.5
Current ratio[(3)]	0.73	0.88	0.86	0.87
Quick ratio[(4)]	0.55	0.63	0.59	0.55

Notes:

(1) Gross profit margin equals gross profit divided by revenue for the year and multiplied by 100%.

(2) Net profit margin equals net profit divided by revenue for the year and multiplied by 100%.

(3) Current ratio equals total current assets divided by total current liabilities.

(4) Quick ratio equals total current assets less inventories divided by total current liabilities.

OUR SHAREHOLDING STRUCTURE

Our Controlling Shareholders

As at the Latest Practicable Date, Qianhai Hailu and Mr. Xu directly hold 44.06% and 4.86% equity interest of our Company, respectively. Qianhai Hailu is a limited liability company established in the PRC on April 18, 2017. The equity interest of Qianhai Hailu is owned and controlled as to 99.99% by Mr. Xu and 0.01% by Ms. Xu Fangchun (許芳春), who is the sister of Mr. Xu.

As a result, Mr. Xu, directly and indirectly, through Qianhai Hailu, controls an aggregate of approximately 48.92% shareholding of our Company as at the Latest Practicable Date, and approximately **[REDACTED]**% shareholding of our Company immediately following the completion of the **[REDACTED]** (assuming the **[REDACTED]** or any option that may be granted under the **[REDACTED]** Share Option Scheme is not exercised). Accordingly, upon **[REDACTED]**, Mr. Xu and Qianhai Hailu will be considered as a group of Controlling Shareholders for the purpose of the Listing Rules.

[REDACTED] Investments

We have undertaken several rounds of **[REDACTED]** Investments. See "History, Development and Corporate Structure — **[REDACTED]** Investments" for details of the background of our **[REDACTED]** and the principal terms of the **[REDACTED]** Investments.

PREVIOUS LISTING ATTEMPT IN THE INDONESIAN STOCK EXCHANGE ("IDX LISTING ATTEMPT")

Considering our Company's strategic development plan and the growth potential of the Indonesian capital market, our Company initiated the preparations for the proposed listing in the IDX in early 2024 (the "**IDX Listing Attempt**"). Subsequently, recognizing the Stock Exchange as a more suitable **[REDACTED]** venue, we discontinued the IDX Listing Attempt in June 2025 and instead pursued a **[REDACTED]** on the Stock Exchange. Our Directors confirm that, in relation to the IDX Listing Attempt, (i) our Group terminated the IDX Listing Attempt due to commercial reasons only as we had not formally submitted any listing application to any applicable regulatory authority in Indonesia in relation to the IDX Listing Attempt; (ii) our Group did not receive any enquiry or comment from any applicable regulatory professional parties engaged for the IDX Listing Attempt; and (iv) there is no matter that may affect our Company's suitability for **[REDACTED]** on the Stock Exchange or need to be brought to the attention of the public investors and the Stock Exchange.

[REDACTED]

[REDACTED]

[REDACTED] represent professional fees, **[REDACTED]** and other fees incurred in connection with the **[REDACTED]**. We expect to incur **[REDACTED]** of approximately **[REDACTED]**, representing approximately **[REDACTED]** of the gross **[REDACTED]** from the **[REDACTED]** (based on the mid-point of the indicative **[REDACTED]** range and assuming the **[REDACTED]** or any option that may be granted under the **[REDACTED]** Share Option Scheme is not exercised). The **[REDACTED]** we incurred in the Track Record Period and expect to incur would consist of approximately **[REDACTED]** million **[REDACTED]** fees and approximately **[REDACTED]** **[REDACTED]** fees (including fees and expenses of legal advisors and the reporting accountants of approximately **[REDACTED]** and other fees and expenses of approximately **[REDACTED]**). Among the total **[REDACTED]** which we expect to incur, approximately **[REDACTED]** will be directly attributable to the issue of our Shares which will be deducted from equity upon **[REDACTED]**, and the remaining **[REDACTED]** will be or has been expensed.

RECENT DEVELOPMENTS

Since 2025, the Indonesian Rupiah has depreciated against major currencies. According to Frost & Sullivan, the monthly average IDR/RMB exchange rate, expressed as RMB per 100 IDR, showed a general downward trend during the Track Record Period and up to July 2026. The exchange rate decreased from approximately RMB0.0445 per 100 IDR in January 2023 to approximately RMB0.0384 per 100 IDR in June 2026, representing a depreciation of the Indonesian Rupiah against Renminbi of approximately 13.7% during the Track Record Period. It further decreased to approximately RMB0.0381 per 100 IDR in July 2026, representing a further depreciation of approximately 0.8% after the Track Record Period and up to July 2026. For further details, see "Industry Overview — Monthly IDR/RMB Exchange Rate Trend And Reasons For Depreciation." As we conduct a substantial portion of our operations in Indonesia, we are exposed to exchange rate fluctuations in the Indonesian Rupiah. In response, we have implemented a series of risk management measures. We actively manage our exposure through hedging arrangements with commercial banks, including forward foreign exchange

transactions, to mitigate the impact of short-term exchange rate volatility. We have also optimized our settlement structure by increasing the use of Renminbi in cross-border transactions under the bilateral local currency settlement cooperation framework between China and Indonesia. Given the effectiveness of our foreign exchange risk management measures, the recent depreciation of the Indonesian Rupiah has not, and we do not expect it to have, a material and adverse effect on our operations or overall financial performance. In the six months ended June 30, 2026, we had net exchange losses of RMB17.9 million. We will continue to closely monitor exchange rate movements and macroeconomic developments in Indonesia and adjust our risk management strategies. For details, see "Business — Impact of Exchange Rate Fluctuations of Indonesian Rupiah Against Renminbi" in this document.

Recently, geopolitical tensions in the Middle East, including the conflict involving Iran, have contributed to volatility in global oil prices. We primarily rely on short-haul transportation routes within Southeast Asia, where transportation capacity has remained stable and has not experienced material disruptions. In addition, the fuel costs of our self-operated fleet have remained stable as our fleet primarily uses government-subsidized fuel in Indonesia. We continue to closely monitor developments in global energy prices and geopolitical conditions and assess their potential impact on our operations. Given the nature of our transportation network and operating model, the recent geopolitical tensions and increase in oil prices have not had, up to the date of this document, a material adverse impact on our supply chain, procurement costs, selling prices of our products, ongoing business contracts, operations or overall financial performance.

FUTURE PLANS AND USE OF [REDACTED]

We estimate the **[REDACTED]** of the **[REDACTED]** which we will receive, assuming an **[REDACTED]** of **[REDACTED]** per **[REDACTED]** (being the mid-point of the **[REDACTED]** range), will be approximately **[REDACTED]** (or **[REDACTED]**), after deduction of **[REDACTED]** fees and **[REDACTED]** and estimated expenses payable by us in connection with the **[REDACTED]** and assuming the **[REDACTED]** is not exercised.

We plan to allocate our **[REDACTED]** as follows:

— approximately **[REDACTED]**% (or **[REDACTED]**) will be used for strengthening our supply chain warehousing and logistics network;

— approximately **[REDACTED]**% (or **[REDACTED]**) will be used for marketing and channel network expansion;

— approximately **[REDACTED]**% (or **[REDACTED]**) is planned to be used for enhancing brand influence;

— approximately **[REDACTED]**% (or **[REDACTED]**) will be used for digital enhancement;

— approximately **[REDACTED]**% (or **[REDACTED]**) will be used for building localized team and talent training; and

— approximately **[REDACTED]**% (or **[REDACTED]**) will be used as general operating capital.

For further details, please see the section headed "Future Plans and Use of **[REDACTED]**".

DIVIDENDS

Currently, we do not have a fixed dividend distribution ratio and had not adopted any formal dividend policy. Any future declarations and payments of dividends will be at the discretion of our Directors and will depend on our actual and expected results of operations, cash flow and financial position, general business conditions and business strategies, expected working capital requirements and future expansion plans, legal, regulatory and other contractual restrictions, and other factors which our Directors consider relevant. As advised by our PRC Legal Adviser, no dividend shall be declared or payable except out of our profits and reserves lawfully available for distribution. Our Shareholders in a general meeting may approve any declaration of dividends recommended by our Board.

NO MATERIAL ADVERSE CHANGE

Our Directors have confirmed that up to the date of this document there has been no material adverse change in our financial or trading position or prospects since June 30, 2026, being the end date of the periods reported in the Accountants' Report set out in Appendix I to this document, and there has been no event since June 30, 2026 that would materially affect the information as set out in the Accountants' Report in Appendix I to this document.

DEFINITIONS

In this document, unless the context otherwise requires, the following terms shall have the meanings set out below.

"3C"	computer, communication and consumer electronics
"Accountants' Report"	the accountants' report set out in Appendix I to this document
"affiliate"	any other person, directly or indirectly, controlling or controlled by or under direct or indirect common control with such specified person
"AFRC"	the Accounting and Financial Reporting Council of Hong Kong
"Articles" or "Articles of Association"	the articles of association of our Company (as amended from time to time), conditionally adopted on December 18, 2025 with effect from the **[REDACTED]**, a summary of which is set out in Appendix V to this document
"Audit Committee"	the audit committee of our Board
"Board" or "Board of Directors"	the board of directors of our Company
"business day"	any day (other than a Saturday, Sunday or public holiday) on which banks in Hong Kong are generally open for business
"CAGR"	compound annual growth rate
	[REDACTED]
"**[REDACTED]**"	the Central Clearing and Settlement System established and operated by **[REDACTED]**
"CG Code" or "Corporate Governance Code"	the Corporate Governance Code as set out in Appendix C1 to the Listing Rules
"China" or "the PRC"	the People's Republic of China excluding, for the purpose of this document, Hong Kong, the Macao Special Administrative Region of the People's Republic of China and Taiwan
	[REDACTED]
"Companies (Winding Up and Miscellaneous Provisions) Ordinance"	the Companies (Winding Up and Miscellaneous Provisions) Ordinance (Chapter 32 of the Laws of Hong Kong) as amended, supplemented or otherwise modified from time to time
"Companies Ordinance"	the Companies Ordinance (Chapter 622 of the Laws of Hong Kong), as amended, supplemented or otherwise modified from time to time

"Company" or "our Company" or "the Company"	SHENZHEN WOKE TECHNOLOGY Co., LTD (深圳市沃客非凡科技股份有限公司) (formerly known as Shenzhen Qianhai Feifan Electronic Commerce Co., Ltd.* (深圳市前海非凡電子商務有限公司)), a limited liability company established in the PRC on May 6, 2014 and converted into a joint stock company on November 14, 2025
"Controlling Shareholder(s)"	has the meaning ascribed thereto under the Listing Rules and unless the context requires otherwise, refers to Mr. Xu and Qianhai Hailu, and Controlling Shareholder shall mean any one of them
"Conversion of Domestic Shares into H Shares"	the conversion of **[REDACTED]** Domestic Shares (immediately following the Share Subdivision) in aggregate held by the Full Circulation Participating Shareholders upon the completion of **[REDACTED]**. Such conversion of Domestic Shares into H Shares has been filed with the CSRC on [•] 2026 and CSRC has issued the filing notice in respect of the **[REDACTED]** dated [•] 2026; and an application for H Shares to be **[REDACTED]** on the Stock Exchange has been made to the **[REDACTED]**
"CSRC"	China Securities Regulatory Commission (中國證券監督管理委員會)
"Director(s)"	director(s) of our Company
"Domestic Shares"	ordinary Shares in the share capital of our Company with a nominal value of RMB0.10 each (taking into account the Share Subdivision), which are issued to domestic investors and subscribed for and paid up in RMB
"EIT"	enterprise income tax
"Extreme Conditions"	the occurrence of "extreme conditions" as announced by any government authority of Hong Kong due to serious disruption of public transport services, extensive flooding, major landslides, large-scale power outage or any other adverse conditions before Typhoon Signal No. 8 or above is replaced with Typhoon Signal No. 3 or below
"Feifan Gongying"	Shenzhen Feifan Gongying Investment Partnership Enterprise (Limited Partnership)* (深圳市非凡共贏投資合夥企業(有限合夥)), a limited liability partnership established under the laws of the PRC on December 9, 2021, an employee shareholding platform of our Company
"Feifan Yuanhong"	Shenzhen Feifan Yuanhong Consulting Partnership (Limited Partnership)* (深圳市非凡遠宏諮詢合夥企業(有限合夥)), a limited liability partnership established under the laws of the PRC on January 10, 2022, an employee shareholding platform of our Company
"Feifan Zhongcheng"	Shenzhen Feifan Zhongcheng Investment Partnership Enterprise (Limited Partnership)* (深圳市非凡眾城投資合夥企業(有限合夥)), a limited liability partnership established under the laws of the PRC on April 14, 2017, an employee shareholding platform of our Company

[REDACTED]

"Frost & Sullivan"	Frost & Sullivan (Beijing) Inc., Shanghai Branch Co., a market research and consulting company and an Independent Third Party
"Frost & Sullivan Report"	the independent industry report prepared by Frost & Sullivan and commissioned by our Company, as referred to in the section headed "Industry Overview" in this document

[REDACTED]

"Full Circulation Participating Shareholder(s)"	a total of **[REDACTED]** Domestic Shares (immediately after the Share Subdivision) held by 27 existing Shareholders

[REDACTED]

"Group", "our Group", "the Group", "we", "us", or "our"	our Company together with its subsidiaries, and their respective predecessors

[REDACTED]

"H Share(s)"	the ordinary share(s) in the share capital of our Company with a nominal value of RMB0.10 each (taking into account the Share Subdivision), which are to be subscribed for and traded in Hong Kong dollars and to be **[REDACTED]** and traded on the Hong Kong Stock Exchange

[REDACTED]

[REDACTED]

"Hong Kong dollars" or "HK dollars" or "HK$"	Hong Kong dollars, the lawful currency of Hong Kong

[REDACTED]

"Hong Kong" or "HK"	the Hong Kong Special Administrative Region of the PRC

[REDACTED]

"Hong Kong Stock Exchange" or "Stock Exchange"	The Stock Exchange of Hong Kong Limited

[REDACTED]

"IDR"	Indonesian Rupiah, the lawful currency of Indonesia
"IFRS Accounting Standards"	IFRS Accounting Standards as issued by the International Accounting Standards Board
"Independent Third Party(ies)"	a person or entity who is not considered as a connected person of our Company under the Listing Rules
"Indonesian Legal Adviser"	Hutabarat Halim & Rekan, our legal adviser as to Indonesian law

[REDACTED]

[REDACTED]

"Latest Practicable Date"	August 7, 2026, being the latest practicable date prior to the printing of this document for the purpose of ascertaining certain information contained in this document

[REDACTED]

"Listing Rules"	the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited, as amended or supplemented from time to time
"Main Board"	the stock market (excluding the options market) operated by the Hong Kong Stock Exchange and which is independent from and operated in parallel with the GEM of the Hong Kong Stock Exchange
"Major Subsidiary(ies)"	subsidiary(ies) which had made a material contribution to our results of operation and/or has/have strategic importance to our development, details of which are "History, Development and Corporate Structure — Corporate Development — Our Major Subsidiaries"

"Maritime Silk (HK)"	Hong Kong Maritime Silk Technology Co., Limited (香港海絲科技有限公司), a limited liability company incorporated in Hong Kong on September 19, 2017 and a directly wholly-owned subsidiary of our Company, one of our Major Subsidiaries
"MOC"	the Ministry of Construction of the PRC (中華人民共和國建設部)
"MOHURD"	Ministry of Housing and Urban-Rural Development of the PRC (中華人民共和國住房和城鄉建設部)
"MRCs"	Modern Retail Chains
"Mr. Xu"	Mr. Xu Longhua (許龍華), our founder, Controlling Shareholder, the chairman of our Board, executive Director and the general manager of our Company
"Nomination Committee"	the nomination committee of our Board

[REDACTED]

"PBOC"	People's Bank of China (中國人民銀行)
"PRC Company Law"	the Company Law of the PRC《(中華人民共和國公司法》), as enacted by the 5th session for the Standing Committee of the 8th National People's Congress on December 29, 1993 and became effective on July 1, 1994, as amended, supplemented or otherwise modified from time to time
"PRC Government" or "State"	the central government of the PRC, including all political subdivisions (including provincial, municipal and other regional or local government entities) and its organs or, as the context requires, any of them
"PRC Legal Adviser"	Jingtian & Gongcheng, the legal adviser to our Company as to the laws of the PRC

"**[REDACTED]** Investment(s)"	the **[REDACTED]** investment(s) in our Company undertaken by the **[REDACTED]** Investor(s), details of which are set out in the section headed "History, Development and Corporate Structure — **[REDACTED]** Investments" in this document
"**[REDACTED]** Investor(s)"	the investor(s) of **[REDACTED]** Investment(s)
"**[REDACTED]** Share Option Scheme"	the 2025 **[REDACTED]** share option scheme adopted by the Company on December 18, 2025, the principal terms of which are set out in "Appendix VI — Statutory and General Information — D. **[REDACTED]** Share Option Scheme" to this document

[REDACTED]

"PT WIN (Indonesia)"	PT Win Ecommerce International, a limited liability company incorporated in Indonesia on November 12, 2020 and an indirectly wholly-owned subsidiary of our Company, one of our Major Subsidiaries
"Qianhai Hailu"	Shenzhen Qianhai Hailu Investment Co., Ltd.* (深圳市前海海路投資有限公司), a limited liability company established in the PRC on April 18, 2017, our Controlling Shareholder, owned and controlled as to **[REDACTED]** by Mr. Xu
"Regulation S"	Regulation S under the U.S. Securities Act
"Remuneration Committee"	the remuneration committee of our Board
"Reporting Accountants"	KPMG, the reporting accountants of our Company
"RMB" or "Renminbi"	Renminbi, the lawful currency of the PRC
"SAFE"	State Administration of Foreign Exchange of the PRC (中華人民共和國國家外匯管理局)
"SAMR"	the State Administration for Market Regulation (國家市場監督管理總局)
"SAT"	State Administration of Taxation of the PRC (中華人民共和國國家税務總局)
"SCNPC"	the Standing Committee of the National People's Congress of the PRC (中華人民共和國全國人民代表大會常務委員會)
"SFC"	Securities and Futures Commission of Hong Kong
"SFO"	Securities and Futures Ordinance (Chapter 571 of the Laws of Hong Kong), as amended or supplemented from time to time
"Share(s)"	ordinary share(s) in the capital of our Company with a nominal value of RMB0.10 each upon the completion of the Share Subdivision; before the completion of the Share Subdivision, ordinary share(s) in the share capital of our Company with a nominal value of RMB1.00 each, comprising Domestic Shares and H Shares

"Share Subdivision"	the sub-division of the Shares by our Company from one Share of RMB1.00 each into ten Shares of RMB0.10 each, which will become effective immediately prior to the **[REDACTED]**
"Shareholder(s)"	holder(s) of our Shares
"Shenzhen Haisi"	Shenzhen Haisi Technology Co., Ltd* (深圳市海絲科技有限公司), a limited liability company established in the PRC on August 9, 2023 and a directly wholly-owned subsidiary of our Company, one of our Major Subsidiaries
"Shenzhen Vivan Cloud Chain"	Shenzhen Vivan Cloud Chain Technology Co., Ltd* (深圳市非凡雲鏈科技有限公司), a limited liability company established in the PRC on August 21, 2023 and a directly wholly-owned subsidiary of our Company, one of our Major Subsidiaries
"SMR"	small-and medium-sized retailers
"Sole Sponsor" or "**[REDACTED]**"	Huatai Financial Holdings (Hong Kong) Limited
	[REDACTED]
"State Council"	the PRC State Council (中華人民共和國國務院)
"Takeovers Code"	The Codes on Takeovers and Mergers and Share Buy-backs
"Track Record Period"	the financial years ended December 31, 2023, 2024 and 2025 and the six months ended June 30, 2026
"U.S. dollars" or "US$" or "USD"	U.S. dollars, the lawful currency of the United States
"U.S." or "United States"	the United States of America
"U.S. Securities Act"	the United States Securities Act of 1933, as amended from time to time, and the rules and regulations promulgated thereunder
	[REDACTED]
"VAT"	value-added tax
"Wook Global (Indonesia)"	PT WOOK GLOBAL TECHNOLOGY, a limited liability company incorporated in Indonesia on July 10, 2018 and an indirectly wholly-owned subsidiary of our Company, one of our Major Subsidiaries
"Yiwu Wook Household"	Yiwu WOOK Home Household Products Co., Ltd.* (義烏市沃品家居用品有限公司), a limited liability company established in the PRC on June 29, 2018 and a directly non-wholly-owned subsidiary of our Company, one of our Major Subsidiaries

Unless otherwise expressly stated or the context otherwise requires, all data in this document is as of the date of this document.

DEFINITIONS

In this document, the terms "associate", "close associate", "connected person", "core connected person", "connected transaction", "subsidiaries" and "substantial shareholder" shall have the meanings given to such terms in the Listing Rules, unless the context otherwise requires.

Certain amounts and percentage figures included in this document have been subject to rounding adjustments. Accordingly, figures shown as totals in certain tables may not be an arithmetic aggregation of the figures preceding them.

The English names of PRC entities, PRC laws or regulations, and PRC governmental authorities referred to in this document are translations from their Chinese names and are for identification purposes. If there is any inconsistency, the Chinese names shall prevail. The English translation of names or any descriptions in Chinese marked with "" is for identification purposes only.*

GLOSSARY OF TECHNICAL TERMS

This glossary contains explanations of certain technical terms used in this document. As such, these terms and their meanings may not correspond to standard industry meanings or usage of these terms.

"ASP"	average selling price, calculated by dividing revenue by sales volume, in the sales of goods business line
"CAGR"	compound annual growth rate
"ERP"	enterprise resource planning, a business process management software that allows an organization to use a system of integrated applications to manage the business and digitalize back-office functions relating to technology, services, and human resources
"GFA"	gross floor area
"GMV"	gross merchandise value, representing the total value of goods sold to consumers in terms of retail price
"KOL"	key opinion leaders
"MWh"	megawatt-hour, a unit of measure of electric energy
"m^2" or "sq.m."	square meter
"m^3"	cubic meter
"R&D"	research and development
"sales volume"	number of products sold in the sales of goods business line
"SKU"	stock keeping unit
"WMS"	warehouse management system

FORWARD-LOOKING STATEMENTS

This document contains certain forward-looking statements and information relating to us and our subsidiaries that are based on the beliefs of our management as well as assumptions made by and information currently available to our management. When used in this document, the words "aim", "anticipate", "believe", "could", "estimate", "expect", "going forward", "intend", "may," "ought to", "plan", "project", "seek", "should", "will", "would" and the negative of these words and other similar expressions, as they relate to us or our management, are intended to identify forward-looking statements. These forward-looking statements are based on numerous assumptions regarding our present and future business strategies and the environment in which we will operate in the future. Such statements reflect the current views of our management with respect to future events, operations, liquidity and capital resources, some of which may not materialize or may change. These statements are subject to certain risks, uncertainties and assumptions, including the risk factors as described in this document and other factors, some of which are beyond our control, which may cause our actual results, performance or achievements, or industry results to be materially different from any future results, performance or achievements expressed or implied by the forward-looking statements. You are strongly cautioned that reliance on any forward-looking statements involves known and unknown risks and uncertainties. The risks and uncertainties facing us which could affect the accuracy of forward-looking statements include, but are not limited to, the following:

- our business strategies and plans to achieve these strategies;
- our capital expenditure plans;
- our operation and business prospects;
- our financial condition;
- availability of bank loans and other forms of financing;
- our ability to control or reduce costs;
- our dividend policy;
- the actions of and developments affecting our customers and suppliers;
- the ability to attract and retain our users;
- the ability of third parties to perform in accordance with contractual terms and specifications;
- the amount and nature of, and potential for, future development of our business;
- future developments, trends and conditions in the industries and markets in which we operate;
- changes to the regulatory environment, policies, operating conditions and general outlook in the industries and markets in which we operate;
- general economic, political and business conditions in the jurisdictions where we operate; and
- the other risk factors discussed in this Document as well as other factors beyond our control.

By their nature, certain disclosures relating to these and other risks are only estimates and should one or more of these uncertainties or risks materialize or should underlying assumptions prove to be incorrect, our financial condition and actual results of operations may be materially and adversely affected and may vary significantly from those estimated, anticipated or projected, as well as from historical results.

FORWARD-LOOKING STATEMENTS

Subject to the requirements of applicable laws, rules and regulations, we do not have any and undertake no obligation to update or otherwise revise the forward-looking statements in this document, whether as a result of new information, future events or otherwise. As a result of these and other risks, uncertainties and assumptions, the forward-looking events and circumstances discussed in this document might not occur in the way we expect or at all. Accordingly, the forward-looking statements are not a guarantee of future performance and you should not place undue reliance on any forward-looking information. Moreover, the inclusion of forward-looking statements should not be regarded as representations by us that our plans and objectives will be achieved or realized. All forward-looking statements in this document are qualified by reference to the cautionary statements in this section.

You should carefully consider all of the information in this document, including the risks and uncertainties described below before making an **[REDACTED]** *in our H Shares. The following is a description of what we consider to be our material risks. Our business, financial condition, results of operations or prospects may be materially and adversely affected by any of these risks and the* **[REDACTED]** *of our H Shares may decline as a result. You may lose all or part of your* **[REDACTED]**.

These factors are contingencies that may or may not occur, and we are not in a position to express a view on the likelihood of any such contingency occurring. The information given is as of the Latest Practicable Date unless otherwise stated, will not be updated after the date hereof, and is subject to the cautionary statements in the section headed "Forward-looking Statements" in this document.

We believe there are certain risks and uncertainties involved in our operations, some of which are beyond our control. We have categorized these risks and uncertainties into: (i) risks relating to our business and industry; (ii) risks relating to doing business in the jurisdictions where we operate; and (iii) risks relating to the **[REDACTED]**. There may be additional risks and uncertainties presently not known to us or not expressed or implied below or those we currently deem immaterial could also harm our business, financial condition and results of operations. You should consider our business and prospects in light of the challenges we face, including the ones discussed in this section.

RISKS RELATING TO OUR BUSINESS AND INDUSTRY

Our business and financial position may be adversely affected if we are not able to continue servicing the Indonesian market effectively or if there is any adverse change in the regulatory environment, international trade policies or macroeconomic situation in Indonesia, given we derived 93.0% of revenue from Indonesian market in the six months ended June 30, 2026.

Indonesia has been our largest and most strategically significant market throughout the Track Record Period. Our sales to the Indonesian market accounted for 95.9%, 95.8%, 94.0%, 93.9% and 93.0% of our total revenue in 2023, 2024 and 2025 and the six months ended June 30, 2025 and 2026, respectively. Given our concentration in Indonesia, any deterioration in our ability to effectively serve this market could have a material and adverse impact on our business operations and financial performance.

Our business, financial condition and results of operations may be materially and adversely affected if changes in Indonesian governmental policies, laws, regulations or their interpretation and enforcement were to impair our operational capabilities, restrict our business activities, delay approvals or increase our compliance and operating costs. These risks include, among others, changes to foreign investment regimes, licensing requirements, as well as the stability, consistency and predictability of the regulatory and licensing framework. In addition, we may from time to time experience delays in obtaining or renewing certain licenses or approvals due to administrative or system-related issues beyond our control.

These risks also include product standards and certification, data protection and cybersecurity, taxation (including VAT and customs duties), labor (including for foreign manpower) and social security regulations, import/export controls and environmental, health and safety requirements. For example, in Indonesia, any potential impact of such changes is more likely to arise through regulatory and compliance-related measures, including, through the implementation of the "Positive List" system (a whitelist regime) for imported goods, which must comply with relevant certification requirements set by the Indonesian government, depending on the goods' classifications under the Harmonized System (HS) code. Additionally, under Indonesia's Minister of Trade Regulation No. 19 of 2026 on the Implementation of Trade Through Electronic Systems Businesses, social media platforms are prohibited from facilitating direct sales transactions of goods and may only be used for advertising or promoting products or services, with actual sales transactions required to be conducted through duly licensed

e-commerce platforms. Such regulatory environment may adversely affect our ability to sell our products in Indonesia or increase our compliance costs and may materially limit our sales activities through social media channels in Indonesia, which may in turn materially and adversely affect our business, financial condition and results of operations. Changes in international trade policies, treaties and tariffs between China and Indonesia where a substantial majority of our SMRs customers and end-consumers are located may materially affect the demand for our products, impact the competitive position of our products, or even prevent us from being able to sell products therein.

Furthermore, adverse macroeconomic developments in Indonesia, including a general economic slowdown, rising inflation, currency volatility (including depreciation of the Indonesian rupiah), increases in interest rates, tightening of credit conditions, reductions in consumer or enterprise spending, or disruptions in supply chains could weaken demand for our products. Any such developments may negatively affect our sales volumes, pricing, gross margins and profitability and could cause us to adjust or delay our business expansion plans in the local market.

Given the substantial revenue contribution from Indonesia, the occurrence of any of the foregoing events could have a disproportionate effect on us relative to companies with more diversified geographic exposure. There can be no assurance that we will be able to mitigate these risks in a timely or cost-effective manner, and as a result, our business, financial condition, results of operations and prospects could be materially and adversely affected.

Any adverse change in Indonesian social and political environment may materially and adversely affect our business operations and financial condition.

Our business operations in Indonesia are influenced by the country's social and political environment, which plays a significant role in shaping market conditions and opportunities. As our business is predominantly focused on the Indonesian market, we are particularly vulnerable to any deterioration in the country's social or political stability. Social unrest, civil disturbances, or widespread protests may disrupt retail operations, damage physical stores and negatively impact consumer footfall and purchasing behavior. Such events could temporarily force store closures, disrupt transportation networks and create logistical challenges for our distribution channels, ultimately affecting our revenue and market presence.

Political instability, including changes in government leadership, policy reversals following elections, or shifts in regulatory priorities, may create an unpredictable business environment. Changes in administrative practices or sudden alterations in regulatory enforcement could necessitate unexpected operational adjustments and increase compliance costs. Furthermore, political uncertainty may lead to economic volatility, reduced foreign investment and fluctuations in currency value, all of which could indirectly affect consumer confidence and spending patterns. The political landscape in Indonesia, characterized by changes in leadership, policy updates and regulatory shifts, contributes to an evolving business environment. Such developments may require us to adapt our operational practices and ensure ongoing compliance, presenting challenges for business growth of companies operating in Indonesia including us. Political transitions can also influence economic conditions, impacting investment flows and currency movements, which in turn may affect consumer confidence and spending trends.

Regional security concerns and social tensions also pose meaningful risks to our business operations. Certain regions within Indonesia may experience intermittent social conflicts or security issues that could disrupt our retail partnerships and distribution networks. These disruptions might result in delayed market expansions, reduced market penetration and potential inventory losses.

The cumulative effect of these social and political factors could materially impact our ability to maintain stable operations, achieve growth targets and sustain profitability in the Indonesian market. We may need to allocate additional resources to monitor political developments, enhance security measures and implement contingency plans, all of which could increase operational costs and affect our financial performance.

We face risks associated with expanding into and operating in emerging markets such as Vietnam, Thailand and the Philippines, which may adversely affect our business and results of operations.

We have expanded, and intend to continue to expand, our business into Vietnam, Thailand and the Philippines. Operating in these emerging markets exposes us to a range of risks that may be more pronounced than in our existing markets, including, among others, (i) less mature legal and regulatory systems and uncertainties in the interpretation and enforcement of laws and regulations, in particular, in areas such as taxation, customs, product standards, foreign exchange control and e-commerce; (ii) changes in or inconsistencies among local government policies and administrative practices; (iii) heightened exposure to political, social or macroeconomic instability, including changes in trade policies, import restrictions or tariffs; (iv) infrastructure constraints, logistics inefficiencies and higher distribution and compliance costs; (v) differences in consumer behaviour and preferences, which may limit our ability to successfully position and price our products and (vi) increased exposure to currency volatility, changes in regulations concerning the repatriation of profits.

If we fail to adequately understand and adapt to the regulatory, commercial and operating environment in these jurisdictions, or if any of the foregoing risks materialise, our business expansion plans in such markets may not be successful, and our sales, profitability and overall financial condition may be adversely affected.

We may not be able to successfully implement our market penetration strategy through expanding our sales and distribution channels.

The extensive sales channel we have established is the backbone of our business success. Our future growth is highly dependent on our strategy to deepen market penetration in existing regions and expand into new geographic markets within Southeast Asia, primarily by scaling our sales and distribution network. We have established an extensive network of over 36,000 distributors in Indonesia, Vietnam, Thailand and the Philippines as of June 30, 2026. We intend to replicate our business model in Indonesia across Southeast Asian markets due to the similarities in consumer behavior, income growth trends and digital adoption in retail sectors. However, the scale and volume achievable through further expansion of our sales network in such countries remain uncertain and there can be no assurance with respect to our ability to replicate our business success in the countries and regions where we currently operate or plan to enter. If we fail to enhance our market penetration in Southeast Asian markets, our business operations, financial performance and profitability may be materially and adversely affected.

We face risks in managing overseas operations, entering into and expanding across a number of countries.

We have made, and expect to continue to make, significant efforts and investments to expand our presence in Vietnam, Thailand and the Philippines and compete with local competitors. Conducting our business overseas, particularly in countries in which we have limited experience, subjects us to a number of risks, including:

- operational challenges caused by distance, language and cultural differences;
- investment of resources required to localize our business, such as the translation of our operating system into foreign languages and the adaptation of our operations to local practices, laws and regulations;
- underdeveloped logistics, delivery and digital payment landscape and lack of infrastructure support;

- compliance with laws and regulations, including laws and regulations governing competition, pricing, payment methods, data protection and cybersecurity, privacy, Internet activities (including, electronic system and digital commerce), transportation services, logistics services, real estate tenancy, tax and social security, employment and labor, foreign ownership, environmental and other activities important to our business;
- difficulties in applying our business model into new markets, as well as difficulties in identifying, attracting and retaining regional sponsors with entrepreneurial and industry expertise and local knowledge;
- exposure to business cultures in which improper business practices may be prevalent;
- difficulties in managing, growing and staffing international operations;
- import and export restrictions and changes in trade regulations; and
- geopolitical events, including pandemics, war and terrorism.

We generate a substantial portion of revenue from our distributors and rely on our distribution network to promote and sell our products.

We rely on our distribution network to promote and sell our products. As of June 30, 2026, our extensive distribution network consisted of over 36,000 distributors, which are mainly SMRs. For the years ended December 31, 2023, 2024 and 2025 and the six months ended June 30, 2025 and 2026, our revenue generated from sales to distributors amounted to RMB751.9 million, RMB773.2 million, RMB834.3 million, RMB405.8 million and RMB450.8 million, respectively, representing 82.8%, 73.7% ,68.5%, 70.7% and 64.4% of our total revenue for the same years/periods. See "Business — Sales and Distribution Network".

Our success relies on effective management and coordination of our distribution network. If our distributors fail to market and sell our products effectively, our market reputation and ability to grow our business may be adversely affected. In addition, we may not be successful in managing our distributors' sales activities, nor may we be successful in identifying or preventing any non-compliance with the terms of our existing distribution agreements by any of our distributors. Under our typical distribution agreement, we reserve the right to appoint our local sales representatives to act as the designated agent to liaise with the distributors they cover to promote our products and manage our distribution channels. See "Business — Sales and Distribution Network — Distributorship." However, we may not always be able to effectively manage and control our distributors' sales activities. If any distributor does not comply with the terms of our distribution agreements, our relationships with other distributors could be negatively impacted.

In addition, we need to effectively expand our distribution and sales network to facilitate stable and continual business growth. Any failure to effectively manage and maintain the existing distributor network or to expand our distribution network and other sales channels could adversely affect our business and financial performance. Our ability to expand distribution coverage is also affected by changes in the relevant regulatory requirements and competitive landscape and customers' tastes, preferences and spending habits. Failure to effectively respond to such changes may result in an adverse effect on our business and prospects.

Opening new stores in existing markets may not result in the expected level of growth in our revenue and profit, and our business, financial conditions and results of operations may be materially and adversely affected.

In addition to entering new markets, we continue to increase our penetration in markets where we have existing stores. As of June 30, 2026, we operated 5 proprietary stores in Indonesia. As we continue to open new stores in existing markets, we cannot assure you that these new stores will not cannibalize the business of our existing stores, in which case the growth in our store network may not result in the expected level of growth in our revenue and profit. If store network densification fails to

generate sufficient economies of scale, it may lead to increased competition within the region, higher marketing and operating costs per store, and dilution of overall profitability. The expansion of our store network may therefore not achieve the anticipated revenue and profit growth. Furthermore, rapid densification may increase management complexity, result in inconsistent execution of operating standards, and strained supply chain and human resources. Some new stores may fail to achieve expected returns or successfully promote our brand due to market saturation, suboptimal locations or limited consumer demand, which could negatively affect the overall return on investment and operational stability of our store network, and may materially and adversely affect our business, financial condition and results of operations.

Failure to maintain optimal inventory level could adversely affect our business, financial condition, results of operations and prospects.

Our financial performance relies on our ability to effectively manage our inventories. Our inventories primarily include finished goods and goods in transit. As of December 31, 2023, 2024 and 2025 and June 30, 2026, we had inventories net of allowance of RMB93.8 million, RMB148.3 million, RMB183.2 million and RMB203.4 million, respectively. Our inventory turnover days were 55 days, 65 days and 79 days in 2023, 2024 and 2025, respectively, and 82 days for the six months ended June 30, 2026. See "Financial Information — Consolidated Statements of Financial Position — Current Assets and Liabilities — Inventories."

Our inventory level is susceptible to various factors which are beyond our control, including changing fashion trends, consumer needs and market demand and regulatory changes and other policy-related factors. In addition, if we underestimate demand for our products, we may experience inventory shortages, which may, in turn, result in unfulfilled customer demands, leading to a negative impact on customer experiences and our reputation. If we overestimate demand, our inventories may include obsolete products, leading to inventory write-downs or even write-offs. There can be no assurance that we will be able to maintain optimal inventory level, and any such failure may affect our business, financial condition, results of operations and prospects.

We may not be able to accurately track our distributors' sales of our products and their inventory levels.

Our distributors may not always be able or willing to provide us with accurate and precise information in relation to their sales and inventory levels of our products in a timely manner. As a result, our ability to accurately track our distributors' sales and the inventory levels of our products may be limited. Our sales to distributors may not be reflective of actual sales to end-customers, and we may not be able to timely collect sufficient information and data regarding market demand for our products. Failure to accurately track the sales and inventory levels of our distributors and timely gather market information may cause us to incorrectly predict sales trends and affect our ability to quickly adjust our marketing and product strategies to respond to market changes, which may materially and adversely affect our business and financial performance.

We may not be able to effectively manage our distribution network, which may lead to overstocking or cannibalisation among our sales channels and distributors

We rely on a broad sales network to distribute our products to retail outlets and end customers. Given the large number of distributors, their dispersed locations and the involvement of downstream retail outlets, we do not have complete control over their operations, inventory levels, pricing practices, promotional activities or ultimate sales to end customers.

If our distributors purchase or hold inventory in excess of actual market demand, channel stuffing or overstocking may occur, which may distort our visibility over actual end-customer demand and reduce future orders from distributors. If they fail to distribute our products to customers in a timely manner, our products may not effectively reach retail outlets or end customers, which may adversely affect our sales performance and market coverage. If they sell products outside their authorised territories or channels, compete with each other or with our other sales channels, or conduct

overlapping promotional activities, cannibalisation may occur within our sales network, which may disrupt our channel strategy and relationships with distributors. If they deviate from our pricing or marketing policies, our product positioning, pricing discipline and brand image may be adversely affected. Any of the foregoing could materially and adversely affect our business, financial condition and results of operations.

We may not identify or respond in a timely manner to changes in consumer preferences and market trends. If we fail to continuously design and offer new products to meet the evolving consumer demand, our business operations, financial performance and profitability may be materially and adversely affected.

Our business operations and future growth depend on our ability to identify and promptly respond to consumer preferences and market demand, which may change from time to time subject to factors beyond our control, such as changes in consumption willingness, purchasing power and evolving consumer demographics. If we are unable to predict and promptly respond to consumer preferences or market demand, we may fail to continuously develop products with wide market acceptance, capture emerging growth opportunities, adopt competitive sales strategies or properly manage our inventory. Such failure could negatively impact our brand image and result in diminished consumer experience. Any of these occurrences could materially and adversely affect our business, prospects and results of operations.

Furthermore, to cater to the varying market demands, we consistently develop new brands as well as design and launch new products. However, we cannot assure you that such efforts will be successful. The success of new brands and products depends on multiple factors, including those beyond our control, such as industry trends, market demand, regulatory approvals, production efficiency, competition and consumer acceptance. Failure to launch new brands and products may materially and adversely affect our business, financial condition and results of operations.

We rely on manufacturing partners to produce our products. If our manufacturing partners fail to produce products that are of consistently high quality, or if we encounter issues such as material shortage or delay in the supply or if we fail to renew agreements with our manufacturing partners, our business, financial condition and results of operations could be materially and adversely affected.

We rely on a number of Original Equipment Manufacturer ("**OEM**") and Original Design Manufacturer ("**ODM**") suppliers as our manufacturing partners for the production of our products. Our reliance on these manufacturers exposes us to a range of operational risks, including, among others, insufficient production capacity, failure to satisfy our quality control standards, nonconformity with product specifications, inability to meet production schedules and delays in delivery. Our manufacturers may also experience disruptions beyond their control, such as equipment failures, labor disputes or shortages, shortages or price increases of raw materials, non-compliance with environmental, health and safety laws and regulations or applicable national and industry product safety and quality standards, natural disasters, fires and other unforeseen events. If any of the foregoing were to occur and we are unable to identify and qualify alternative manufacturing partners on a timely basis in accordance with our selection criteria, we could incur additional costs, face substantial delays in production and delivery, and our business, financial condition and results of operations could be materially and adversely affected.

Moreover, our manufacturing partners may procure raw materials before commencing production, therefore, our procurement costs for our sales of goods are impacted by the costs of raw materials as well as our manufacturing partners' labor costs. Changes in the procurement costs may affect our cost structure. The prices of various raw materials for our products fluctuated during the Track Record Period and may continue to fluctuate in the future. If we are unable to control our costs, our business, results of operations and financial condition would be materially and adversely affected.

Furthermore, there can be no assurance that we will always be able to maintain and renew the agreements with our manufacturing partners on favorable terms, or at all. It may take significant time or resources to identify manufacturing partners that have the capability and resources to produce products to our specifications in sufficient volume, which could have an adverse effect on our business, financial condition and results of operations.

Our sales are subject to seasonality, which could cause our results of operations and financial condition to fluctuate.

We typically carry out more sales and marketing activities before and during key promotional events in the countries where we operate in the second half of the year, such as 99 Shopping Festival, Double Eleven Festival, Double Twelve Festival and Christmas. As a result, we may maintain higher revenue and higher levels of inventory to satisfy market demand before and during promotional seasons and relevant shopping events compared to other times of the year. On the other hand, our businesses are vulnerable to extreme or unusual weather conditions. For example, extreme weather conditions such as torrential rain and floods during rainy seasons may disrupt marketing activities. This could adversely affect the sales by local retailers, which may adversely impact our results of operations.

Disruption of our relationships and unfavorable changes in terms of our arrangements with third-party e-commerce platforms or livestreaming platforms could have a material adverse effect on our business and results of operations.

The operation of our cross-border retail business depends on our arrangements with various third-party e-commerce platforms, including Shopee and Tokopedia. We also cooperate with a selection of livestreaming platforms, such as TikTok to conduct our livestreaming sales. It is common for e-commerce platforms and livestreaming platforms to constantly update their policies. Changes in their policies, such as an increase in advertising fees for advertisement placement, may result in an increase in our costs and expenses. In addition, e-commerce and livestreaming platforms also have the right to interpret how they will implement their policies. We cannot assure you that the e-commerce platforms and livestreaming platforms that we have established cooperation relationship with will not adopt new policies, change existing policies or change the interpretation of existing policies that may be materially adverse to us. For example, there can be no assurance that these third-party platforms will not exercise their discretion to remove, either inadvertently or deliberately, our advertisements or the links to our landing pages or even suspend or terminate our advertisement placement in the future, which may materially and adversely affect our business, financial condition and results of operations. If there is any deterioration of our relationship with existing e-commerce and livestreaming platforms, or if we fail to develop relationship with such third-parties to expand the reach of our cooperation, we may not be able to find their replacement in a timely and cost-effective manner, or at all, which may materially and adversely affect our cross-border retail business and results of operations.

Our online direct sales are dependent on a limited number of e-commerce platforms, and increases in platform commission fees or adverse changes in platform policies could adversely affect our business.

A substantial portion of our online sales is generated through a limited number of third-party e-commerce platforms, primarily Shopee, Tokopedia and Lazada. As these platforms determine key aspects of their ecosystems, including commission fee structures, traffic allocation mechanisms, promotional programmes and operating policies, our ability to influence such arrangements is limited. During the Track Record Period, our average commission fee rates increased from 8.7% in 2023 to 11.3% in 2024 and 14.9% in 2025, and further increased to 16.8% for the six months ended June 30, 2026. If platform commission fees continue to increase, or if such platforms make changes to their policies, algorithms, fee structures or terms of cooperation that are unfavourable to us, we may incur higher operating costs, experience reduced profitability or be required to adjust our pricing and marketing strategies. In addition, any deterioration in our relationship with such platforms, reduction in platform traffic, or suspension or restriction of our online stores could adversely affect our business, financial condition and results of operations.

If we fail to compete effectively and successfully in the retail sector in Southeast Asian countries where we operate, our business, financial condition and results of operations may be materially and adversely affected.

We primarily compete in the cross-border retail market and sell our products in Southeast Asia. The development of the Southeast Asian market is subject to uncertainties and may be impacted by factors such as changes in relevant laws and regulations, changes in consumer demand and public health incidents. In addition, our ability to compete effectively against existing or potential competitors depends on various factors, such as brand reputation, the diversification of product portfolio, product quality, sales and marketing capabilities and customer acquisition and retention capabilities. Some of our competitors may have competitive advantages in these areas. As competition intensifies and the presence of potential competitors increases, we may need to devote more management, financial or human resources. If we are not able to compete effectively, our market share could decline and our business, financial performance and profitability could be materially and adversely affected.

We are exposed to risks relating to third-party logistics solutions providers.

Our delivery arrangements can be broadly divided into: (i) fulfillment services provided by third-party e-commerce platforms; (ii) logistics solutions offered by third-party logistics solutions providers; and (iii) our in-house logistics capabilities. Our collaboration with third-party logistics providers could expose us to potential service disruptions or inefficiencies. If these providers fail to meet their service obligations due to operational issues, financial difficulties or other unforeseen circumstances, our ability to deliver products to our SMR customers and end-customers in a timely manner may be impacted, which could adversely affect our reputation and customers' confidence in our logistics arrangements. In addition, improper handling of our products by the logistics solutions providers could also result in product damage, which could lead to product liabilities or claims and damage our brand image and reputation. Furthermore, fluctuations in the prices of logistics solutions affect our ability to provide cost-effective products to our customers, and may materially and adversely affect our business, financial condition and results of operations. Any of these events could materially and adversely affect our business, financial condition and results of operations.

Constrained by Indonesia's local logistics infrastructure and service capabilities, the logistics and supply chain system in Indonesia is relatively unstable. This may lead to fluctuations in efficiency during warehousing, shipment and distribution, increasing uncertainty in the goods transportation cycle. Our products are primarily manufactured in Chinese Mainland, while our customers are located in Southeast Asia. As a result, our supply chain involves cross-border transportation segments, where shipping costs and stability are influenced by multiple external factors. These include global fluctuations in shipping capacity supply and demand, seasonal shifts in market demand and international security conditions. The sea freight segment of our cross-border logistics operations is subject to fluctuations in shipping costs and port efficiency. Particularly, the supply of shipping capacity is affected by the size of our partners' existing fleet, its operational efficiency, the impact of port congestion, the delivery of new vessels, among others. Such supply may be affected by regulation of maritime transportation practices by governmental and international authorities. The factors influencing the demand for and the supply of vessel capacity are outside our control and the nature, timing and degree of changes in industry conditions are also unpredictable. Further, such third-party logistics providers are exposed and vulnerable to extreme or unusual weather conditions which might lead to road damage and/or flooding and hinder them from meeting their service obligations. Such uncertainty that affects our logistics solution providers may have a material adverse effect on our business, financial position and results of operations.

Any unexpected or prolonged disruption to our warehousing network could adversely affect our business.

As of June 30, 2026, we operated 16 overseas warehousing facilities, with an aggregate GFA of over 40,000 sq.m. in major port cities in Southeast Asia such as Jakarta, Medan and Samarinda, encompassing a three-tier distribution structure of "central warehouse — regional hub — branch warehouse". See "Business — Supply Chain Management — Warehousing Infrastructure." In the event

that there is any unexpected and prolonged disruption in the supply of utilities, such as water or electricity, or access to the premises, and we cannot restore the affected warehouse, or relocate to another suitable location promptly with well-equipped facilities, our business operations will be materially and adversely interrupted, which in turn will affect our results of operations. If any of our warehouses experiences a material incident or our prevention measures are not adequately implemented in the future, we may lose the goods stored therein, incur significant costs and expenses to restore or to relocate such warehouses, or be determined by the relevant authorities to be in violation of applicable laws and regulations and subject to relevant administrative penalties. If such an incident causes damage to other third parties, we may also be required to compensate if we are determined to be partially or fully responsible for such an incident. Under such circumstances, our business, financial condition and results of operations may be adversely affected.

Furthermore, as some of the warehouses we operate for providing warehousing services through Southeast Asia are leased, we are exposed to risks in relation to unpredictable and increasing rental costs and relocation costs. Our landlords could increase the rent or impose more stringent payment terms when negotiating to renew our leases, which could, in turn, adversely affect our profitability and results of operations. We may not be able to successfully extend or renew such leases upon expiration, on commercially reasonable terms or at all, and may be forced to relocate our warehouses or offices to other sites. Such relocation may disrupt our operations and incur significant relocation costs and capital expenditures in relation to the installation of warehousing facilities and technology systems, and could in turn adversely affect our financial condition. Further, we cannot assure you that we will be able to relocate such operations to suitable alternative premises in a timely manner, and failure to relocate our operations when required could result in disruption to our business operations. In addition, we compete with other businesses for premises at certain locations or of a desirable size. In the event that we fail to relocate our operations in a timely manner, our financial position, results of operations and reputation would be adversely affected.

If we fail to continue the digitalization of our supply chain management systems, our business, financial condition and results of operations may be materially and adversely affected.

We operate in a highly competitive e-commerce landscape where the efficiency and effectiveness of supply chain management are critical to maintaining our competitiveness. Our ability to meet customer expectations for prompt delivery and product availability hinges on the continuous enhancement in the digitalization of our supply chain management systems and the adoption of further or new automated equipment for our logistics and warehousing. Failure to continue the digitalization process, in particular, the failure to further expand or enhance the digitalization of our business process may lead to inefficiencies in tracking inventory levels as well as delays or inaccuracies in order fulfillment. Under such circumstances, our business, financial condition and results of operations may be adversely affected.

In addition, if we do not sustain progress in end-to-end digital visibility and process automation, we may face increased operating costs, reduced forecasting accuracy and planning effectiveness, higher incidences of stock-outs or overstocking and diminished on-time delivery performance. A lack of timely data integration across procurement, production, logistics and warehousing could impair our ability to allocate inventory efficiently, manage capacity and respond swiftly to demand fluctuations or supply disruptions. Furthermore, insufficient digitalization could constrain our scalability, exacerbate error rates and adversely affect customer experience through order cancellations or service-level failures. Any of the foregoing could weaken our competitive position, result in lost sales opportunities, negatively affect our relationships with customers and business partners, and materially and adversely affect our business, financial condition and results of operations.

Any quality issues related to our products could expose us to product liability claims and reputational risks.

We may not be able to maintain an effective quality control system for our business, and any failure or deterioration of our quality control system would adversely affect our operations and financial conditions. We have implemented a stringent quality control and supplier onboarding criteria to ensure

the high standard of our products. See "Business — Suppliers — Our OEM and ODM Suppliers Models — Our Selection Criteria for OEM and ODM Suppliers." However, the system may not always be successful in detecting defects or quality issues, especially if they originate from factors beyond our direct control. We may be subject to product liability claims related to our products. Such claims could stem from allegations or proof that our products are unsafe or defective. The failure to detect, prevent, or control defects in our products, as well as the delivery of defective products to consumers, could adversely affect our business.

If any products sold by us are alleged to be unsafe or defective, we may experience reduced sales of the relevant products and may face product returns or exchanges from customers. We typically grant our distributors a warranty period of 18 months. In 2023, 2024 and 2025 and the six months ended June 30, 2026, the sales volume of products which resulted in product returns or exchanges represented 0.8%, 0.6%, 0.9% and 1.0% of the total sales volume of products we received, respectively. Any claims made against us could have a material adverse effect on our reputation, business, financial condition and results of operations. Any product recalls or any claims against us, regardless of merit, can strain our financial resources, hurt our reputation, and consume the time and attention of our management. If any claims against us are successful, we may incur liabilities, and our reputation may be severely damaged.

We recorded net current liabilities and net liabilities during the Track Record Period. There can be no assurance that we will record net current assets or net assets in the future.

As of December 31, 2023, 2024 and 2025 and June 30, 2026, we recorded net current liabilities of RMB133.8 million, RMB74.3 million, RMB97.1 million and RMB87.8 million, respectively. We recorded net liabilities of RMB87.8 million and RMB31.4 million as of December 31, 2023 and 2024, respectively, and net assets of RMB1.1 million and RMB10.4 million as of December 31, 2025 and June 30, 2026, respectively. Our net current liability position and net liability position during the Track Record Period were primarily due to the liabilities arising from redemption liabilities as current liabilities. There can be no assurance that we will be able to maintain positive net assets and positive net current assets in the future. If we continue to record net current liabilities or net liabilities, we may face liquidity risks and may not be able to repay short term indebtedness. In addition, having significant net current liabilities or net liabilities could constrain our operational flexibility and adversely affect our planned expansion plans and our business operations. Any of these events could have a material adverse impact on our business and results of operations.

Our business is subject to risks associated with our investments in IT infrastructure and R&D activities, which may materially and adversely affect our business, financial condition and results of operations.

As our business expands, we expect to continue investing in our IT systems, especially in the R&D of core technology systems such as data intelligence and our proprietary data platform. Our recognition of the related capital expenditures and technology investments typically precedes the realization of the corresponding benefits. Due to factors such as rapid technological iteration, underperformance of the newly developed applications, or changes in market demand, there may be uncertainties surrounding the payback period of such investments. The return on investment may be lower than expected, or its growth rate may fail to align with the requirements of our business development. Furthermore, if progress in our R&D efforts fails to meet expectations, the effectiveness of system integration is inadequate, or synergy capabilities of our business are insufficient, a portion of capital expenditure may not be effectively converted into actual productive capacity. We may also face the risk of being unable to fully recover the related investments or experiencing a prolonged recovery period. In such cases, the carrying value of the related assets may be subject to an impairment charge, which may materially and adversely affect our business, financial condition and results of operations.

Any failure to comply with the laws and regulations relating to cybersecurity, data security and personal information protection may subject us to legal or administrative proceedings, which may materially and adversely affect our reputation and business operations.

We handle personal information, including names, postal addresses and phone numbers, among others, during our ordinary course of business. See "Business — Data Privacy." Accordingly, our business operations are subject to various data security and personal information protection laws and regulations. The PRC government has enacted a series of laws, regulations and governmental policies for the protection of cybersecurity, data security and personal information in the past few years. For instance, on June 10, 2021, the Standing Committee of the National People's Congress promulgated the Data Security Law of the PRC (《中華人民共和國數據安全法》) (the "**Data Security Law**", effective since September 1, 2021). The Data Security Law sets out a number of obligations on data security undertaken by entities and individuals engaged in data-related activities. It also prohibits any individual or entity in China from providing data stored in China to foreign judicial or law enforcement authorities without the approval of the competent authorities in China. Besides, the Measures for the Security Assessment of Cross-border Data Transfer (《數據出境安全評估辦法》), which was promulgated by the Cybersecurity Administration of China (the "**CAC**") on July 7, 2022 and became effective on September 1, 2022, stipulates the obligation that before applying for the security assessment of cross-border data transfer, data handlers shall conduct a self-assessment of the risks in the outbound data transfer. On November 7, 2016, the Standing Committee of the National People's Congress promulgated the Cybersecurity Law of the PRC (《中華人民共和國網絡安全法》), effective since June 1, 2017, and pursuant to which, the state is to advance the development of a socialized service system for cybersecurity, and encourage related businesses and institutions to carry out cybersecurity services such as certification, testing and risk assessment. According to the Measures for Cybersecurity Review (《網絡安全審查辦法》), which became effective in February 15, 2022, an online platform operator who possesses personal information of more than one million users must apply to the authorities for Cybersecurity Review if it intends to go listing abroad. On September 24, 2024, the State Council released the Regulations on the Management of Network Data Security (《網絡數據安全管理條例》), also known as the Network Data Regulation, which came into force on January 1, 2025. The Network Data Regulation is not only the first administrative regulation specifically for network data security, but it also serves as a comprehensive implementing regulation for the compliance requirements set out by the Cybersecurity Law, Data Security Law, and Personal Information Protection Law. See "Regulation Overview — Laws and Regulations Related to Our Business in the PRC — Regulations on Cyber Security, Data Security and Personal Information Protection." We may also become subject to laws and regulations affecting data protection, data privacy, or information security in other jurisdictions, such as the General Data Protection Regulation ("**GDPR**"), adopted by the European Union, which became fully effective on May 25, 2018. The interpretation and application of these laws or regulations are often uncertain and in flux.

During the Track Record Period and up to the Latest Practicable Date, we had complied with all applicable data privacy laws and regulations in material jurisdictions where we operate. See "Business — Data Privacy." Nevertheless, there might be changes from time to time regarding the interpretation and application of the laws and regulations regarding data privacy and protection, as they are generally complex and evolving. In addition, we may be subject to additional regulatory requirements regarding data privacy and protection, which may necessitate adjustments to our data management framework and incur additional costs. Any concerns about our practices or policies with respect to the collection, use, storage, retention, transfer, disclosure, and other processing of data and cybersecurity could subject us to potential liabilities and reputational damage. In addition, the regulatory regime for data protection and privacy is complex and constantly evolving, which could increase our compliance costs and operational complexity. Complying with new data laws and regulations could cause us to incur substantial costs or require us to change our business practices in a manner materially adverse to our business. Any failure to closely monitor the relevant regulatory development could subject us to potential liabilities and may further materially and adversely affect our business, financial condition and results of operations.

Misconduct, non-compliance and oversights by our employees or third parties could harm our business and reputation.

Misconduct and oversights by our employees could subject us to liability or negative publicity; there can be no assurance that our employees will not engage in misconduct or commit oversights that could materially and adversely affect our business, financial condition and results of operations.

In addition, misconduct and oversights by our business partners, including our OEM and ODM suppliers, offline logistics service providers, as well as other third parties who have entered business relationships with our business partners, could subject us to liability or negative publicity. Although we have strict standards to choose our business partners, we cannot rule out the possibility of incurring liabilities or suffering losses due to any non-compliance by third parties, who may be subject to regulatory penalties or punishments because of their regulatory compliance failures, which may, directly or indirectly, affect our business. We cannot be certain whether such a third party has infringed or will infringe any other parties' legal rights or violate any regulatory requirements. We cannot assure you that we will be able to identify irregularities or non-compliances in the business practices of our business partners or other third parties, or that such irregularities or non-compliance will be corrected in a prompt and proper manner. The legal liabilities and regulatory actions on our business partners or other third parties involved in our business may affect our business activities and reputation, which may in turn affect our results of operations.

If we are unable to obtain, maintain and protect our intellectual property ("IP") rights or prevent third parties from infringement of our IP rights, our ability to compete could be materially and adversely affected.

Our business relies significantly on our ability to protect our IP rights. We hold a number of well-recognized brands, and our product sales under proprietary brands accounted for 90.4%, 90.8% and 93.4% of our revenue in 2023, 2024 and 2025, respectively, and 92.8% and 96.6% for the six months ended June 30, 2025 and 2026, respectively. As of the Latest Practicable Date, we had 211 patents registered with the National Intellectual Property Administration of the PRC, and three pending patent applications in Chinese Mainland. There are also ten registered patents and eight pending patent applications in Indonesia. As of the Latest Practicable Date, we had 58 trademarks registered in Chinese Mainland and 9 pending trademark applications, along with 272 registered trademarks and 18 pending trademark applications in overseas countries and regions such as Indonesia and Thailand. As of the Latest Practicable Date, we had 175 copyrights registered with and 2 pending copyright applications in the National Copyright Administration of the PRC, along with 1 registered copyright in Indonesia. See "Business — Intellectual Property." However, the protection of IP rights is subject to various risks. We may not be able to file and prosecute all necessary or desired patent applications within a reasonable cost or timeframe. Failure to identify patentable aspects of our product development output in a timely manner could result in the loss of patent protection and allow competitors to develop and commercialize similar products, which could significantly impact our overall business. In addition, we may not be able to prevent third parties from infringing upon or misappropriating our IP rights. Such infringement or misappropriation could lead to significant legal costs and divert management's attention from our business operations, which could adversely affect our business, financial condition and results of operations.

We may be subject to claims by third parties for IP infringement or other allegations.

The industry in which our business operates is characterized by a large number of patents, trademarks and other intellectual properties, some of which may be of questionable scope, validity or enforceability. As a result, there is uncertainty in the industry regarding patent protection and infringement, and we cannot be certain that the conduct of our business does not and will not infringe, misappropriate or otherwise violate any patents, trademarks, copyrights, trade secrets, or other proprietary rights of third parties. Due to the similarity of certain design elements and our diversified product portfolio, and due to the fact that we engage ODM and OEM suppliers to manufacture our products, we may, from time to time, be involved in IP disputes where third parties claim our products infringe their IP rights. IP litigation is usually complex, and the results of IP litigation are

unpredictable. These claims and any resulting lawsuits, if resolved adversely to us, could subject us to significant liability for damages, impose temporary or permanent injunctions against our solutions or business operations, or invalidate or render unenforceable our IP rights, which could adversely affect our business, financial condition and results of operations.

Failure to comply with the laws and regulations on environmental, social and corporate governance ("ESG") matters, and failure to achieve certain or all ESG targets and/or plans, may subject us to penalties and/or adversely affect our business, financial condition and results of operations.

Relevant regulatory authorities and public advocacy groups have been increasingly focused on ESG related issues in recent years. As a result, our business has become more sensitive to changes in ESG-related laws, regulations and policies as well as evolving investor expectations. Increased scrutiny on ESG practices may hinder our access to capital and increase our regulatory compliance costs. If we fail to adapt to or comply with such evolving expectations and standards, or are perceived to have responded inadequately to ESG-related concerns, we may suffer reputational damage, which could materially and adversely affect our business, financial condition and the price of our Shares.

Furthermore, although we do not operate in a high-pollution sector and have no manufacturing processes, we have established certain environmental targets and plans. See "Business — Environmental, Social and Governance (ESG)." Failure to achieve, or any modification or discontinuation of, such targets and plans may adversely affect our corporate image and, in turn, our business, financial condition and results of operations.

Failure to maintain effective pricing strategies and any downward changes in the prices of our products may have a material adverse effect on our business and results of operations.

Demand for our products is generally sensitive to price. Our approach to pricing our products has had, and may continue to have, a significant impact on our revenue and profit margin. In addition, our competitors' pricing strategies are beyond our control and could significantly affect the results of our pricing strategies. If we fail to meet our customers' price expectations, or if we are unable to compete effectively with our competitors when they engage in aggressive pricing strategies and cannot effectively adjust our cost structure due to potential downward changes in the prices of our products, it could have a material adverse effect on our business, financial condition and results of operations.

We are subject to risks associated with foreign exchange rate fluctuations.

The fluctuation in the value of RMB against other currencies is subject to changes resulting from governmental policies and depends to a large extent on international economic and political developments as well as supply and demand in the local market. It is difficult to predict how market factors or government policies may impact the exchange rates between the RMB and other currencies in the future. With the development of foreign exchange markets and progress towards interest rate liberalization and Renminbi internationalization, the PRC government may in the future announce further reforms to the exchange rate regime.

Our sales to consumers in our cross-border retail business are primarily denominated and settled in foreign currencies, with the remaining mainly denominated and settled in currencies of the countries to which we sell our products. We mainly pay our suppliers in Chinese Mainland in Renminbi. As a result, changes in the exchange rates between the foreign currency, in particular the Indonesian Rupiah and Renminbi could affect our results of operations and competitiveness against overseas sellers. According to Frost & Sullivan, the monthly average IDR/RMB exchange rate, expressed as RMB per 100 IDR, showed a general downward trend during the Track Record Period and up to July 2026. The exchange rate decreased from approximately RMB0.0445 per 100 IDR in January 2023 to approximately RMB0.0384 per 100 IDR in June 30, 2026, representing a depreciation of the Indonesian Rupiah against Renminbi of 13.7% during the Track Record Period. It further decreased to approximately RMB0.0381 per 100 IDR in July 2026, representing a further depreciation of approximately 0.8% after the Track Record Period and up to July 2026. For further details, see

"Industry Overview — Monthly IDR/RMB Exchange Rate Trend And Reasons For Depreciation." During the Track Record Period, we had net foreign exchange gains of RMB6.1 million in 2023, net foreign exchange losses of RMB2.0 million and RMB18.2 million in 2024 and 2025, respectively, and net foreign exchange losses of RMB4.2 million and RMB17.9 million for the six months ended June 30, 2025 and 2026, respectively, primarily due to unrealized exchange loss arising from the payables within the Group due to the depreciation of Rupiah against Renminbi during this period. In addition, in Indonesia, applicable regulations require that certain payments, including dividends and other distributions declared and payable on the share capital of a company, be made in Indonesian Rupiah and, where applicable, converted into foreign currencies for remittance offshore. In particular, fund transfers exceeding a prescribed threshold must be conducted through authorized Indonesian banks, and such bank shall be subject to reporting requirements to the Indonesian Central Bank (Bank Indonesia). These regulatory requirements may result in additional administrative procedures, potential delays or increased compliance costs in connection with cross-border fund transfers. There can be no assurance that future changes in foreign exchange regulations or their interpretation and enforcement will not impose additional restrictions on our ability to convert or remit funds, which may adversely affect our liquidity, cash flow management and financial condition.

The value of the Renminbi against other foreign currencies may fluctuate due to a number of factors, all of which are beyond our control. Any significant depreciation of other foreign currencies against Renminbi may have a negative impact on our gross profit while any appreciation of other foreign currencies may have a positive impact on our gross profit. We may choose to mitigate the impact of a depreciation of other foreign currencies by increasing our products' selling prices after taking the competitive landscape of our products into consideration.

In order to manage foreign exchange risk, we generally enter into foreign currency hedging contracts. The contracts have the effect of converting our foreign currency at a fixed rate on a specific date so that we are not exposed to changes in foreign currency rates during a specific period of time. During the Track Record Period, such arrangements resulted in net foreign exchange loss of RMB0.9 million in 2023, loss of RMB1.3 million in 2024 and gain of RMB0.7 million in 2025. For the six months ended June 30, 2025 and 2026, such arrangements resulted in net foreign exchange gains of RMB0.01 million and RMB3.5 million, respectively. If we are unable to manage our exposure to foreign exchange rate risk successfully, we may be adversely affected by exchange rate fluctuations, particularly given the limited effectiveness of foreign exchange hedging instruments with respect to RMB at reasonable costs. Our financial condition and results could nevertheless be adversely affected by adverse fluctuations of the foreign exchange rates. All of these factors could materially and adversely affect our business, financial condition, results of operations and prospects, and could reduce the value of, and dividends payable on, our Shares in foreign currency terms.

Furthermore, if interest rate is increased by the PBOC, or market disruptions in the United States, EU and other countries or regions, our cost of borrowing may increase, and our ability to access sources of liquidity upon which we may rely to finance our operations and satisfy our debt obligations as they become due may be adversely affected. We intend to continue to make investments to support our business growth and may require additional funds to respond to business challenges. Any failure to access sources of liquidity at reasonable costs to finance our operations or meet our obligations may materially and adversely affect our business, prospects, financial condition and results of operations.

If our suppliers stop granting us favorable credit terms or shorten the existing credit terms granted to us, our liquidity condition may be adversely affected.

We experienced fluctuations in our trade and other payables and turnover days during the Track Record Period. As of December 31, 2023, 2024 and 2025 and June 30, 2026, our current trade and other payables amounted to RMB122.6 million, RMB170.5 million, RMB183.8 million and RMB162.0 million, respectively, representing 24.3%, 28.6%, 27.1% and 24.9% of our total current liabilities, respectively, as of the same dates. We are generally granted a credit period of 30 to 90 days by our OEM and ODM suppliers on purchases of goods. In 2023, 2024 and 2025 and the six months ended June 30, 2026, our trade payables turnover days were 57 days, 62 days, 68 days and 60 days,

respectively. We cannot assure you that we will continue to successfully negotiate and obtain favorable credit terms from our suppliers, as the credit terms granted by suppliers may be influenced by a number of factors that are beyond our control, such as the financial performance and position of our suppliers, the raw material prices and general economic conditions. If our suppliers shorten the credit period granted to us, our liquidity condition may be materially and adversely affected.

We may not be successful in implementing our channel expansion strategies.

We intend to further expand offline and online sales channels to enhance our product presence and brand awareness, which could be time-consuming and may incur significant costs. See "Business — Development Strategies." The successful expansion into new sales channels depends on multiple factors, including comprehensive market research, channel compatibility with our brand and product image, adequate resource allocation, technological capabilities for integration and adaptation, efficient supply chain management, building strong partnerships and relationships, regulatory compliance, awareness of the competitive landscape and effective risk management. We cannot assure you that our expansion strategies can be successfully implemented. Failure to implement our expansion strategies successfully could have a material adverse impact on our business, financial condition and results of operations.

We are subject to risks associated with our acquisition strategy.

We may invest in or acquire companies that may generate synergies with our existing capacities, such as potential suppliers and international logistics solutions providers, and we may also invest in or acquire companies that have strong sales channel presences in the markets of Indonesia, Vietnam, Thailand and the Philippines to further increase our market share and enhance brand equity. The cost of identifying and completing investments and acquisitions can be high, and there can be no assurance that we will be able to identify suitable candidates for acquisitions, become successful bidders, complete acquisitions on favorable terms, or have the funds to carry out the ideal acquisitions. These transactions may also incur a significant increase in our interest expense, leverage and debt service requirements if we incur additional debt to pay for an acquisition or investment, issue common stock that would dilute our current shareholders' percentage ownership, or incur asset write-offs and restructuring costs and other related expenses. In addition, our acquisition and investment activities involve various risks and uncertainties. We may face valuation risks, as the assessment of potential targets may be affected by information asymmetry, market fluctuations or overly optimistic assumptions, which could result in us paying consideration that exceeds the intrinsic value of the target business.

We may also encounter integration risks following the completion of acquisitions, including challenges in integrating the acquired businesses, brands, corporate culture, management systems and personnel. If we fail to effectively integrate the acquired businesses, we may not be able to realise the expected synergies and our existing operations may be adversely affected. There can be no assurance that our acquisitions and other strategic investments will be successful and will not materially adversely affect our business, financial condition or results of operations.

Our sales and marketing activities may not be effective.

Our sales and marketing activities are important to enhance our brand recognition and enlarge our consumer base. We use various approaches to promote our products, including (i) placing advertisements on SMRs' shops and third-party e-commerce platforms that we partner with; and (ii) utilizing other off-site online channels such as social media and search engines. We recorded marketing and advertising expenses of RMB37.8 million, RMB43.2 million, RMB70.3 million and RMB46.0 million in 2023, 2024 and 2025 and the six months ended June 30, 2026, respectively. We recorded commission fees to third-party e-commerce platforms of RMB14.7 million, RMB30.5 million, RMB56.5 million and RMB44.4 million in 2023, 2024 and 2025 and the six months ended June 30, 2026, respectively. The aggregate amount of marketing and advertising expenses and commission fees to third-party e-commerce platforms represented 5.8%, 7.0%, 10.4% and 12.9% of our total revenue in 2023, 2024 and 2025 and the six months ended June 30, 2026, respectively. Our sales and marketing activities may become increasingly costly, and may not yield economically meaningful results. For

example, we paid a substantial amount of commission fees to third-party e-commerce platforms as part of our marketing activities and the commission rate of such e-commerce platforms charge is beyond our control. Furthermore, we cannot assure you that our efforts in sales and marketing activities will always be effective, or that we are able to effectively manage advertising expenditures so that it can consistently deliver favorable cost-benefit outcomes. Any of the foregoing risks could materially and adversely affect our business, financial condition and results of operations.

Our operations may be affected by and subject to licensing, approval and other requirements under laws and regulations of various jurisdictions where we operate or sell products.

We operate in Chinese Mainland and also conduct our sales and business operations in Southeast Asian countries including Indonesia, Vietnam, Thailand and the Philippines. Our business requires us to obtain and renew, from time to time, a multitude of approvals, licenses and permits. See "Regulatory Overview." If we fail to obtain, maintain or renew any necessary approval, license or permit for our operations in a timely manner or at all, or if the scope of our operations exceeds the scope permitted under the applicable approvals, licenses and permits, we may be subject to fines, penalties or suspension of operations or even revocation of operating licenses, and our business, financial condition and results of operations may be materially and adversely affected. We are also subject to the laws and regulations of various jurisdictions. Multiple aspects of our business will be adversely affected if we fail to ensure compliance with those laws and regulations, mainly including licensing, regulation and standards in relation to the sale of our products, privacy laws and regulations and import and export requirements. In addition to the risk of costly and time-consuming regulatory compliance, we cannot assure you that we will obtain all approvals or required licenses and permits.

Furthermore, there can be no assurance that our internal control policies will always be adequate and/or effective. Any failure of compliance may result in enforcement actions thereunder, including orders issued by regulatory or judicial authorities causing operations to cease, and may include corrective measures requiring capital expenditures or remedial actions. We may be required to compensate those suffering loss or damage by reason of our activities, and may have civil or criminal fines or penalties imposed upon us for violation of applicable laws or regulations. Any change in laws and regulations or policies affecting us or our operations, or their interpretation, could materially and adversely affect our operations or increase our compliance expenses, which could, in turn, materially and adversely affect our business.

Our historical results of operations may not be indicative of our future performance.

We had revenue of RMB908.4 million, RMB1,048.7 million and RMB1,216.9 million in 2023, 2024 and 2025, respectively, and RMB573.0 million and RMB699.4 million for the six months ended June 30, 2025 and 2026, respectively. We had net profit of RMB18.3 million, RMB20.4 million and RMB48.0 million in 2023, 2024 and 2025, respectively, and RMB21.7 million and RMB24.8 million for the six months ended June 30, 2025 and 2026, respectively. See "Financial Information — Description of Major Components of Our Results of Operations." Our future growth and profitability are affected by a number of factors, such as our ability to develop new products, our ability to successfully implement our business development strategies in a cost-effective manner and our ability to effectively manage our costs and expenses and continuously improve operational efficiency. Accordingly, you should not rely on the revenues of any prior period as an indication of our future performance. We may also incur unforeseen expenses, or encounter difficulties, complications or delays in deriving revenue or achieving profitability. If we are unable to generate adequate revenues and manage our expenses, we may continue to incur significant losses and have accumulated losses in the future and may not be able to achieve or subsequently maintain profitability.

We may not be able to maintain our profit margin in the future.

In 2023, 2024 and 2025, we achieved gross profit margins of 33.6%, 35.6% and 37.1%, respectively, and 36.9% and 38.7% for the six months ended June 30, 2025 and 2026, respectively. For the same periods, our net profit margins were 2.0%, 1.9% and 3.9%, respectively, and 3.8% and 3.5% for the six months ended June 30, 2025 and 2026, respectively. As our profitability is dependent upon a

number of factors some of which are beyond our control, such as price of raw materials, advertising costs, procurement costs, costs of logistics services, labor and other production costs, market competition, the market demands and inflationary pressures. In particular, our profitability is sensitive to procurement costs. We may not be able to pass on any increase in such costs to our customers immediately or at all. If we fail to pass on such increase in costs to our customers, our profitability may be adversely affected. Therefore, there can be no assurance that we will be able to maintain such gross profit margins or net profit margins in the future as those in the Track Record Period. Any prices and costs fluctuation would have a material adverse impact on our profit margin. Accordingly, our financial condition may be adversely affected.

We may from time to time become a party to litigation, other legal and contractual disputes, claims and administrative proceedings that may materially and adversely affect our business and reputation.

We may from time to time be subject to various litigation, legal or contractual disputes, claims or administrative proceedings in the ordinary course of our business, including, but not limited to, various disputes with or claims from our suppliers, customers, business partners and other third parties. Ongoing or threatened litigation, legal or contractual disputes, claims, or administrative proceedings may divert our management's attention and other resources. Furthermore, any litigation, legal or contractual disputes, claims or administrative proceedings which are initially not of material importance may escalate and become important to us, due to a variety of factors such as the subject matter of the disputes, the likelihood of loss, the monetary amount at stake and the parties involved. If any adverse verdict, judgment or award is rendered against us or if we settle with any third parties, we may be required to pay significant monetary damages or assume other liabilities. In addition, negative publicity arising from litigation, legal or contractual disputes, claims or administrative proceedings may damage our reputation and adversely affect the image of our brands and products, which may further materially and adversely affect our business.

In addition, we may encounter compliance issues in the course of our business operations, which may lead to administrative proceedings, and may materially and adversely affect our business, financial condition and results of operations. We cannot assure you that we will not be involved in legal or other proceedings in the future. Any negative outcome of such proceedings may materially and adversely affect our business, financial condition and results of operations.

We may be subject to additional contributions of social insurance premium and housing provident funds and late payments and fines imposed by relevant governmental authorities.

According to relevant PRC laws and regulations, we are required to make social insurance premium payments and contributions to housing provident funds for our employees. We failed to make full contributions to the social insurance and housing provident funds in the full amount for certain employees during the Track Record Period. As advised by our PRC Legal Adviser, as for social insurance, the relevant PRC authorities could order us to pay, within a prescribed time limit, the outstanding amount with an additional late payment penalty at the daily rate of 0.05%, and if we fail to make the overdue contributions within such time limit, a fine equal to one to three times the outstanding amount may be imposed. In case we are overdue in the payment and deposit of, or underpay the housing provident fund, the authority could order us to make the payment and deposit within a prescribed time limit, and where the payment and deposit has not been made after the expiration of the time limit, an application may be made to a court in China for compulsory enforcement. As of the Latest Practicable Date, we had not received any material complaint from our employees.

Failure to comply with laws and regulations regarding certain of our leased properties may adversely affect our business, financial condition and results of operations.

We have owned and leased properties in connection with our business operations. Certain properties we leased have title defects, inconsistent usage or other compliance-related defects. As a result, there can be no assurance that we will not be subject to any punishment, challenges, lawsuits or other actions taken against us with respect to these properties.

As of the Latest Practicable Date, for one leased property, the lessor with whom we enter into lease agreement did not provide valid property ownership certificate or sufficient documentation to prove the right to lease the property to us for our intended use. Therefore, we cannot ensure that they have the rights to lease or sublease such properties to us for our intended use. Furthermore, according to applicable PRC laws and regulations, the lessor and the lessee to a lease agreement are required to file the lease agreement with relevant government authorities within 30 days after the execution of the lease agreement. As of the Latest Practicable Date, we had not filed our lease agreements for three properties we leased with the local housing administration authorities as required under PRC laws and regulations. As advised by our PRC Legal Adviser, if we and the lessor fail to handle filing for such lease registration as required by the relevant competent authorities, we may be subject to a fine of RMB1,000 to RMB10,000 for each unregistered lease agreements. See "Business — Properties — Leased Properties"

If we are challenged by third parties or government authorities upon any of the circumstances stated above, we may be subject to fines and may be forced to relocate, as the case may be, and, as a result, our business, results of operations, financial performance and prospects may be adversely affected.

Our Indonesian subsidiaries have duly maintained valid title and regulatory compliance for their owned properties and typically included contractual safeguards in the lease agreements requiring the relevant lessors to comply with applicable ownership, licensing and regulatory requirements. During the Track Record Period, no legal actions, claims or enforcement proceedings were taken against our Indonesian subsidiaries in respect of the properties owned or leased by them. Notwithstanding the foregoing, in respect of the leased properties, our Indonesian subsidiaries may remain subject to risks arising from any non-compliance by the relevant lessors with their regulatory obligations as property owners, which are beyond our Indonesian subsidiaries' control. See "— Risks Relating to Our Business and Industry — Any unexpected or prolonged disruption to our warehousing network could adversely affect our business".

Our transfer pricing arrangements may be subject to scrutiny by the relevant tax authorities in the countries and regions where we operate.

Under the laws and regulations in the countries and regions where we operate, arrangements and transactions among related parties may be subject to audit or challenge by the relevant tax authorities. During the Track Record Period, we carried out our operations mainly in Chinese Mainland, Indonesia, Vietnam, Thailand, and the Philippines. See "Business — Intra-group Transactions." We could face material and adverse tax consequences if the relevant tax authorities determine that certain intra-group transactions of ours do not represent arm's length negotiations and consequently adjust any of those entities' income in the form of a transfer pricing adjustment. A transfer pricing adjustment could, among other things, increase our tax liabilities. If we fail to rectify such incident within the limited timeframe required by the relevant tax authorities, the relevant tax authorities may impose late payment interest or surcharge and other penalties on us for any unpaid taxes. In addition, a transfer pricing arrangement may give rise to tax recoverable in certain jurisdictions as a result of tax adjustments. There can be no assurance that we could successfully recover the tax recoverable from the relevant tax authorities. Our business, financial condition and results of operations may therefore be materially and adversely affected.

Our insurance coverage may be insufficient to cover all of our potential losses.

We maintain insurance coverage over our daily operations. We cannot assure you that our insurances will provide adequate coverage for all the risks in connection with our business operations. If we were to incur substantial losses and liabilities that are not covered by our insurance policies, we may be required to bear our losses to the extent that our insurance coverage is insufficient. As a result, we could suffer significant costs and diversion of our resources, which could have a material and adverse effect on our business, financial condition and results of operations.

Force majeure events, natural disasters, acts of war, terrorism or other factors beyond our control may materially and adversely affect our business, financial condition and results of operations.

Force majeure events, natural disasters, acts of war, terrorism or other factors beyond our control could adversely affect the economies, infrastructure and lives of people in the regions in which we operate. Our operations may be subject to the threat of floods, earthquakes, dust storms, snowstorms, fires or droughts, power, water or fuel shortages, malfunctions, breakdowns and failures of information management systems, unexpected maintenance or technical problems, or be vulnerable to potential war or terrorist attacks. Severe natural disasters could result in loss of life, injury, destruction of assets and disruption of our business and operations. Acts of war or terrorism could also injure our employees, cause loss of life, disrupt our business operations and impair our markets. Any of these factors, as well as other factors beyond our control, could materially and adversely affect the overall business sentiment and environment, lead to uncertainty in the regions in which we operate, cause our business to suffer losses that we cannot predict, and have a material and adverse effect on our business, financial condition and results of operations.

We are exposed to credit risks related to our trade receivables.

We are exposed to credit risks related to the delay in payment of our distributors. Our trade receivables represent the amounts due from our customers for the products sold or services performed in our ordinary course of business. As of December 31, 2023, 2024 and 2025 and June 30, 2026, our trade receivables were RMB12.0 million, RMB29.1 million, RMB30.7 million and RMB30.1 million, respectively. We decide trading terms with our customers on a case-by-case basis. We normally grant a credit period of 0 to 30 days for qualified customers. Trade receivables are generally settled in accordance with the terms of the respective contracts. In 2023, 2024 and 2025, we had impairment losses on trade receivables of RMB0.8 million, RMB1.4 million and RMB0.3 million, respectively. For the six months ended June 30, 2025, we recorded impairment losses on trade receivables of RMB0.2 million, while for the six months ended June 30, 2026, we recorded reversals of impairment losses of RMB0.2 million.

Although we maintain internal controls and procedures for credit approval, periodic credit assessments, receivables aging monitoring and collection efforts, we cannot assure you that our distributors will settle their outstanding balances in full and on time. Our ability to collect trade receivables is subject to, among other things, our distributors' financial condition, liquidity and operating performance. Any deterioration in a distributor's business, cash flow constraints, insolvency or payment delays by its end customers may result in overdue receivables, bad debt losses and increased working capital requirements. If we fail to effectively manage our credit exposure, enforce collection measures or make adequate impairment provisions, our liquidity, financial condition and results of operations could materially and adversely affected.

In addition, our distributors operate independently and we have limited visibility and control over their funding arrangements and receivables management. Macroeconomic uncertainties, industry downturns, intensified competition, product returns, price adjustments or other adverse market conditions may further impair distributors' payment capability and extend our collection cycle.

Failure to fulfill our obligations in respect of contract liabilities could materially and adversely affect our results of operation, liquidity and financial position.

Our contract liabilities primarily represent advance payments from customers upon which the performance obligations have been established, while the underlying products or services are yet to be provided. There can be no assurance that we will be able to fulfill our obligations in respect of contract liabilities as the completion of existing and future orders from our enterprise customers are subject to various factors, including, for example, products we procure from our OEM suppliers and transportation provided by our logistics service suppliers, and normal operations of our business. If we were not able to fulfill our obligations with respect to our contract liabilities, the amount of contract liabilities will not be recognized as revenue, and we may have to return the advanced payments made by our customers or provide alternative compensation for the deferred revenue due to the customers. As a result, our results of operations, liquidity and financial position may be adversely affected.

Failure to comply with relevant laws, regulations and rules on occupational health and safety could subject us to investigations and administrative penalties, which may adversely affect our business, results of operations and financial condition.

As we engage a considerable number of employees in our daily business operations, we are particularly sensitive to legal and regulatory requirements in connection with occupational health and safety, the violation of which may subject us to administrative penalties. During the Track Record Period, we did not encounter any incident resulting from our non-compliance with occupational health and safety laws and regulations that has resulted in a material adverse effect on our financial condition and results of operations. However, we cannot assure you that we will not be subject to regulatory actions or administrative penalties in the future. With a view to ensuring compliance with relevant laws and regulations on occupational health and safety, we have adopted certain internal rules to enhance our compliance with laws, regulations and rules in connection with occupational health and safety. See "Business — Environmental, Social and Governance (ESG)." However, we cannot assure you that we or our employees will fully comply with relevant laws and regulations on occupational health and safety in the future. If we fail to comply with the relevant laws and regulations, we could be subject to disciplinary warnings or administrative penalties, which may in turn adversely affect our reputation, our business, financial condition and results of operations.

Enforcement of stricter labor laws and regulations and increases in labor costs in Chinese Mainland and Southeast Asian countries where we operate may adversely affect our business and results of operations.

We are subject to various labor-related laws and regulations in the jurisdictions in which we operate, including requirements to make contributions to statutory social insurance and housing provident funds for our employees in Chinese Mainland. For details of the applicable labor-related law and regulations in China, see "Regulatory Overview — Laws and Regulations Related to Our Business in the PRC — Regulations on Labor, Social Insurance and Housing Accumulation Funds". During the Track Record Period, we had not fully contributed to social insurance and housing provident funds for some of our employees. We may be required to make corrections, pay any shortfall in social insurance and housing provident fund contributions within a prescribed time period and to pay penalties if we fail to do so, or we may be subject to additional contribution, late payment fee and/or penalties imposed by the relevant PRC authorities for non-compliance.

In addition, in Indonesia, we are required to register our employees in the national social security programs, comprising Manpower Social Security Agency which covers work accidents, old-age benefits, pension, death benefits and loss of employment, and the Health Social Security Agency. Indonesian laws also require our Indonesian subsidiaries to maintain valid participation certificates for their employees in the requisite social security programs, remit the required contributions monthly and ensure that wages are paid in compliance with the applicable minimum wages requirements. Based on the development of labor protection laws in China and Southeast Asian countries where we operate, we expect that our labor costs, including wages and employee benefits, will continue to increase, which may adversely affect our financial condition and results of operations.

RISKS RELATING TO DOING BUSINESS IN THE JURISDICTIONS WHERE WE OPERATE

We may be subject to tax exposure in various jurisdictions.

We operate in countries and regions overseas and are subject to various taxes. Due to the fact that the tax environment can be different in different jurisdictions and that the regulations regarding various taxes, including but not limited to corporate income tax and tariffs are complex, our international operations may expose us to risks associated with the overseas tax policy changes. Dealing with such regulatory complexities and changes may require us to divert more managerial and financial resources, which in turn could affect our financial condition and results of operations.

In addition, we are subject to review, audit and inquiry by local and overseas tax authorities and other governmental authorities with respect to our tax returns or other tax matters. The tax treatment of our transaction arrangements may be subject to interpretation by the relevant tax authorities, and we cannot assure you that any such review or interpretation will not result in adverse determinations, additional tax assessments, penalties or interest, which may materially and adversely affect our business, financial condition and results of operations.

Reductions of export tax rebates on our exported products could adversely affect our profitability and results of operations.

We export most of our products from Chinese Mainland to Southeast Asian countries and conduct our sales to the SMRs and also through third-party e-commerce platforms. Pursuant to the Notice of the Ministry of Finance and the State Administration of Taxation on the Policies of Value-Added Tax and Consumption Tax for Exported Goods and Services (《財政部、國家税務總局關於出口貨物勞務增值税和消費税政策的通知》), promulgated on May 25, 2012 and amended on December 9, 2014 and January 20, 2020, unless otherwise provided by law, exported goods and services are subject to VAT refund policies. Under applicable PRC laws, we are entitled to apply to the PRC tax authorities for VAT refunds on our export sales. However, we cannot assure you that the PRC government's refund policies will not change or that the refund policies we currently enjoy will remain favorable to us. If such policies change, refund rates are reduced, or refunds are suspended or terminated, our costs would increase, which could materially and adversely affect our business, financial condition and results of operations.

Our offshore subsidiaries may be deemed to be a PRC tax resident enterprise.

Under The Enterprise Income Tax Law of the PRC (《中華人民共和國企業所得税法》) (the "**EIT Law**") and the Regulation on the Implementation of the Enterprise Income Tax Law of China (《中華人民共和國企業所得税法實施條例》), enterprises established under the laws of jurisdictions outside of China with "de facto management bodies" located in China may be considered PRC tax resident enterprises for tax purposes and may be subject to the PRC enterprise income tax at the rate of 25% on their global income. In addition, the Notice Regarding the Determination of Chinese-Controlled Offshore Incorporated Enterprises as PRC Tax Resident Enterprises on the Basis of De Facto Management Bodies (《國家税務總局關於境外註冊中資控股企業依據實際管理機構標準認定為居民企業有關問題的通知》), or Circular 82, specifies that certain Chinese-controlled offshore incorporated enterprises, defined as enterprises incorporated under the laws of foreign countries or territories and that have PRC enterprises or enterprise groups as their primary controlling shareholders, will be classified as resident enterprises if all of the following conditions are met: (i) senior management personnel and departments that are responsible for daily production, operation and management are located mainly within China; (ii) financial and personnel decisions are subject to determination or approval by bodies or persons in China; (iii) key properties, accounting books, company seal and minutes of board meetings and shareholders' meetings are located or kept within China; and (iv) at least half of the directors with voting rights or senior management reside within China.

Although most of our offshore subsidiaries have substantive business operations in the countries or regions where they are located, as we are a PRC enterprise, our offshore subsidiaries may be questioned by the competent regulatory authorities, and if our offshore subsidiaries are deemed PRC

resident enterprises, they could be subject to the EIT at 25% on their global income, except that the dividends they receive from our PRC subsidiaries, if any, may be exempt from the EIT to the extent such dividend income constitutes "dividends received by a PRC resident enterprise from its directly invested entity that is also a PRC resident enterprise." Nonetheless, it remains subject to future interpretation as to what type of enterprise would be deemed a "PRC resident enterprise" for such purposes. The EIT on our subsidiaries' global income could significantly increase our tax burden and affect our cash flows and profitability.

Changes in the economic, political and social conditions, as well as government policies in the countries and regions where we operate, could adversely affect our business and prospects.

A substantial part of our assets and operations is located in Southeast Asia. Accordingly, our business, financial condition and results of operations could also be influenced by political, economic and social conditions in Southeast Asia markets. Economic growth in each of our geographic markets has been uneven, both geographically and among various sectors within any one of the relevant economies. Any economic downturn, whether actual or perceived, a further decrease in economic growth rates or an otherwise uncertain economic outlook in our geographic markets or any other market in which we may operate could affect our business, financial condition and results of operations. Changes in the economic or political environment could increase our costs, increase our exposure to legal and business risks, disrupt our operations and affect our results of operations.

Our business, financial condition, results of operations and prospects are significantly impacted by the political situation in countries where we operate, some of which have historically been subject to periods of instability, including political violence, contested elections and military coups.

An increase in the frequency, severity or geographic reach of violent crimes, political turmoil and similar events could have a material adverse effect on investment and confidence in, and the performance of the economy of those countries where we operate. Any such destabilization could cause interruption to our business and materially and adversely affect our financial conditions, results of operations and prospects, including through operational delays due to temporary closure of offices and disruptions to supply chains and logistics.

Uncertainty with respect to the Indonesian legal system could adversely affect our business and results of operations.

In Indonesia, the legal system is based on civil law and relies primarily on written statutes. The commercial and civil laws in Indonesia have their roots in Dutch law, which existed prior to Indonesia's independence in 1945, although such laws have been amended and supplemented by subsequent legislation and regulations.

The application of legal principles in Indonesia often depends on subjective criteria, such as the good faith of the parties involved and principles of public policy. Indonesian judges have broad fact-finding powers and a high level of discretion in exercising those powers. The judicial and administrative decisions by Indonesian courts and governmental agencies generally do not constitute binding precedents (*stare decisis*) and are not always comprehensively published. Such uncertainty in the legal system and regulatory framework creates inconsistencies in the interpretation, implementation and enforcement of Indonesian laws and regulations across different authorities and jurisdictions. In addition, the fast evolving and fragmented nature of the legal and regulatory requirements can adversely affect our business operations in Indonesia, including through delays in licensing and permit approvals, inconsistent regulatory treatment, or challenges in enforcement of regulatory or contractual rights, which may lead to suspension, and even termination of the relevant projects or activities. We have implemented regulatory compliance policies to mitigate these risks. However, the sufficiency and effectiveness of such measures cannot be assured, and the extent of our exposure to the relevant risks varies depending on further evolution of the legal and regulatory environment, administrative practices by the government, or judicial interpretation, which are beyond our control. These factors may disrupt our business operations in Indonesia, incur loss of staff and assets, and materially and adversely affect our business, financial condition, results of operations and prospects.

Differences in legal systems and enforcement in the jurisdictions where we operate could adversely affect our operations and increase our compliance cost.

Legal systems of the geographic markets where we operate vary significantly from jurisdiction to jurisdiction. Some jurisdictions have a civil law system based on written statutes, and others are based on common law. Unlike the common law system, prior court decisions under the civil law system may be cited for reference but have limited precedential value, and in the absence of clear or comprehensive written statutory provisions, legal outcomes may be more difficult to predict.

We are subject to variation embedded in the legal systems of some geographic markets where we operate. Laws and regulations that have recently been enacted may not sufficiently cover all aspects of economic activities in such markets. In particular, the interpretation and enforcement of these laws and regulations are subject to future implementations, and the application of some of these laws and regulations to our businesses is not settled. Since local administrative and court authorities are authorized to interpret and implement statutory provisions and contractual terms, it may be difficult to evaluate the outcome of administrative and court proceedings and the level of legal protection we have in many of the geographic markets where we operate. Local courts may have discretion to reject the enforcement of foreign awards or arbitration awards. These elements may affect our judgment on the relevance of legal requirements and our ability to enforce our contractual rights or claims. In addition, unmerited or frivolous legal actions, claims concerning the conduct of third parties, or threats may be attempted to extract payments or benefits from us.

Furthermore, certain legal systems in the geographic markets where we operate are based in part on their respective government policies and internal rules, some of which are not published on a timely basis or at all, and may be amended or changed rapidly from time to time. There are other circumstances where key regulatory definitions are unclear, imprecise or missing, or where interpretations that are adopted by certain regulatory bodies are inconsistent with interpretations adopted by the other regulatory bodies, or even, a court in analogous cases. As a result, there is possibility that we may not be aware of a violation of certain policies or rules until some time after the violation. In addition, administrative and court proceedings in certain of our geographic markets may be protracted, resulting in substantial costs and diversion of resources and management attention.

It is possible that a number of laws and regulations may be adopted or construed to apply to us in our geographic markets and elsewhere that could affect our businesses and operations. Scrutiny and regulation of the industries in which we operate may further increase, and we may be required to devote additional legal and other resources to addressing this regulation. Changes in current laws or regulations or the imposition of new laws and regulations in our geographic markets may slow the growth of the logistics industry and affect our business, financial condition and results of operations.

Holders of our H Shares may be subject to PRC income tax obligations.

Under the EIT Law and its implementation rules, subject to any applicable tax treaty or similar arrangement between the PRC and a non-PRC investor's jurisdiction of residence that provides for a different income tax arrangement, PRC withholding tax at the rate of 10% is normally applicable to dividends from PRC sources payable to investors that are non-PRC resident enterprises, which do not have an establishment or place of business in China, or which have an establishment or place of business in China if the relevant income is not effectively connected with such establishment or place of business. Any gains realized on the transfer of shares by such investors are subject to a 10% PRC income tax rate if such gains are regarded as income from sources within the PRC, unless a treaty or similar arrangement provides otherwise.

Under the PRC Individual Income Tax Law (《中華人民共和國個人所得税法》) and its implementation rules, dividends from sources within the PRC paid to foreign individual investors who are not PRC residents are generally subject to a PRC withholding tax at a rate of 20% and gains from PRC sources realized by such investors on the transfer of shares are generally subject to a 20% PRC income tax rate, in each case, subject to any reduction or exemption set forth in applicable tax treaties and PRC laws. Pursuant to the Circular on Questions Concerning the Collection of Individual Income

Tax Following the Repeal of Guo Shui Fa [1993] No. 045 (《關於國税發[1993]045號文件廢止後有關個人所得税徵管問題的通知》) (Guo Shui Han [2011] No. 348) (國税函[2011]348號) dated June 28, 2011, issued by the SAT, dividends paid to non-PRC resident individual holders of H Shares are generally subject to individual income tax of the PRC at the withholding tax rate of 10%, depending on whether there is any applicable tax treaty between the PRC and the jurisdiction in which the non-PRC resident individual holder of H Shares resides as well as the tax arrangement between the PRC and Hong Kong. However, pursuant to the Circular Declaring that Individual Income Tax Continues to be Exempted over Income of Individuals from Transfer of Shares (《關於個人轉讓股票所得繼續暫免徵收個人所得税的通知》) issued by the Ministry of Finance of the PRC ("**MOF**") and the SAT on March 30, 1998, gains of individuals derived from the transfer of listed shares of enterprises may be exempt from individual income tax. In addition, on December 31, 2009, the MOF, the SAT and the CSRC jointly issued the Circular on Relevant Issues Concerning the Collection of Individual Income Tax over the Income Received by Individuals from Transfer of Listed Shares Subject to Sales Limitation (《關於個人轉讓上市公司 限售股所得徵收個人所得税有關問題的通知》) (Cai Shui [2009] No. 167) which states that individuals' income from the transfer of listed shares on certain domestic exchanges shall continue to be exempted from individual income tax, except for the relevant shares which are subject to sales restrictions as defined in the Supplementary Circular on Relevant Issues Concerning the Collection of Individual Income Tax over the Income Received by Individuals from Transfer of the Listed Shares Subject to Sales Limitations (《關於個人轉讓上市公司限售股所得徵收個人所得税有關問題的補充通知》) (Cai Shui [2010] No. 70). As of the Latest Practicable Date, the aforesaid provision has not expressly provided that individual income tax shall be collected from non-PRC resident individuals on the sale of shares of PRC resident enterprises listed on overseas stock exchanges. To our knowledge, in practice, the PRC tax authorities have not sought to collect individual income tax from non-PRC resident individuals on gains from the transfer of listed shares of PRC resident enterprises on overseas stock exchanges. However, there can be no assurance that the PRC tax authorities will not change these practices, which could result in levying income tax on non-PRC resident individuals on gains from the sale of H Shares.

If the PRC income tax is imposed on gains realized from the transfer of our H Shares or on dividends paid to our non-PRC resident investors, the value of your **[REDACTED]** in our H Shares may be affected. Furthermore, our Shareholders whose jurisdictions of residence have tax treaties or arrangements with the PRC may not qualify for benefits under such tax treaties or arrangements.

Our operations are subject to, and may be affected by, the tax laws and regulations in the countries and regions where we operate. Changes in tax laws and regulations in the countries and regions where we operate, such as an increase in applicable tax rates, may materially and negatively affect our profitability level and business performance

The PRC EIT Law imposes a tax rate of 25% on business enterprises. Some of our subsidiaries are entitled to preferential tax treatment. See "Financial Information — Description of Major Components of Our Results of Operations — Income Tax." To the extent there are any changes in the laws and regulations governing preferential tax treatment or increases in our effective tax rate due to any other reasons, our tax liability would increase correspondingly. In addition, the PRC government may amend or restate regulations on income, withholding, value-added and other taxes. Non-compliance with the PRC tax laws and regulations may also result in penalties or fines imposed by relevant tax authorities. Adjustments or changes to PRC tax laws and regulations and tax penalties or fines could affect our businesses, financial condition and results of operations.

We also operate in countries and regions overseas and are subject to various taxes. Due to the fact that the tax environment can be different in different jurisdictions and that the regulations regarding various taxes, including but not limited to corporate income tax and tariffs and import or export duties, are complex, our international operations may expose us to risks associated with the overseas tax policy changes. Dealing with such regulatory complexities and changes may require us to divert more managerial and financial resources, which in turn could affect our financial condition and results of operations.

You may have limited recourse in effecting service of legal process, seeking recognition or enforcement of foreign judgments against us, our Directors and our senior management.

A substantial part of our assets, and the majority of our Directors and senior management, are located in China. As a result, it may not be possible for investors to effect service of process upon us, or our Directors or senior management who reside in China. China has not entered into treaties or arrangements providing for the recognition and enforcement of judgments made by courts of most other jurisdictions.

On July 14, 2006, the Supreme People's Court of the PRC and Hong Kong entered into the Arrangement on Reciprocal Recognition and Enforcement of Judgments in Civil and Commercial Matters by the Courts of the Mainland and of the Hong Kong Special Administrative Region Pursuant to Choice of Court Agreements between Parties Concerned (《關於內地與香港特別行政區法院相互認可和執行當事人協議管轄的民商事案件判決的安排》), or the 2006 Arrangement. Under the 2006 Arrangement, where any designated PRC court or any designated Hong Kong court has made an enforceable final judgment requiring payment of money in a civil or commercial case under a choice of court agreement in writing, any party concerned may apply to the relevant PRC court or Hong Kong court for recognition and enforcement of the judgment. On January 18, 2019, the Supreme People's Court of the PRC and Hong Kong entered into the Arrangement on Reciprocal Recognition and Enforcement of Judgments in Civil and Commercial Matters by the Courts of the Mainland and of the Hong Kong Special Administrative Region (《關於內地與香港特別行政區法院相互認可和執行民商事案件判決的安排》), or the 2019 Arrangement, which seeks to establish a mechanism with greater clarity and certainty for recognition and enforcement of judgments in a wider range of civil and commercial matters between the PRC court and Hong Kong court. The 2006 Arrangement was superseded upon the effectiveness of the 2019 Arrangement on January 29, 2024.

In certain jurisdictions, we are subject to restrictions on foreign investment.

The regulatory landscape for foreign investment is dynamic and varies significantly across different countries and regions where we operate in Southeast Asia. Governments may revise their laws, policies, or administrative interpretations, potentially imposing new restrictions, ownership caps, licensing conditions or operational mandates on foreign-invested enterprises. Such changes could include stricter national security or sectoral reviews and requirements for local partnership or divestment. Any such developments could impact our ability to maintain or extend our operational presence, affect our ownership structure, increase our compliance costs and ultimately materially and adversely affect our business, financial condition and results of operations.

For example, our ability to operate and expand in Indonesia is subject to compliance with the foreign investment regime established under Indonesian law. As advised by our Indonesian Legal Adviser, pursuant to Presidential Regulation ("**PR**") No. 10 of 2021 on Investment Business Sectors, as amended by PR No. 49 of 2021 ("**PR No. 10/2021**"), the business activities of our Indonesian subsidiaries currently permit up to 100% foreign ownership without restrictions. For details, please see "Regulatory Overview — Laws and Regulations in Relation to Our Business in Indonesia". However, there can be no assurance that such regulatory position will remain unchanged. In particular, any update to our business registration, including expansion of business activities resulting in additional Klasifikasi Baku Lapangan Usaha Indonesia ("**KBLI**") classifications, may affect the applicability of the grandfathering principle and subject us to applicable partnership requirements under PR No. 10/2021. In addition, future amendments to PR No. 10/2021 or other relevant foreign investment regulations in Indonesia, or changes in their interpretation or enforcement, may impose new foreign ownership restrictions or compliance requirements on our Indonesian operations, which could adversely affect our business, results of operations and financial condition.

Under this regulatory framework, business activities are categorized into those that are closed to foreign investment, reserved for cooperatives and micro, small and medium enterprises ("**MSMEs**"), subject to specific requirements (including foreign ownership limitations), or fully open to foreign investment. Our continued compliance with the applicable foreign investment classification and requirements is critical to our operations. In addition, Indonesian regulators increasingly assess not only

formal shareholding structures but also the beneficial ownership and control of companies, in order to prevent circumvention of ownership limits through nominee arrangements or complex corporate structures. Any failure to meet the applicable requirements, or any regulatory change that reclassifies our business activities or tightens foreign investment restrictions, could adversely affect our legal ability to operate, expand or restructure our business in Indonesia.

While we were not subject to material restrictions on foreign investment in Vietnam, Thailand and the Philippines during the Track Record Period, based on our current business operation there can be no assurance that future changes in applicable laws, regulations or government policies will not result in the imposition of new restrictions on foreign investment in these jurisdictions.

Our foreign exchange transactions, our ability to pay dividends and other obligations are subject to regulatory requirement over foreign currency conversion.

Conversion and remittance of foreign currencies are subject to certain foreign exchange regulations. There can be no assurance that, under a certain exchange rate, we would have sufficient foreign exchange to meet our foreign exchange needs. For example, under the PRC current foreign exchange regulation system, foreign exchange transactions under the current account conducted by us, including the payment of dividends, do not require advance approval from the State Administration of Foreign Exchange (the "**SAFE**"); however, we are required to present relevant documentary evidence of such transactions and conduct such transactions at designated foreign exchange banks within the PRC that have the licenses to carry out foreign exchange business. Foreign exchange transactions under the capital account, however, normally need to be approved by or registered with the SAFE or its local branch unless otherwise permitted by law. Any insufficiency of foreign exchange may restrict our ability to obtain sufficient foreign exchange for dividend payments to Shareholders or satisfy any other foreign exchange obligation. If we fail to obtain approvals from the SAFE to convert RMB into any foreign exchange for any of the above purposes, our potential offshore capital expenditure plans and even our business may be affected. Moreover, non-compliance with any applicable foreign exchange regulations could subject us to administrative penalties and fines, and could affect our business and reputation.

Payment of dividends is subject to restrictions under the PRC laws and laws of certain jurisdictions where we operate.

Under PRC law, dividends may be paid only out of distributable profit. Distributable profit is our profit as determined under PRC GAAP or IFRS Accounting Standards, whichever is lower, less any recovery of accumulated losses and appropriations to statutory and other reserves that we are required to make. As a result, we may not have sufficient or any distributable profit to enable us to make dividend distributions to our Shareholders, including in years in which we are profitable. Any distributable profit not distributed in a given year is retained and available for distribution in subsequent years.

In addition, we are required to comply with the dividend distribution rules prescribed by the PRC regulatory authorities when determining our dividend payout ratios and there can be no assurance that the amounts of our dividend distribution and our capital available to support the development and growth of our business will not be affected in the future.

Moreover, as the calculation of distributable profits under PRC GAAP is different from the calculation under IFRS Accounting Standards in certain respects, our subsidiaries may have distributable profits under one accounting standard but not under the other. Accordingly, we may not receive sufficient distributions from our subsidiaries, which could adversely affect our cash flows and our ability to make dividend distributions to our Shareholders in the future, including those periods in which our financial statements indicate that our operations have been profitable.

We are a holding company and rely on dividends and other distributions from our principal operating entities to meet our offshore cash and financing requirements, including payment of dividends to Shareholders, inter-company loans, debt servicing and operating expenses. The ability of our

subsidiaries to make such distributions may be restricted by debt covenants and applicable laws and regulations, which generally permit dividend payments only out of retained earnings and subject to applicable accounting standards and regulatory requirements. For example, under Thai laws, rules and regulations, each of our subsidiaries incorporated in Thailand is required to set aside, every time the dividend payment is made, at least 5% of the profits generating from the business of the company until the reserve fund reaches 10% of the capital of the company. A PRC company is required to allocate at least 10% of their respective accumulated after-tax profits each year, if any, to fund certain capital reserve funds until the aggregate amount of these reserve funds have reached 50% of the registered capital of the enterprises. A PRC company is not permitted to distribute any profits until any losses from prior fiscal years have been offset. Profits retained from prior fiscal years may be distributed together with distributable profits from the current fiscal year. As a result of these laws, rules and regulations, our principal operating entities and consolidated affiliated entities in Thailand and the PRC are restricted in their ability to transfer a portion of their respective net assets to their shareholders as dividends, loans or advances. In addition, registered capital and capital reserve accounts are also restricted from withdrawal in the PRC, up to the amount of net assets held in each operating subsidiary. Further, under Indonesian laws, our Indonesian subsidiaries are required to appropriate a portion of net profits to statutory reserves until the accumulated reserves reach at least 20% of issued and paid-up capital, after which remaining profits may be distributed subject to shareholders' approval.

We may rely to a significant extent on dividends and other distributions from our principal operating subsidiaries to fund offshore cash and financing requirements, and any limitation on their ability to make payments to us due to applicable laws and regulations could have a material adverse effect on our business. For example, the current foreign exchange control regulations do not restrict the ability of our subsidiaries in Thailand to distribute dividends to us. However, if the amount is USD0.2 million or more in the relevant currency, a form must be submitted to an authorized agents of the Bank of Thailand (e.g., commercial banks) together with relevant supporting documents. The relevant regulations may be changed and the ability of these subsidiaries to distribute dividends to us may be restricted in the future. Further, the Philippine law requires that dividends may only be declared out of unrestricted retained earnings; and there are regulations requiring registration of the foreign investment with the Bangko Sentral ng Pilipinas ("**BSP**"), the Philippine Central Bank, to be able to source from the Philippine banking system foreign currency to be used in repatriating capital or remitting dividends outside the Philippines.

RISKS RELATING TO THE [REDACTED]

There has been no previous public market for our H Shares prior to the [REDACTED] and you may not be able to resell our H Shares at or above the price you pay, or at all.

Prior to the completion of the **[REDACTED]**, there has been no public market for our H Shares. There can be no assurance that there will be an active trading market for our H Shares or such market, if developed, will be sustained after completion of the **[REDACTED]**. The **[REDACTED]** is the result of negotiations between us, the **[REDACTED]** (for themselves and on behalf of the **[REDACTED]**), which may not be indicative of the price at which our H Shares will be traded following completion of the **[REDACTED]**. The market price of our H Shares may drop below the **[REDACTED]** at any time after completion of the **[REDACTED]**.

The trading volume and trading price of our H Shares may be volatile, which could result in substantial losses to you.

In addition, the **[REDACTED]** and **[REDACTED]** of our H Shares may be volatile and could fluctuate widely in response to factors beyond our control, including general market conditions of the securities markets in Hong Kong SAR, Chinese Mainland, the United States and elsewhere in the world. In particular, the performance and fluctuation of the market prices of other companies with business operations located mainly in Chinese Mainland that have **[REDACTED]** their securities in Hong Kong SAR may affect the volatility in the price of and **[REDACTED]** for our H Shares. Many companies based in Chinese Mainland have **[REDACTED]** their securities, and some are in the process of preparing for **[REDACTED]** their securities, in Hong Kong SAR. Certain of these companies have

experienced significant volatility, including significant price declines after their **[REDACTED]**. The **[REDACTED]** performances of these securities of such companies at the time of or after their **[REDACTED]** may influence the overall investor sentiment towards Chinese Mainland-based companies **[REDACTED]** in Hong Kong SAR, whether positively or negatively, and consequently may impact the trading performance of our H Shares. These broad market and industry factors may significantly affect the market price and volatility of our H Shares, regardless of our actual operating performance, and may result in losses on your **[REDACTED]** in our H Shares.

You will incur immediate and substantial dilution and may experience further dilution in the future.

The **[REDACTED]** of the **[REDACTED]** is higher than the net tangible asset value per Share immediately prior to the **[REDACTED]**. Therefore, purchasers of the **[REDACTED]** in the **[REDACTED]** will experience an immediate dilution. In order to expand our business, we may consider **[REDACTED]** and issuing additional Shares in the future. Purchasers of the **[REDACTED]** may experience dilution in the net tangible asset value per Share of their Shares if we issue additional Shares in the future at a price which is lower than the net tangible asset value per Share at that time. Furthermore, we may issue Shares pursuant to any existing or future equity incentive plan, which would further dilute our Shareholders' interests in us.

Future sales or perceived sales of a substantial amount of our Shares in the public market, especially by our Directors, executive officers and substantial Shareholders, could materially and adversely affect the prevailing market price of our Shares.

Future sales of a substantial number of our Shares, especially by our Directors, executive officers and substantial Shareholders, or the perception or anticipation that such sales might occur, could negatively impact the market price of our Shares and our ability to raise equity capital in the future at a time and price that we deem appropriate. A certain amount of the Shares controlled by our existing Shareholders are subject to certain lock-up periods beginning on the date on which trading in our Shares commences on the Stock Exchange. While we currently are not aware of any intention of such persons to dispose of significant amounts of their Shares after the expiry of the lock-up periods, there can be no assurance that they will not dispose of any Shares they may own now or in the future. Market sale of Shares by such Shareholders and the availability of these Shares for future sale may have a negative impact on the market price of our Shares.

In addition, our **[REDACTED]** may be converted into H Shares subject to regulatory approvals and compliance with relevant regulatory requirements. Any conversion of our **[REDACTED]** will increase the number of H Shares available on the market and may affect the **[REDACTED]** of our Shares.

Share-based payment may cause shareholding dilution to our existing Shareholders and adversely affect our financial performance.

We have adopted **[REDACTED]** Share Option Scheme for the benefit of our employees as remuneration for their services provided to us in order to incentivize and reward the eligible persons who have contributed to the development of and value creation for our Company. For further information of the **[REDACTED]** Share Option Scheme, see "Statutory and General Information — D. **[REDACTED]** Share Option Scheme" in Appendix VI to this document. We may continue to utilize such share-based incentives in the future to attract and retain talent critical to our growth. The exercise of option or issuance of new Shares in accordance with such Share Option Scheme may dilute the shareholding percentage of our existing Shareholders. Expenses incurred with respect to such share-based payment may also increase our operating expenses and therefore adversely affect on our financial conditions.

Our Controlling Shareholders may have substantial influence over our business and their interests may not be aligned with the interests of other Shareholders.

Our Controlling Shareholders have substantial influence over our business, including matters relating to our management, policies and decisions regarding mergers, expansion plans, consolidations and sales of all or substantially all of our assets, election of Directors and other significant corporate actions. Immediately following the completion of the **[REDACTED]**, our Controlling Shareholders will be entitled to exercise **[REDACTED]**% of the voting rights of the Company. This concentration of ownership may discourage, delay or prevent a change in control of the Company, which could deprive other Shareholders of an opportunity to receive a premium for their Shares as part of a sale of the Company and might reduce the price of our H Shares. These events may occur even if they are opposed by our other Shareholders. In addition, the interests of our Controlling Shareholders may differ from the interests of our other Shareholders. It is possible that our Controlling Shareholders may exercise its substantial influence over us and cause us to enter into transactions or take, or fail to take, actions or make decisions that conflict with the best interests of our other Shareholders.

There can be no assurance that we will declare and distribute any dividends in the future. If we do not pay dividends in the foreseeable future after the [REDACTED], you must rely on price appreciation of our H Shares for a return on your [REDACTED].

We cannot assure you when and in what form dividends will be paid on our H Shares after the **[REDACTED]**. The declaration and distribution of dividends is at the complete discretion of the Board, and our ability to pay dividends or make other distributions to our Shareholders is subject to various factors, including our business and financial performance, capital and regulatory requirements and general business conditions. We may not be able to have sufficient or any profits to enable us to make dividend distributions to our Shareholders in the future, even if our financial statements indicate that our operations have been profitable. As a result of the above, there can be no assurance that we will make/can make dividend payments on our H Shares in the future. See "Financial Information — Dividend."

If we retain most, or all, of our available funds and any future earnings after the **[REDACTED]** to fund the development and commercialization of our new product candidates, we may not expect to pay any cash dividends in the foreseeable future. Therefore, you may not be able to rely on an **[REDACTED]** in our H Shares as a source for any future dividend income.

Even if our Board decides to declare and pay dividends, the timing, number and form of future dividends, if any, will depend on our future results of operations and cash flow, our financial condition, general business conditions and business strategies, expected working capital requirements and future expansion plans, legal, regulatory and other contractual restrictions and other factors deemed relevant by our Board. Accordingly, the return on your **[REDACTED]** in our H Shares will likely depend entirely upon any future price appreciation of our H Shares. There can be no assurance that that our H Shares will appreciate in value after the **[REDACTED]** or even maintain the price at which you purchased the Shares. You may not realize a return on your **[REDACTED]** in our H Shares and you may even lose your entire **[REDACTED]** in our H Shares.

There can be no assurance of the accuracy or completeness of certain facts, forecasts and other statistics obtained from various government publications, contained in this document.

This document, particularly the section headed "Industry Overview", contains information and statistics relating to the industry in which we operate. Such information and statistics have been derived from the report prepared by Frost & Sullivan, either commissioned by us or publicly accessible, and other publicly available sources. We believe that the sources of the information are appropriate sources for such information, and we have taken reasonable care in extracting and reproducing such information. Neither we, the Sole Sponsor, the **[REDACTED]** nor our or their respective affiliates or advisors or any other party involved in the **[REDACTED]** have verified the information from official government sources and no representation is given as to its accuracy. Collection methods of such

information may be flawed or ineffective, or there may be discrepancies between published information and market practice, which may result in the statistics being inaccurate or not comparable to statistics produced for other economies. In addition, there can be no assurance that such information is stated or compiled on the same basis or with the same degree of accuracy as similar statistics presented elsewhere. In any event, you should consider carefully the importance placed on such information or statistics.

Market price and trading volume may decline if securities or industry analysts do not publish research or reports about our business, or if any adverse recommendations are published.

The trading market for our H Shares will be influenced by research or reports that industry or securities analysts publish about us or our business. If one or more analysts who cover us downgrade our H Shares or publish negative opinions about us, the market price for our H Shares would likely decline regardless of the accuracy of the information. If one or more of these analysts cease coverage of us or fail to regularly publish reports on us, we could lose visibility in the financial markets, which in turn could cause the market price or trading volume of our H Shares to decline.

Our future financing may cause dilution of your shareholding or impose restrictions on our operations.

In order to raise capital and expand our business, we may consider offering and issuing additional Shares or other securities convertible into or exchangeable for our Shares in the future other than on a pro rata basis to our then existing Shareholders. As a result, the equity interest of those Shareholders may experience dilution in net asset value per Share. If additional funds are to be raised through debt financing, certain restrictions may be imposed on our business operations, which may further limit our ability or discretion to pay dividends, increase our risks in adverse economic conditions, adversely affect our cash flows or limit our flexibility in business development and strategic plans.

You should read the entire document carefully and should not rely on any information contained in press articles or other media in making investment decisions with respect to our H Shares.

Prior to the publication of this document, there may have been press and media coverage regarding us and the **[REDACTED]**, which may include certain information not contained in this document. We have not authorized the disclosure of any such information in the press or other media. We make no representation as to the appropriateness, accuracy, completeness or reliability of such information, and disclaim responsibility for such information. Accordingly, **[REDACTED]** are cautioned to make their investment decisions with respect to our H Shares on the basis of the information contained in this document only and should not rely on any other information. By applying to purchase our H Shares in the **[REDACTED]**, you will be deemed to have agreed that you will not rely on any information other than that contained in this document.

Forward-looking statements contained in this document are subject to risks and uncertainties.

This document contains certain statements and information that are forward-looking and uses forward-looking terminology such as "believe," "expect," "estimate," "predict," "aim", "intend," "will," "may," "plan," "consider," "anticipate," "seek," "should," "could," "would," "continue" and other similar expressions. You are cautioned that reliance on any forward-looking statement involves risks and uncertainties and that any or all of those assumptions could prove to be inaccurate and as a result, the forward-looking statements based on those assumptions could also be incorrect. In light of these and other uncertainties, the inclusion of forward-looking statements in this document should not be regarded as representations or warranties by us that our plans and objectives will be achieved, and these forward-looking statements should be considered in light of various important factors, including those set forth in this section. Subject to the requirements of the Listing Rules, we do not intend publicly to update or otherwise revise the forward-looking statements in this document, whether as a result of new information, future events or otherwise. Accordingly, you should not place undue reliance on any forward-looking information. All forward-looking statements in this document are qualified by reference to this cautionary statement.

INFORMATION ABOUT THIS DOCUMENT AND THE [REDACTED]

[REDACTED]

[REDACTED]

INFORMATION ABOUT THIS DOCUMENT AND THE [REDACTED]

[REDACTED]

[REDACTED]

WAIVERS FROM STRICT COMPLIANCE WITH THE LISTING RULES

In preparation for the **[REDACTED]**, we have applied to the Stock Exchange for the following waivers from strict compliance with the relevant provisions of the Listing Rules.

MANAGEMENT PRESENCE IN HONG KONG

Pursuant to Rule 8.12 of the Listing Rules, an issuer must have a sufficient management presence in Hong Kong. This will normally mean that at least two of its executive directors must be ordinarily resident in Hong Kong. Rule 19A.15 of the Listing Rules further provides that the requirement in Rule 8.12 of the Listing Rules may be waived by having regard to, among other considerations, our arrangements for maintaining regular communication with the Stock Exchange. We do not have sufficient management presence in Hong Kong for the purposes of Rule 8.12 and Rule 19A.15 of the Listing Rules.

Our Group's management headquarters, executive Directors and senior management, business operation and assets are primarily based outside Hong Kong. The Directors consider that the appointment of executive Directors who will be ordinarily resident in Hong Kong would not be beneficial to, or appropriate for, our Group and therefore would not be in the best interests of our Company or the Shareholders as a whole.

Accordingly, we have applied for, [and the Stock Exchange has granted], a waiver from strict compliance with Rule 8.12 and Rule 19A.15 of the Listing Rules. We will ensure that there is an effective channel of communication between us and the Stock Exchange in accordance with paragraph 10 of Chapter 3.10 of the Guide for New Listing Applicants issued by the Stock Exchange by way of the following arrangements:

(a) pursuant to Rule 3.05 of the Listing Rules, our Company has appointed and will continue to maintain two authorized representatives who shall act at all times as the principal channel of communication with the Stock Exchange. Each of our authorized representatives will be readily contactable by the Stock Exchange by telephone, facsimile and/or e-mail to deal promptly with enquiries from the Stock Exchange. Both of our authorized representatives are authorized to communicate on our behalf with the Stock Exchange. At present, our two authorized representatives are Ms. Dai Hong (戴紅), an executive Director of our Company, and Ms. Lam Wai Yee Sophie (林慧怡), one of our joint company secretaries;

(b) pursuant to Rule 3.20 of the Listing Rules, each Director will provide his/her contact information (including their mobile phone numbers, office phone numbers and e-mail addresses (if available)) to the Stock Exchange and to the authorized representatives. This will ensure that the Stock Exchange and the authorized representatives should have means for contacting all Directors promptly at all times as and when required;

(c) we will endeavor to ensure that each Director who is not ordinarily resident in Hong Kong possesses or can apply for valid travel documents to visit Hong Kong and can meet with the Stock Exchange within a reasonable period;

(d) pursuant to Rule 3A.19 of the Listing Rules, our Company has retained the services of Somerley Capital Limited as compliance adviser (the "**Compliance Adviser**"), who will act as an additional channel of communication with the Stock Exchange. The Compliance Adviser will provide our Company with professional advice on ongoing compliance with the Listing Rules. We will ensure that the Compliance Adviser has prompt access to our Company's authorized representatives and Directors. In turn, they will provide the Compliance Adviser with such information and assistance as the Compliance Adviser may need or may reasonably request in connection with the performance of the Compliance Adviser's duties. The Compliance Adviser will also provide advice to our Company when consulted by our Company in compliance with Rule 3A.23 of the Listing Rules; and

(e) meetings between the Stock Exchange and the Directors can be arranged through the authorized representatives or the Compliance Adviser, or directly with the Directors within a reasonable time frame. We will inform the Stock Exchange as soon as practicable in respect of any change in the authorized representatives, the Directors and/or the Compliance Adviser in accordance with the Listing Rules.

JOINT COMPANY SECRETARIES

Pursuant to Rules 3.28 and 8.17 of the Listing Rules, the company secretary must be an individual who, by virtue of his/her academic or professional qualifications or relevant experience, is, in the opinion of the Stock Exchange, capable of discharging the functions of company secretary.

Pursuant to Note 1 to Rule 3.28 of the Listing Rules, the Stock Exchange considers the following academic or professional qualifications to be acceptable:

(a) a member of The Hong Kong Chartered Governance Institute;

(b) a solicitor or barrister as defined in the Legal Practitioners Ordinance (Chapter 159 of the Laws of Hong Kong); and

(c) a certified public accountant as defined in the Professional Accountants Ordinance (Chapter 50 of the Laws of Hong Kong).

Pursuant to Note 2 to Rule 3.28 of the Listing Rules, in assessing "relevant experience", the Stock Exchange will consider the individual's:

(a) length of employment with the issuer and other issuers and the roles he/she played;

(b) familiarity with the Listing Rules and other relevant law and regulations including the SFO, Companies Ordinance, Companies (Winding Up and Miscellaneous Provisions) Ordinance, and the Takeovers Code;

(c) relevant training taken and/or to be taken in addition to the minimum requirement under Rule 3.29 of the Listing Rules; and

(d) professional qualifications in other jurisdictions.

Our Company appointed Mr. Feng Zhuochen (馮卓琛) ("**Mr. Feng**"), the board secretary of our Company, and Ms. Lam Wai Yee Sophie (林慧怡) ("**Ms. Lam**"), a vice president at a leading company secretarial and compliance services firm in Hong Kong, as joint company secretaries of our Company. For details, see "Directors and Senior Management — Joint Company Secretaries" for their biographies.

Ms. Lam is a Chartered Secretary, a Chartered Governance Professional and a Fellow of The Chartered Governance Institute in the United Kingdom and The Hong Kong Chartered Governance Institute is a member of The Hong Kong Chartered Governance Institute, and therefore meets the qualification requirements under Note 1 to Rule 3.28 of the Listing Rules and is in compliance with Rule 8.17 of the Listing Rules.

The Company's principal business activities are outside Hong Kong. We believe that it would be in the best interests of our Company and the corporate governance of our Group to have as its joint company secretary a person such as Mr. Feng, who has been an employee of our Company and who has day-to-day knowledge of our Company's affairs. Mr. Feng has the necessary nexus to the Board and close working relationship with management of our Company in order to perform the function of a joint company secretary and to take the necessary actions in the most effective and efficient manner. Accordingly, while Mr. Feng does not possess the academic or professional qualifications required of a company secretary under Rules 3.28 and 8.17 of the Listing Rules, we have applied to the Stock

Exchange for, and [the Stock Exchange has granted], a waiver from strict compliance with the requirements under Rules 3.28 and 8.17 of the Listing Rules such that Mr. Feng may be appointed as a joint company secretary of our Company.

Our Company has applied for, and [the Stock Exchange has granted, a waiver from strict compliance with Rules 3.28 and 8.17 of the Listing Rules for a three-year period from the **[REDACTED]** on the conditions that]: (i) Ms. Lam is appointed as a joint company secretary to assist Mr. Feng in discharging his functions as a company secretary and in gaining the relevant experience under Rule 3.28 of the Listing Rules; the waiver will be revoked immediately if Ms. Lam, during the three-year period, ceases to provide assistance to Mr. Feng as a joint company secretary; and (ii) the waiver will be revoked if there are material breaches of the Listing Rules by our Company. In addition, Mr. Feng will comply with the annual professional training requirement under Rule 3.29 of the Listing Rules and will enhance his knowledge of the Listing Rules during the three-year period from the **[REDACTED]**. Our Company will further ensure that Mr. Feng has access to the relevant training and support that would enhance his understanding of the Listing Rules and the duties of a company secretary of an issuer listed on the Stock Exchange. Before the end of the three-year period, the qualifications and experience of Mr. Feng and the need for on-going assistance of Ms. Lam will be further evaluated by our Company. We will liaise with the Stock Exchange before the end of the three-year period to enable it to assess whether Mr. Feng, having benefited from the assistance of Ms. Lam for the preceding three years, will have acquired the skills necessary to carry out the duties of company secretary and the relevant experience within the meaning of Note 2 to Rule 3.28 of the Listing Rules so that a further waiver will not be necessary.

DIRECTORS AND PARTIES INVOLVED IN THE [REDACTED]

DIRECTORS

Name	Address	Nationality
Executive Directors		
Mr. Xu Longhua (許龍華)	Room 501, Tower B, Building 17, Qianhai Times Square Nanshan District, Shenzhen, Guangdong Province, the PRC	Chinese
Mr. Wang Feng (王楓)	Unit 1012, Building 4, Jinqiao Garden 143 Longhuan 1st Road, Longhua District, Shenzhen, Guangdong Province, the PRC	Chinese
Mr. Yao Hongbin (姚洪彬)	Room 10C, Building 13, Meilong Town, Jindi Longhua District, Shenzhen, Guangdong Province, the PRC	Chinese
Ms. Dai Hong (戴紅)	Room 201, Building 314, Ganglian Village, No. 1 Liantang Subdistrict, Luohu District, Shenzhen, Guangdong Province, the PRC	Chinese
Independent non-executive Directors		
Mr. Tao Zhigang (陶志剛)	Unit D, 16/F, Ka Wo Court, 52 Lyttelton Road, Mid-Levels West, Hong Kong	Chinese
Ms. Leung Bik San (梁碧珊)	Unit B, 19th Floor, Tower 2A, Sky Harbour, 18 Po Tai Street, Ma On Shan, New Territories, Hong Kong	Chinese
Mr. Han Bin (韓斌)	Room 201, Building 19, Berlin Impressions Lane 20, Anyong Road, Jiading District, Shanghai, the PRC	Chinese

For further information regarding our Directors, see "Directors and Senior Management."

PARTIES INVOLVED IN THE [REDACTED]

Sole Sponsor, [REDACTED]

Huatai Financial Holdings (Hong Kong) Limited
62/F, The Center
99 Queen's Road Central
Hong Kong

[REDACTED]

[REDACTED]

Legal Advisors to our Company

As to Hong Kong laws
Jingtian & Gongcheng LLP
Suites 3203-3209, 32/F Edinburgh Tower
The Landmark
15 Queen's Road Central
Hong Kong

As to Indonesia laws
Hutabarat Halim & Rekan
Jl. Kawi Raya,
No. 46A, Guntur, Setiabudi,
Jakarta 12980,
Indonesia

As to PRC laws
Jingtian & Gongcheng
45/F, K.Wah Centre,
1010 Huaihai Road (M),
Xuhui District,
Shanghai,
The PRC

Legal Advisors to the Sole Sponsor and [REDACTED]

As to Hong Kong laws
Jun He Law Offices
7/F, AIA Central,
1 Connaught Road Central,
Central
Hong Kong

As to Indonesia laws
IMCOLaw (formerly known as Imran Muntaz & Co)
Office 8 Building, 35th Floor, Zone G
Sudirman Central Business District Lot. 28
Jl. Jend. Sudirman Kav. 52–53,
Jakarta 12190, Indonesia

	As to PRC laws **JunHe LLP** 20/F, China Resources Building 8 Jianguomenbei Avenue Beijing 100005 The PRC
Auditor and Reporting Accountants	**KPMG** *Certified Public Accountants* 8th Floor, Prince's Building, 10 Chater Road Central Hong Kong
Compliance Advisor	**Somerley Capital Limited** 20/F, China Building, 29 Queen's Road, Central, Hong Kong
Industry Consultant	**Frost & Sullivan (Beijing) Inc., Shanghai Branch Co.** Room 2504–2505, Wheelock Square No. 1717, Nanjing West Road Jingan District, Shanghai The PRC

[REDACTED]

CORPORATE INFORMATION

Registered Office	11th floor, China Electronics Difu Mansion, Zhenhua Road, Fuqiang Community, Huaqiangbei Street, Futian District, Shenzhen, Guangdong Province, The PRC
Headquarters and Principal Place of Business in the PRC	11th floor, China Electronics Difu Mansion, Zhenhua Road, Fuqiang Community, Huaqiangbei Street, Futian District, Shenzhen, Guangdong Province, The PRC
Principal Place of Business in Hong Kong	40th Floor, Dah Sing Financial Centre, 248 Queen's Road East, Wan Chai, Hong Kong
Company's Website	**https://home.wook.cn** *(the information contained on the website does not form part of this document)*
Joint Company Secretaries	**Mr. Feng Zhuochen (馮卓琛)** Room 501, Unit 1, Building 3 District 5 (Jinxiu Rongcheng), 288 Zhufeng Avenue, Jing'an Town, Doumen District, Zhuhai, Guangdong province, The PRC **Ms. Lam Wai Yee Sophie (林慧怡)** *(Chartered Secretary, a Chartered Governance Professional and a Fellow of The Chartered Governance Institute in the United Kingdom and The Hong Kong Chartered Governance Institute)* Flat 3 , 5/F., Block F, Chang King Court, 99 Wai King Street, To Kwa Wan, Hong Kong
Authorized Representatives	**Ms. Dai Hong (戴紅)** Room 201, Building 314, Ganglian Village, Liantang Subdistrict, Luohu District, Shenzhen Guangdong Province, The PRC **Ms. Lam Wai Yee Sophie (林慧怡)** Flat 3 , 5/F., Block F, Chang King Court, 99 Wai King Street, To Kwa Wan, Hong Kong

CORPORATE INFORMATION

Audit Committee	Ms. Leung Bik San (梁碧珊) *(Chairperson)* Mr. Han Bin (韓斌) Mr. Tao Zhigang (陶志剛)
Remuneration Committee	Mr. Tao Zhigang (陶志剛) *(Chairperson)* Mr. Xu Longhua (許龍華) Mr. Han Bin (韓斌)
Nomination Committee	Mr. Xu Longhua (許龍華) *(Chairperson)* Mr. Tao Zhigang (陶志剛) Ms. Leung Bik San (梁碧珊)

[REDACTED]

Principal Bank(s)	**Bank Central Asia** Jln. Pantai Indah Selatan I Blok DF No.1 & 2 Jakarta Utara 14460 **Citibank N.A., Hong Kong Branch** 3 Garden Road, Central, Hong Kong **China Merchants Bank Co., Ltd. Shenzhen Futian Sub-branch** 1st Floor, Nanguang Building, No. 5 Huafu Road, Huaqiangbei Subdistrict, Futian District, Shenzhen, Guangdong Province, The PRC

Certain information and statistics set out in this section and elsewhere in this document are derived from various government and other publicly available sources and from the market research report prepared by Frost & Sullivan. We believe that the sources of such information and statistics are appropriate for such information and statistics and have taken reasonable care in extracting and reproducing such information and statistics. We have no reason to believe that such information and statistics are false in any material respect or misleading or that any fact has been omitted that would render such information or statistics false in any material respect or misleading. None of our Company, the Sole Sponsor, **[REDACTED]**, **[REDACTED]**, **[REDACTED]**, **[REDACTED]**, **[REDACTED]** *any of our or their respective directors, officers, employees, agents or advisers has verified the information and statistics from official government sources, thus makes no representation as to the accuracy, fairness and completeness of the information and statistics from official government sources. Accordingly, information and statistics from official government sources should not be unduly relied upon.*

SOURCE OF INDUSTRY INFORMATION

In connection with the **[REDACTED]**, we have engaged Frost & Sullivan, an independent market research consultant, to conduct a detailed analysis of the 3C accessories, small appliances, and home furnishings & building materials markets in Southeast Asia and Indonesia, and to prepare a report for use in this document, for which we have agreed to pay an engagement fee of RMB1,200,000, which we believe to be consistent with market rates.

In compiling and preparing the Frost & Sullivan Report, Frost & Sullivan adopted the following assumptions: (i) global social, economic and political environment is likely to remain stable in the period of 2026 to 2030 (the "**forecast period**"); (ii) purchasing power is expected to continue to rise moderately in emerging regions and to grow steadily in developed regions; and (iii) related industry key drivers are likely to drive the market in the forecast period.

Except as otherwise noted, all data and forecasts in this section are derived from the Frost & Sullivan Report, which is prepared based on a combination of primary research with industry participants and secondary research from company reports, independent sources and its proprietary database. The Directors confirm that, after due and careful enquiry, there has been no material adverse change in the market information since the date of the report. Unless otherwise specified, all figures are presented using constant exchange rates, which do not reflect the impact of exchange rate fluctuations. The exchange rates applied for the period from 2020 to 2025 are as follows: USD to IDR at 14,967.1, USD to MYR at 4.4, USD to PHP at 53.3, USD to SGD at 1.4, USD to THB at 33.7, and USD to VND at 24,140.0.

MACROECONOMIC OVERVIEW

Southeast Asia and Indonesia Retail Market

The Southeast Asia retail market has demonstrated resilient growth, expanding from approximately USD693.4 billion in 2020 to approximately USD937.3 billion in 2025, at a CAGR of approximately 6.2% between 2020 and 2025. This positive trajectory is projected to continue, with the market expected to reach approximately USD1,261.9 billion by 2030, implying a CAGR of approximately 6.1% between 2025 and 2030. This expansion is supported by favorable demographic and economic fundamentals across Southeast Asia, including a young population, rising incomes and ongoing urbanization. At the same time, increasing digital adoption and improving infrastructure continue to enhance market accessibility and distribution efficiency, supporting sustained growth.

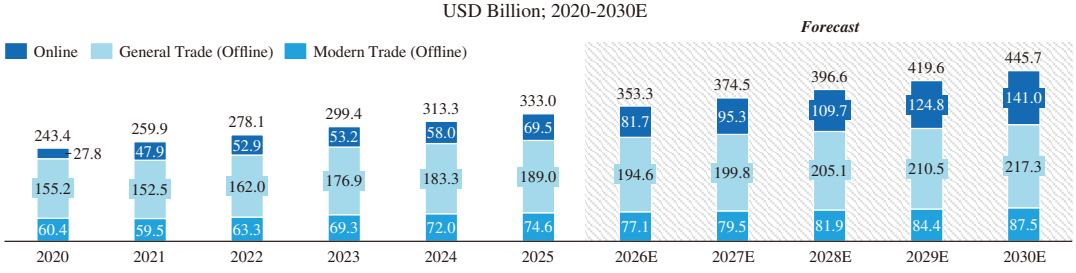
Within the Southeast Asia retail market, the Philippines and Vietnam remained the key growth markets from 2020 to 2030, while Thailand recorded comparatively slower expansion. Retail consumption in the Philippines increased from approximately USD115.4 billion in 2020 to approximately USD160.2 billion in 2025, and is projected to reach approximately USD220.5 billion by 2030, representing CAGRs of approximately 6.8% and 6.6%, respectively. Vietnam grew from

approximately USD103.8 billion to approximately USD150.8 billion over the same period, and is expected to further reach approximately USD214.4 billion by 2030, with corresponding CAGRs of approximately 7.8% and 7.3%. By comparison, Thailand increased from approximately USD105.7 billion in 2020 to approximately USD126.8 billion in 2025, and is projected to reach approximately USD149.8 billion by 2030, representing CAGRs of approximately 3.7% and 3.4%, respectively.

Indonesia's retail consumption increased from approximately USD243.4 billion in 2020 to approximately USD333.0 billion in 2025, representing a CAGR of approximately 6.5%, and is projected to reach approximately USD445.7 billion by 2030, reflecting a CAGR of approximately 6.0% from 2025 to 2030. Its share of the Southeast Asia retail market was approximately 35.1% in 2020 and 35.5% in 2025, and is expected to remain broadly stable at approximately 35.3% by 2030. This sustained expansion is supported by several underlying structural drivers within the domestic market. In particular, the country's large and relatively young population provides a solid consumption base, while ongoing urbanisation is concentrating demand and facilitating the gradual modernisation of retail formats. At the same time, the continued expansion of both emerging and established middle-class consumer groups, together with rising disposable income, is driving a broader consumption upgrade from basic necessities towards more discretionary and branded products across both essential and lifestyle categories.

Retail Market by Channel, Indonesia

USD Billion; 2020-2030E



CAGR	Total	Online	General Trade (Offline)	Modern Trade (Offline)
2020-2025	6.5%	20.1%	4.0%	4.3%
2025-2030E	6.0%	15.2%	2.8%	3.2%

Note: The retail market includes food (purchased from supermarkets, markets), beverages, apparel, footwear & headwear, household appliances, furniture, daily necessities, household cleaning products, personal care & cosmetics, stationery, toys, sporting goods, second-hand goods, and other general merchandise.

Source: *Statistics Indonesia (BPS), International Monetary Fund (IMF), Frost & Sullivan Analysis and Estimates*

Indonesia's retail market is evolving alongside the continued expansion of e-commerce, while offline retail remains the dominant channel. Online retail increased from approximately USD27.8 billion in 2020 to approximately USD69.5 billion in 2025 at an approximately 20.1% CAGR, with its share of total retail rising from about 11.4% to approximately 20.9% and projected to reach around 31.6% by 2030, supported by broader internet access and digital payment adoption. Despite this growth, offline retail continues to underpin Indonesia's retail landscape, accounting for approximately 79.1% of the total retail market in 2025 and is expected to retain its dominant position over the forecast period. Within offline channels, retail formats can be broadly categorized into general trade and modern trade based on store scale and level of operational standardization. General trade refers to small-scale, independently operated outlets with limited standardization in merchandising, pricing and supply chain management, including warungs (kiosks), independent grocery stores, community stores and family-operated stores. Owing to their extensive geographic reach and proximity to residential areas, they are aligned with high-frequency, small-basket purchasing behavior and account for the majority of offline retail value, representing approximately 71.7% of offline retail in 2025. The segment is projected to expand from approximately USD189.0 billion in 2025 to approximately USD217.3 billion by 2030, at an approximately 2.8% CAGR. In contrast, modern trade refers to larger-scale, professionally managed formats with standardized operations and centralized procurement, including supermarkets, hypermarkets and chained convenience stores. It grew from approximately USD60.4

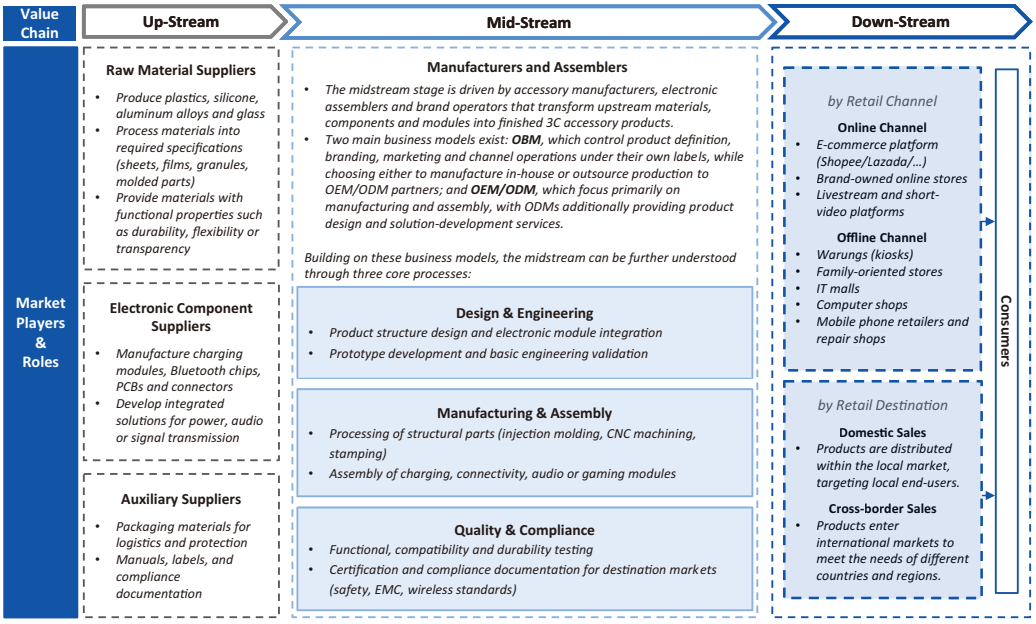
billion in 2020 to approximately USD74.6 billion in 2025 and is projected to reach approximately USD87.5 billion by 2030, supported by urbanization and demand for more organized retail environments.

OVERVIEW OF SOUTHEAST ASIA AND INDONESIA 3C ACCESSORIES MARKET

Value Chain Analysis

3C Accessories refer to products that are used together with 3C devices to provide additional features, protection or personalization. These products are not core devices but are purchased alongside primary equipment to support everyday use and improve the overall user experience. 3C Accessories can be classified into four categories based on their corresponding primary device groups: (i) computer accessories, (ii) communication accessories, (iii) consumer electronics accessories, and (iv) other 3C accessories.

The value chain of the 3C accessories market comprises upstream suppliers, midstream manufacturers and assemblers, and downstream sales channels. Upstream suppliers provide materials and electronic components, while downstream channels distribute products through online and offline retail networks. Within this value chain, midstream manufacturers and assemblers play a central role in linking component supply with end market demand. The midstream segment is led by accessory manufacturers, electronic assemblers and brand operators, whose activities mainly cover product design, manufacturing and assembly, as well as quality and compliance testing, transforming materials and components into finished 3C accessory products. Two main business models exist within this segment: OBM players, which focus on product definition, branding and channel operations, and OEM and ODM players, which primarily undertake manufacturing and assembly, with ODMs also providing design support.



Source: Frost & Sullivan Analysis

Market Size of Southeast Asia 3C Accessories

The Southeast Asia 3C accessories market grew from approximately USD16.6 billion in 2020 to approximately USD23.7 billion in 2025, representing a CAGR of approximately 7.4% during the period. Market performance during this period was closely correlated with the replacement and upgrade cycles of major 3C device categories. In particular, the strong market performance in 2021 was driven by exceptional increases in digital usage during the pandemic, when remote working, online education and in-home entertainment materially accelerated device adoption and renewal, thereby stimulating incremental accessory demand. As these temporary factors gradually dissipated, the market experienced a correction in 2022 followed by further softening in 2023, reflecting a normalization of consumer replacement behavior. Meanwhile, continued enhancement of e-commerce ecosystems across the region improved product accessibility and broadened consumer coverage, supporting the circulation of 3C accessories across different user segments and price tiers.

Looking ahead, the Southeast Asia 3C accessories market is expected to reach approximately USD33.1 billion by 2030, representing a CAGR of approximately 6.8% from 2025 to 2030. Future growth is expected to be increasingly supported by the continued improvement in consumer purchasing power and the stabilization of device replacement cycles, reinforcing steady and recurring demand for 3C accessories. As consumption capacity strengthens across consumer groups and regional retail infrastructure continues to mature, 3C accessories are expected to maintain stable replacement-driven and usage-driven consumption characteristics. This supports a resilient and structurally sustainable market in Southeast Asia, underpinned by broad offline retail coverage and frequent, small-ticket purchasing behavior.

Within the Southeast Asia 3C accessories market, Vietnam and the Philippines remained the faster-growing markets during the period, while Thailand expanded at a relatively more moderate pace. Vietnam's market size increased from approximately USD2,493.4 million in 2020 to approximately USD4,179.1 million in 2025, and is projected to further reach approximately USD6,017.2 million by 2030, representing CAGRs of approximately 10.9% and 7.6%, respectively. The Philippines grew from approximately USD2,709.5 million in 2020 to approximately USD4,442.7 million in 2025, and is expected to reach approximately USD6,149.5 million by 2030, reflecting CAGRs of approximately 10.4% and 6.7%, respectively. By comparison, Thailand increased from approximately USD1,994.7 million in 2020 to approximately USD3,029.9 million in 2025, and is projected to reach approximately USD4,265.0 million by 2030, representing CAGRs of approximately 8.7% and 7.1%, respectively.

Market Size of Indonesia 3C Accessories

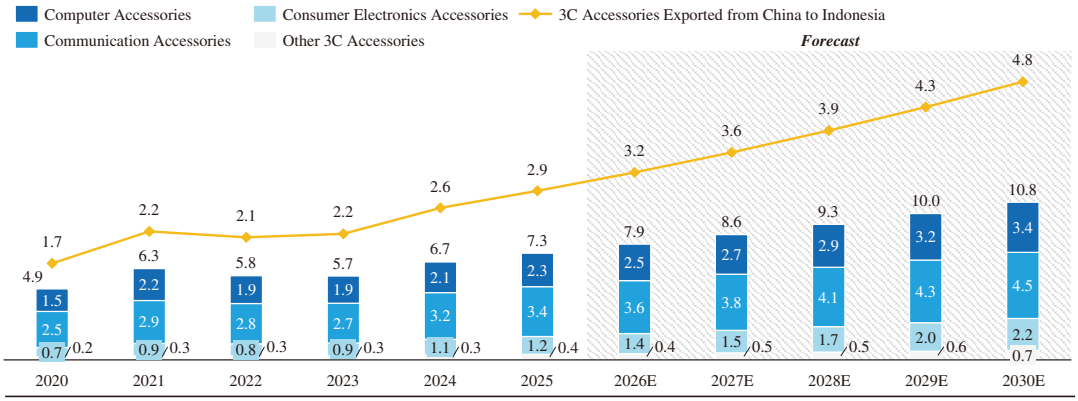
The Indonesia 3C accessories market grew from approximately USD4.9 billion in 2020 to approximately USD7.3 billion in 2025, representing a CAGR of approximately 8.5% during the period. Its share of the regional market increased from approximately 29.2% in 2020 to approximately 30.8% in 2025. Market performance during this period was materially influenced by device replacement dynamics. In 2021, market demand surged primarily due to the release of pent-up demand that had been suppressed in 2020 during the initial outbreak of the pandemic, leading to an accelerated cycle of purchases and upgrades of smartphones, computers and other connected devices. Subsequently, the market recorded slight declines in 2022 and 2023, as demand normalized from the unusually high base established in 2021 and consumer replacement behavior returned to a more typical rhythm. Following this adjustment phase, the market resumed growth in 2024, supported by Indonesia's large and expanding base of connected-device users and the increasing integration of digital tools into communication, work, learning and entertainment activities.

Looking ahead, the Indonesia 3C accessories market is projected to reach approximately USD10.8 billion by 2030, representing a CAGR of approximately 8.1% from 2025 to 2030. Its share of the Southeast Asia 3C accessories market is projected to rise to approximately 32.7% by 2030. Future growth is expected to be driven by steadier device replacement cycles, the deepening of digital consumption habits among Indonesian consumers and improvements in logistics and distribution infrastructure, which will enhance availability and purchasing convenience.

Meanwhile, the market size of 3C accessories exported from China to Indonesia followed a trajectory broadly consistent with the overall Indonesia 3C accessories market, declining in 2022 before recovering from 2023 onwards. It increased from approximately USD1.7 billion in 2020 to approximately USD2.9 billion in 2025, representing a CAGR of approximately 11.9% from 2020 to 2025. Over the same period, 3C accessories exported from China to Indonesia accounted for an increasing share of Indonesia's overall 3C accessories market, rising from approximately 34.0% in 2020 to approximately 39.6% in 2025. Looking ahead, the market is projected to continue growing to approximately USD4.8 billion by 2030.

3C Accessories Market by Category, Indonesia

USD Billion; 2020-2030E



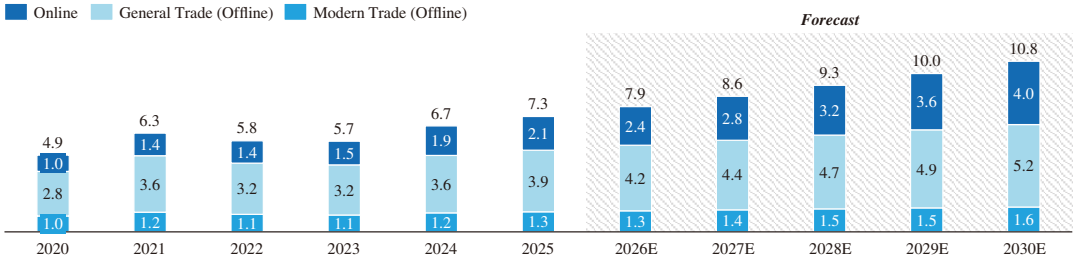
CAGR	Total	Computer Accessories	Communication Accessories	Consumer Electronics Accessories	Other 3C Accessories	3C Accessories from China to Indonesia
2020-2025	8.5%	8.3%	6.6%	13.4%	14.3%	11.9%
2025-2030E	8.1%	8.4%	5.8%	12.4%	11.5%	10.5%

Note: The market size refers to the retail sales value of 3C accessories in Indonesia.

Source: International Monetary Fund (IMF), Annual Reports, Expert Interviews, Frost & Sullivan Analysis and Estimates

Between 2020 and 2025, Indonesia's 3C accessories market recorded a gradual shift toward online retail, with the share of online sales increasing from approximately 21.2% to approximately 29.2% of total market sales. This development was supported by the continued expansion of Indonesia's e-commerce ecosystem, where major platforms enhanced product discovery, improved price transparency and broadened regional service coverage. High consumer participation in promotional campaigns, together with the widespread adoption of digital payment tools, further facilitated frequent, small-ticket accessory purchases via online channels. Despite this trend, offline channels remained dominant, accounting for approximately 70.8% of total 3C accessory sales in 2025 and are expected to retain their dominant position over the forecast period. This reflects Indonesia's geographically dispersed and fragmented retail environment, as well as the continued importance of physical retail for low-priced, high-frequency categories. Within the offline segment, general trade, including traditional kiosks and neighborhood convenience outlets, accounted for approximately 53.4% of total 3C accessory sales in 2025. These outlets play a key role in reaching consumers in lower-tier cities and densely populated residential communities, where immediacy, accessibility and low-commitment purchasing are particularly valued. Modern trade, comprising supermarkets, hypermarkets and organized electronics retail chains, represented approximately 17.4% of total 3C accessory sales in 2025.

3C Accessories Market by Channel, Indonesia
USD Billion; 2020-2030E



CAGR	Total	Online	General Trade (Offline)	Modern Trade (Offline)
2020-2025	8.5%	15.7%	6.7%	4.9%
2025-2030E	8.1%	13.4%	6.0%	4.4%

Note: The market size refers to the retail sales value of 3C accessories.

Source: International Monetary Fund (IMF), Annual Reports, Expert Interviews, Frost & Sullivan Analysis and Estimates

OVERVIEW OF SOUTHEAST ASIA AND INDONESIA SMALL APPLIANCES MARKET

Market Size of Southeast Asia Small Appliances

Small appliances refer to compact, electrically powered devices used in household settings for food preparation, cooking, home care and personal grooming. They encompass a wide range of products that support routine domestic tasks. Small appliances can be categorized into four major groups based on their primary household functions: (i) food preparation appliances, (ii) small cooking appliances, (iii) home care appliances and (iv) personal care appliances.

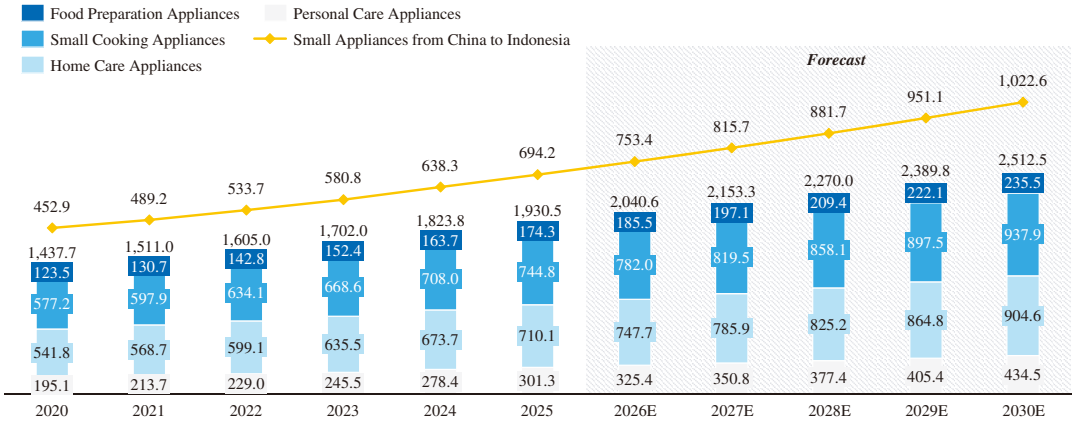
Between 2020 and 2025, Southeast Asia's small appliances market expanded from approximately USD5.0 billion to approximately USD6.6 billion, representing a CAGR of approximately 5.7%. This growth was driven by steady improvements in household consumption and the deeper integration of small appliances into everyday life, covering food preparation, cooking, home care, and personal care needs. Structural lifestyle changes — including rising urbanization, the prevalence of smaller households, and stronger emphasis on convenience — further encouraged adoption of compact, easy-to-use appliances that support routine domestic activities. The rapid development of e-commerce across Southeast Asia also played an important role by broadening access, enhancing product visibility, and accelerating consumer discovery. Small appliances are particularly suited to online channels given their comparatively lower price points, more standardized features, and shorter decision-making cycles, which make them easier to evaluate and compare digitally, while offline retail remains relevant through its physical coverage and consumer reach. Looking ahead, the market is expected to maintain its positive trajectory, growing at a CAGR of approximately 5.2% from 2025 to 2030 to reach approximately USD8.4 billion. Rising penetration among emerging and established middle classes, continued enhancement of retail infrastructure, and ongoing product innovation are anticipated to support sustained growth across the region. Within the Southeast Asia small appliances market, Vietnam and the Philippines maintained relatively solid growth during the period, while Thailand expanded at a more moderate pace. Vietnam's market size increased from approximately USD778.3 million in 2020 to approximately USD1,082.2 million in 2025, and is projected to further reach approximately USD1,458.1 million by 2030, representing CAGRs of approximately 6.8% and 6.1%, respectively. The Philippines grew from approximately USD862.6 million in 2020 to approximately USD1,172.6 million in 2025, and is expected to reach approximately USD1,550.8 million by 2030, reflecting CAGRs of approximately 6.3% and 5.8%, respectively. By comparison, Thailand increased from approximately USD684.1 million in 2020 to approximately USD851.6 million in 2025, and is forecast to reach approximately USD1,045.1 million by 2030, representing CAGRs of approximately 4.5% and 4.2%, respectively.

Market Size of Indonesia Small Appliances

Between 2020 and 2025, Indonesia's small appliances market expanded from approximately USD1.4 billion to approximately USD1.9 billion, representing a CAGR of approximately 6.1%. Its share of the Southeast Asia small appliances market remained relatively stable, at approximately 29.0% in 2020 and 29.5% in 2025. Demand is also supported by Indonesia's relatively larger household size, which tends to increase the frequency of daily household activities and thereby sustains regular usage of small appliances for routine domestic needs. Further expansion has been supported by improvements in logistics infrastructure, which have strengthened product distribution across Indonesia's major islands. These developments have broadened household access to small appliances and contributed to a gradual rise in first-time adoption and replacement demand as more families incorporate electrical devices into daily cooking and home care routines. From 2025 to 2030, Indonesia's small appliances market is expected to grow from approximately USD1.9 billion to approximately USD2.5 billion, reflecting a projected CAGR of approximately 5.4%. Its share is projected to rise to 29.8% during this period. Future expansion is expected to be supported by the continued growth of Indonesia's emerging middle class population, which broadens the addressable consumer base for small appliances and supports more regular upgrading from basic to higher-quality products. Further improvements in infrastructure and retail distribution are likely to enhance product accessibility across the archipelago, contributing to steady and geographically varied development.

The market size of small appliances exported from China to Indonesia recorded steady growth, broadly tracking the expansion of Indonesia's overall small appliances market. It increased from approximately USD452.9 million in 2020 to approximately USD694.2 million in 2025, representing a CAGR of approximately 8.9%. Over the same period, the share of China exports in Indonesia's overall small appliances market rose from approximately 31.5% to approximately 36.0%. Looking ahead, the market is projected to further grow to approximately USD1,022.6 million by 2030, with the corresponding share expected to increase to approximately 40.7%. This reflects the continued competitiveness of Chinese suppliers, supported by ongoing household formation, improving living standards and the broader adoption of electrical appliances in everyday life across Indonesia.

Small Appliances Market by Category, Indonesia
USD Million; 2020-2030E



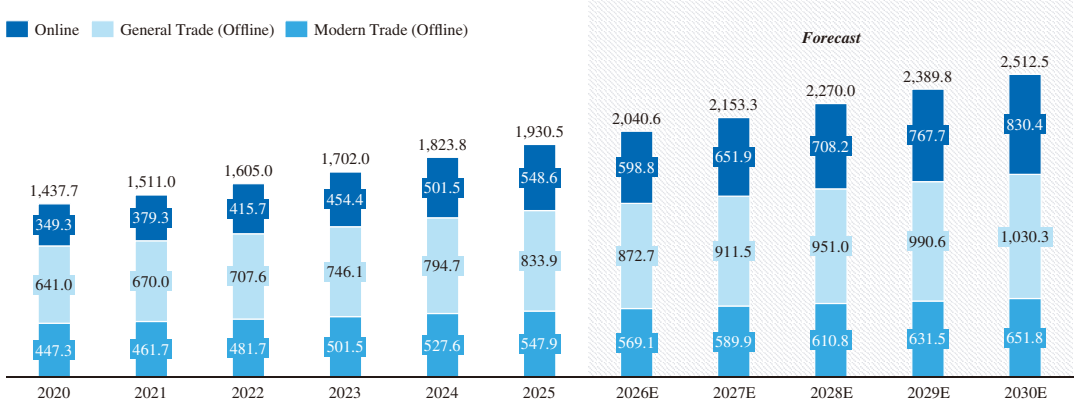
CAGR	Total	Food Preparation Appliances	Small Cooking Appliances	Home Care Appliances	Personal Care Appliances	Small Appliances from China to Indonesia
2020-2025	6.1%	7.1%	5.2%	5.6%	9.1%	8.9%
2025-2030E	5.4%	6.2%	4.7%	5.0%	7.6%	8.1%

Note: The market size refers to the retail sales value of small appliances in Indonesia.

Source: *International Monetary Fund (IMF), Annual Reports, Expert Interviews, Frost & Sullivan Analysis and Estimates*

Between 2020 and 2025, Indonesia's small appliances market recorded a gradual increase in online sales, with the channel rising from approximately 24.3% to approximately 28.4% of total market value, valued at approximately USD349.3 million and approximately USD548.6 million, respectively. Online channels have become increasingly relevant as platforms provide clearer product specifications, capacity details, pricing transparency, user reviews, and warranty information, allowing consumers to compare models more efficiently and make more informed purchasing decisions. Meanwhile offline retail still remained the dominant channel, accounting for approximately 71.6% of sales in 2025, valued at approximately USD1,381.8 million. The continued importance of offline channels reflects several structural characteristics of the Indonesian market, including consumers' preference for physical product inspection and in-store assistance, the broad geographic dispersion of households, and the entrenched role of physical retail formats. Offline channels also remain important in establishing purchase confidence, particularly among first-time appliance buyers and price-sensitive consumers. Within offline channels, general trade accounted for approximately 60.4% of offline sales in 2025, valued at approximately USD833.9 million. These neighbourhood outlets are widely embedded in local communities and typically serve as accessible purchase points for essential, entry-level small appliances and urgent replacement demand. Their product offerings are generally concentrated in practical, fast-moving models with clear value-for-money positioning, which aligns with mainstream consumer demand in Indonesia and has supported a continued increase in their relative share. Modern trade represented approximately 39.7% of offline small appliances sales in 2025.

Small Appliances Market by Channel, Indonesia
USD Million; 2020-2030E



CAGR	Total	Online	General Trade (Offline)	Modern Trade (Offline)
2020-2025	6.1%	9.4%	5.4%	4.1%
2025-2030E	5.4%	8.6%	4.3%	3.5%

Note: The market size refers to the retail sales value of small appliances in Indonesia.

Source: *International Monetary Fund (IMF), Annual Reports, Expert Interviews, Frost & Sullivan Analysis and Estimates*

OVERVIEW OF SOUTHEAST ASIA AND INDONESIA HOME FURNISHINGS & BUILDING MATERIALS MARKET

Market Size of Southeast Asia Home Furnishings & Building Materials

The home furnishings & building materials market refers to fixed products and materials commonly used in residential interior upgrades, including tiles, ceiling systems, paints and coatings, etc.

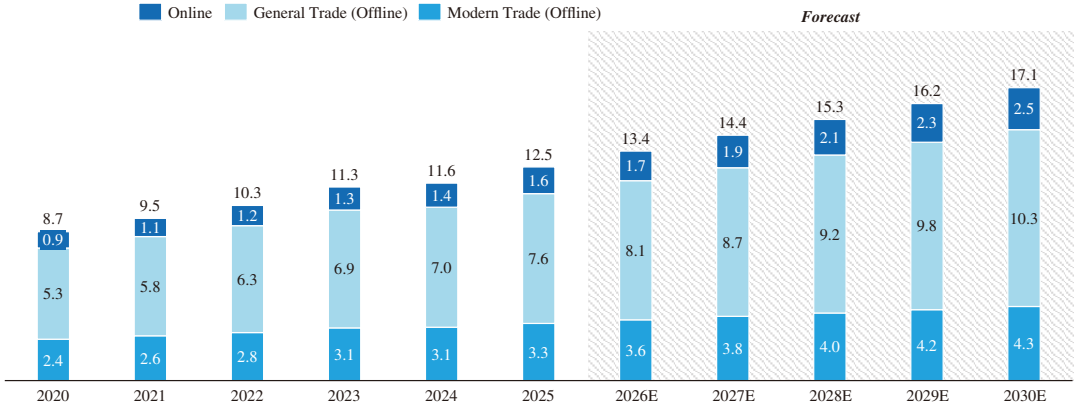
The Southeast Asian home furnishings & building materials market has demonstrated robust growth and significant potential. The market size expanded from approximately USD28.3 billion in 2020 to USD38.2 billion in 2025, achieving a CAGR of approximately 6.2% during the period. Looking forward, the market is projected to reach around USD49.5 billion by 2030. This translates to an

expected CAGR of about 5.4% for the 2025–2030 period, indicating sustained, albeit slightly moderated, expansion. This growth trajectory is underpinned by several interconnected factors. Rapid urbanization and continued residential development are supporting steady demand for interior finishing, renovation, and upgrading activities. Rising disposable incomes and the expansion of the emerging middle class are enabling households to move beyond basic maintenance toward higher-value home furnishings & building materials spending, including functional enhancements and performance-oriented solutions. In addition, increased attention to living comfort and space efficiency — particularly in dense urban environments and hot, humid climates — is reinforcing demand for waterproofing, insulation, ventilation-related, and space reconfiguration products. Within the Southeast Asia home furnishings and building materials market, Vietnam and the Philippines remained key growth markets during the period, while Thailand recorded comparatively slower expansion. Vietnam's market size increased from approximately USD4.4 billion in 2020 to approximately USD6.2 billion in 2025, and is projected to further reach approximately USD8.5 billion by 2030, representing CAGRs of approximately 7.3% and 6.4%, respectively. Its share of the regional market increased from approximately 15.5% in 2020 to approximately 16.4% in 2025, and is expected to further rise to approximately 17.2% by 2030. The Philippines followed a similar trend, with market size growing from approximately USD4.3 billion in 2020 to approximately USD6.2 billion in 2025, and further to approximately USD8.4 billion by 2030, representing CAGRs of approximately 7.5% and 6.2%, respectively. Its share of the regional market increased from approximately 15.3% in 2020 to approximately 16.3% in 2025, and is projected to reach approximately 17.0% by 2030. Thailand's market size increased from approximately USD3.8 billion in 2020 to approximately USD4.7 billion in 2025, and is expected to further grow to approximately USD5.4 billion by 2030, representing CAGRs of approximately 4.2% and 3.2%, respectively.

Market Size of Indonesia Home Furnishings & Building Materials

Indonesia's home furnishings & building materials market has experienced steady expansion in recent years, supported by structural demand fundamentals and continued progress in housing quality and consumption upgrading. The market grew from approximately USD8.7 billion in 2020 to approximately USD12.5 billion in 2025, representing a CAGR of approximately 7.5% during the period, reflecting both rising household spending and increasing awareness of home enhancement beyond basic construction needs. Its share of the Southeast Asia home furnishings & building materials market increased from approximately 30.8% in 2020 to 32.8% in 2025. Demand has been driven by urbanization, improving living standards, growth of emerging middle class, and the expansion of organized retail and e-commerce channels, which have enhanced product accessibility and consumer choice. Looking ahead, the market is expected to maintain its positive trajectory, reaching approximately USD17.1 billion by 2030, with a projected CAGR of approximately 6.5% from 2025 to 2030. Its share is projected to increase to 34.6% by 2030. Future expansion will be underpinned by continued residential development, ongoing upgrading of existing housing stock, and increasing adoption of value-added and functional home furnishings & building materials solutions. In addition, rising consumer emphasis on esthetics, comfort — together with the gradual formalization of distribution channels and contractor ecosystems — is expected to support sustained and resilient growth. Overall, Indonesia's home furnishings & building materials market demonstrates strong underlying demand fundamentals and remains well positioned for medium-term expansion.

Home Furnishings & Building Materials Market by Channel, Indonesia
USD Billion; 2020-2030E



CAGR	Total	Online	General Trade (Offline)	Modern Trade (Offline)
2020-2025	7.5%	10.5%	7.3%	6.7%
2025-2030E	6.5%	9.5%	6.4%	5.3%

Note: The market size refers to the retail sales value of home furnishings & building materials products.
Source: *Statistics Indonesia (BPS), International Monetary Fund (IMF), Annual Reports, Expert Interviews, Frost & Sullivan Analysis and Estimates*

In Indonesia's home furnishings and building materials market, offline channels remained dominant, accounting for approximately 87.5% of total sales in 2025, or approximately USD10.9 billion. This reflects the category's tactile and trust-based purchasing nature, as consumers often prefer physical inspection and in-person consultation. Within offline retail, general trade was the largest segment, generating approximately USD7.6 billion in 2025 and representing approximately 69.4% of offline sales, supported by its broad local presence and accessibility. By comparison, online sales are projected to increase from approximately USD1.6 billion in 2025 to approximately USD2.5 billion by 2030, representing a CAGR of approximately 9.5%.

COMPETITIVE LANDSCAPE OVERVIEW

Growth Drivers for Indonesia's 3C Accessories, Small Appliances and Home Furnishings & Building Materials Market

- **Demographic Structure and Evolving Consumer Aspirations:** Indonesia's demographic and socio-economic profile, characterized by a large youth population and a rapidly expanding emerging middle class, serves as a foundational driver for consumer market growth, particularly across the 3C accessories, small appliances and home furnishings & building materials markets. This dual advantage creates a powerful synergy: the young demographic provides a dynamic, tech-savvy, and trend-sensitive consumer base that is quick to adopt products such as consumer electronics accessories and small appliances, while the emerging middle class, with its rising disposable income, supports spending on both everyday devices and home-related upgrades. This combination is fundamentally reshaping consumption patterns, propelling sustained growth in these sectors by fueling demand for both lifestyle enhancement products and technology-driven convenience.

- **Urbanization and Changing Living Patterns:** Urbanization and the evolution of living patterns in Indonesia are fundamentally reshaping consumption dynamics across key retail sectors, including the 3C accessories, small appliances and home furnishings & building materials markets. The migration to urban centers, coupled with changes in housing types, space constraints, and modern lifestyles, creates distinct demand vectors for products, particularly those related to compact home solutions, everyday appliances and technology-enabled convenience. This structural shift transcends simple population movement; it directly influences how people interact with their living spaces, their daily routines, and the technologies that facilitate them.

- **Expansion of the Digital Ecosystem and the Rise of Livestreaming Commerce:** The expansion of Indonesia's digital ecosystem, characterized by rising Internet and smartphone penetration, and the growth of livestreaming commerce are significantly influencing consumer behavior and market development, including across the 3C accessories, small appliances and home furnishings & building materials markets. This trend is creating new pathways for product discovery, evaluation, and purchase. The integration of social media interaction with e-commerce functionality is altering traditional sales funnels, supporting evolving purchasing patterns across these sectors.

- **China's Supply Chain Edge Drives Market Evolution in Indonesia:** The established manufacturing and supply chain advantages of China serve as a significant driver for Chinese cross-border brands in penetrating and shaping Indonesia's consumer markets, particularly across the 3C accessories, small appliances and home furnishings & building materials markets. These advantages primarily manifest in two key dimensions: first, China's mature industrial clusters and integrated production chains ensure high efficiency and notable cost competitiveness; second, its flexible supply chain system enables rapid adaptation to shifting market demands, supporting faster product iteration and broader product availability in these sectors, allowing for quicker response times compared to local or Western suppliers.

- **Business Drivers for China-sourced 3C Accessories and Small Appliances in Indonesia:** The growth of Indonesia's 3C accessories and small appliance products market sourced from the Chinese Mainland was supported by both demand-side expansion in Indonesia and supply-side advantages of the Chinese Mainland. From the demand perspective, Indonesia's large and young consumer base, rising digital penetration, expanding retail channels and increasing preference for affordable and functional consumer products have continued to support market growth. Specifically, demand for 3C accessories was mainly driven by the large installed base of smartphones and other consumer electronics, frequent product replacement and upgrade needs, as well as the increasing usage of mobile entertainment, social media, gaming and digital payment applications. Demand for small appliances was mainly supported by urbanisation, rising household consumption and growing preference for convenient, space-efficient and easy-to-use home products. From the supply perspective, the Chinese Mainland's mature manufacturing ecosystem, broad product portfolio, efficient supply chain and cost-performance advantages enabled Indonesian distributors and brand owners to source diversified products at competitive prices and with relatively short product development and delivery cycles. For 3C accessories, Chinese Mainland manufacturers can respond quickly to changes in device models, charging standards and consumer preferences, while for small appliances, they offer strong capabilities in product design, component sourcing, mass production and quality control across different categories and price segments.

Future Trends for Indonesia's 3C Accessories, Small Appliances and Home Furnishings & Building Materials Market

- **Strengthening Channel Partnerships Through Digital Enablement:** As Indonesia's retail landscape remains highly fragmented, especially across small and mid-sized independent stores, leading brands are expected to deepen their channel partnerships by providing digital tools that can help enhance operational efficiency and strengthen in-store capabilities, particularly in the distribution of 3C accessories, small appliances and home furnishings & building materials, where product assortment, turnover and in-store presentation requirements vary significantly. Rather than relying solely on traditional trade relationships, brands will increasingly offer integrated solutions such as digital inventory management, data-supported merchandising and demand forecasting, enabling more efficient management of high-frequency, fast-moving items as well as bulkier or higher-value products. These tools help retailers improve turnover, raise sales productivity and expand profitability, reinforcing channel loyalty and creating a more defensible network advantage.

- **The Dual Expansion of Shelf-Based E-commerce and Livestreaming Commerce:** The rapid development of Indonesia's digital economy is reshaping the retail channel landscape, particularly across categories such as 3C accessories, small appliances and home furnishings & building materials. Shelf-based e-commerce is evolving into a standardized transaction hub for routine product purchases, while the rise of livestreaming commerce has created new scenarios for

product discovery and impulse consumption. Together, these two complementary channels are forming a dual-track structure, which is becoming an important trend for expanding sales and deepening brand penetration.

- **Product Innovation Increasingly Tailored to Local Culture and Climate:** Indonesia's tropical climate and cultural diversity are expected to exert a stronger influence on product development in the coming years. As brands deepen their presence in the market, many will move beyond basic localization and adopt more systematic approaches to designing products that reflect local environmental conditions, lifestyle patterns and esthetic preferences, such as climate-adapted materials, usage-oriented features and locally preferred designs. This evolution is likely to enhance consumer relevance and create clearer differentiation across categories.

- **Gradual Brand Preference Upgrade:** As Indonesia's consumer base evolves, the expansion of the emerging middle class is contributing to gradual changes in purchasing behavior. This segment typically exhibits improving income stability and increasing attention to product quality, reliability and service assurance, while remaining value-conscious. In parallel, brand awareness is developing progressively across consumer categories, particularly in products where durability, safety and after-sales support are relevant considerations, such as household devices and functional home-related products. As a result, branded products are increasingly evaluated alongside price, supporting a measured shift in consumer preferences over time.

Entry Barriers for Indonesia's 3C Accessories, Small Appliances and Home Furnishings & Building Materials Market

- **Barriers in Balancing Cost Competitiveness and Brand Building:** A key challenge for Chinese cross-border brands lies in balancing cost advantages with sustainable brand building. While China's manufacturing efficiency supports aggressive pricing, prolonged reliance on low-cost positioning can lock brands into low-margin segments and expose them to price competition. Building a trusted brand that supports price premiums requires long-term investment in localized marketing, consistent quality, and differentiated design. As Indonesian emerging and established middle classes become more brand-conscious, transitioning from commodity supplier to trusted brand remains a major hurdle for new entrants.

- **Barriers in Establishing Consumer Trust and Brand Equity:** Consumers, particularly for products involving safety, durability, or higher spending, tend to be cautious toward unfamiliar brands, with concerns around quality, after-sales service, and warranty fulfillment. Established local and cross-border brands benefit from stronger perceived reliability, while new entrants must invest heavily in credibility-building through transparent communication, customer service infrastructure, user reviews, and local endorsements. Such trust-building is resource-intensive and cannot be achieved through pricing alone.

- **Barriers in Navigating Complex and Fragmented Distribution Channels:** Indonesia's fragmented retail landscape presents significant go-to-market challenges, spanning traditional trade, modern retail, and a rapidly expanding but logistically complex e-commerce sector. Online D2C expansion requires localized digital marketing and last-mile capabilities, while offline penetration depends on managing extensive distributor and retailer networks, local practices, inventory complexity, and trade margins. These channel requirements demand substantial local expertise, capital, and time, creating high entry barriers for newcomers without established partners.

- **Barriers in Maintaining End-to-End Supply Chain Control and Flexibility:** Maintaining supply chain control and responsiveness is difficult due to long international shipping cycles, inventory risks, and operational complexity. Leading players mitigate these challenges through hybrid models that combine local assembly, in-country warehousing, and strong logistics partnerships to improve replenishment speed and adaptability. Building such supply chain resilience requires significant upfront investment and local operational know-how, posing a meaningful barrier to new entrants and scalable expansion.

- **Barriers in Addressing Regulatory Compliance and Product Localization:** Compliance with Indonesia's regulatory standards is mandatory but time-consuming and costly, particularly for electronics, appliances, and selected home furnishings & building materials. Beyond certification, effective localization — including adaptation to local electrical standards, language requirements, living conditions, and esthetic preferences — is critical to achieving product-market fit. Inadequate localization can lead to compliance risks, weak consumer acceptance, and constrained market penetration.

Ranking of Leading 3C Accessories Companies in Indonesia

The 3C accessories market in Indonesia remains relatively dispersed, with leading participants differing in their product mix, pricing approach and customer focus. Such variation contributes to differences in commercial outcomes, as companies position themselves across diverse consumer segments and distribution channels. In 2025, the retail sales value of the top 5 3C accessories companies in Indonesia reached approximately RMB2,750.0 million, representing approximately 5.5% of the total market. Among these, our Group ranked first, with a retail sales value of approximately RMB1,090.0 million, accounting for approximately 2.2% of the total market. The table below presents the top 5 3C accessories companies in Indonesia by retail sales value in 2025:

Ranking of Leading 3C Accessories Companies in Indonesia,
by Retail Sales Value, 2025, RMB Million

Ranking	Company	Retail Sales Value[(1)]	Market Share[(2)]
1	**Our Group**	**1,090.0**	**2.2%**
2	Company A[(3)]	490.0	1.0%
3	Company B[(4)]	470.0	0.9%
4	Company C[(5)]	400.0	0.8%
5	Company D[(6)]	300.0	0.6%
Top5	**NA**	**2,750.0**	**5.5%**

Notes:

(1) Retail sales value refers to the retail value of 3C accessories sold by the company to end consumers in Indonesia.

(2) Denominator of the percentage is the market size of 3C accessories in Indonesia.

(3) Company A is a company headquartered in Switzerland. It is listed on the SIX Swiss Exchange. Established in 1981, it engages in the design, research and development, and sales of computer peripherals and related accessories. Its operations span categories such as keyboards and mice, video collaboration solutions, gaming peripherals, and audio devices. The company has a strong presence in overseas markets and extensive global reach, with its core 3C accessories business primarily marketed under brand A.

(4) Company B is a company headquartered in Shenzhen, Guangdong Province. It is listed on the Shenzhen Stock Exchange. Established in 2012, it operates a 3C consumer electronics business covering product development, manufacturing and sales. Its offerings span transmission solutions, audio-visual accessories, charging products, storage devices and mobile peripherals. The company sells its products globally under brand B, with operations oriented toward overseas markets.

(5) Company C is a company headquartered in Changsha, Hunan Province. It is listed on the Shenzhen Stock Exchange. Established in 2011, it engages in the design, research and development, and sales of smart accessories and smart hardware. Its operations span charging and energy storage products, smart home devices, and smart audio-visual solutions. The company manages a portfolio of proprietary brands serving different product segments, with a focus on overseas markets and broad global reach, including brand D for audio devices and brand H for charging products.

(6) Company D is a company headquartered in Singapore. Established in 2005, it engages in the design, research and development, and sales of gaming hardware and related accessories. Its operations span categories such as gaming peripherals, laptops, and audio devices. The company has a strong presence in overseas markets and a broad global reach, with its core 3C accessories business primarily marketed under brand C.

Source: Annual Reports, Expert Interviews, Frost & Sullivan Analysis and Estimates

Ranking of Leading 3C Accessories Brands in Indonesia

The 3C accessories market in Indonesia is characterized by a wide range of brands with varying positioning across product categories and price segments. In 2025, the retail sales value of the top 10 3C accessories brands in Indonesia reached approximately RMB3,115.0 million, representing approximately 6.2% of the total market. Among these, two of our Group's brands were ranked within the top 10, with "ROBOT" ranking first with a retail sales value of approximately RMB700.0 million, accounting for approximately 1.4% of the total market, and "VIVAN" ranking sixth with a retail sales value of approximately RMB245.0 million, accounting for approximately 0.5% of the total market.

The table below presents the top 10 3C accessories brands in Indonesia by retail sales value in 2025:

Ranking of Leading 3C Accessories Brands in Indonesia,
by Retail Sales Value, 2025, RMB Million

Ranking	Brand	Retail Sales Value[7]	Market Share[8]
1	**ROBOT**	**700.0**	**1.4%**
2	Brand A	490.0	1.0%
3	Brand B	470.0	0.9%
4	Brand C	300.0	0.6%
5	Brand D	260.0	0.5%
6	**VIVAN**	**245.0**	**0.5%**
7	Brand E[9]	185.0	0.4%
8	Brand F[10]	175.0	0.3%
9	Brand G[11]	150.0	0.3%
10	Brand H	140.0	0.3%
Top10	**NA**	**3,115.0**	**6.2%**

Notes:

(7) Retail sales value refers to the retail value of 3C accessories sold by the brand to end consumers in Indonesia.

(8) Denominator of the percentage is the market size of 3C accessories in Indonesia.

(9) Brand E is a global consumer audio brand focusing on products such as speakers and headphones, with a strong global presence and established brand recognition. The brand operates under a leading international technology group, established in 1969, which, through its audio and connected technologies business, covers consumer audio products, automotive audio systems and professional solutions.

(10) Brand F is a smart accessories brand focusing on mobile-related products, including audio devices, charging products and smart wearables, with a strong presence in emerging markets. Backed by a company established in 2013 and headquartered in Shenzhen, Guangdong Province, the brand benefits from integrated capabilities across product development, manufacturing and distribution.

(11) Brand G is a 3C accessories brand focusing on products such as charging devices, audio accessories and other mobile-related products, with a broad presence in international markets. Backed by a company established in 2011 and headquartered in Shenzhen, Guangdong Province, the brand benefits from capabilities in product development and brand management, as well as established overseas distribution networks.

Source: Annual Reports, Expert Interviews, Frost & Sullivan Analysis and Estimates

Ranking of Leading Small Appliances Companies in Indonesia

Indonesia's small appliances market shows a moderate level of concentration among leading players, while competition remains active across the broader market. In 2025, the top five market players accounted for approximately 30.8% of the market in terms of retail sales value, reflecting the advantages of established brands in consumer recognition, product quality, channel resources and after-sales service capabilities. In 2025, our Company ranked the 15th in terms of retail sales value with market share of approximately 1.3%. Meanwhile, our Company ranked No. 6 among China-based cross-border companies in the small appliances sector, with a market share of approximately 3.7% of the China-to-Indonesia small appliances export market. Indonesia's small appliances market comprises international appliance brands, regional and China-based brands, local distributors and retailers, and emerging online-oriented brands. International brands compete mainly on brand premium, reliability and mid-to-high-end positioning, while regional and China-based brands focus on cost-efficient sourcing, diversified product portfolios and value-for-money offerings. Local distributors and retailers support offline penetration and after-sales services, whereas online-oriented brands expand through e-commerce, targeted marketing and flexible pricing. Overall, competition is driven by brand awareness, product range, pricing, channel coverage, supply chain efficiency and localisation capabilities.

Ranking of Leading Home Furnishings and Building Materials Companies in Indonesia

Indonesia's home furnishing and building materials market is highly diversified due to its broad product categories and distribution channels. In 2025, our Company accounted for approximately 0.2% of the total market in terms of retail sales value. Market participants mainly include integrated home improvement retailers, specialised brand owners, local manufacturers, importers and distributors, and online-oriented sellers. Integrated retailers compete through broad product offerings, store networks and one-stop procurement capabilities, while specialised brands and local manufacturers focus on product quality, design, durability and brand recognition in selected categories. Importers and distributors support the supply of cost-competitive overseas products, including those sourced from the Chinese Mainland, and facilitate downstream channel penetration. Online sellers expand reach through e-commerce and social commerce. Overall, competition is driven by product range, brand awareness, pricing, channel coverage, sourcing capability, after-sales service and localisation capabilities.

Cost Analysis for 3C Accessories and Small Appliance

Raw Material Cost

Among the major raw materials used in 3C accessories and small appliances, gold, copper and aluminium recorded notable price increases between 2020 and 2025 and are expected to remain at moderate growth rate through 2030. The price of gold increased from approximately RMB387.5 per gram in 2020 to approximately RMB797.7 per gram in 2025 and is projected to reach approximately RMB1,212.4 per gram by 2030. The price of copper rose from approximately RMB48.9 thousand per ton to approximately RMB81.1 thousand per ton and is expected to increase to approximately RMB117.0 thousand per ton over the same period, while the price of aluminium increased from approximately RMB14.2 thousand per ton in 2020 to approximately RMB20.7 thousand per ton in 2025 and is projected to reach approximately RMB24.5 thousand per ton by 2030.

Polyvinyl chloride ("**PVC**"), used in insulation and casings, decreased from approximately RMB9.2 thousand per ton in 2021 to approximately RMB4.8 thousand per ton in 2025 and is expected to further decline to approximately RMB5.5 thousand per ton by 2030. Meanwhile, the PPI for electronic components and specialized electronic materials, which reflects the cost of key inputs used in circuit boards, semiconductors and other electronic components, decreased from 107.3 to 98.1 between 2021 and 2025, and is forecasted to remain broadly stable and reached approximately 97.0 by 2030.

3C Accessories Component Cost

Given the significant variation in 3C accessories by product category, model, specification, function, brand and sales channel, there is limited publicly available data tracking ex-factory price movements of finished 3C accessories as a standalone category. As such products generally involve electronic components, connectors, circuit boards, batteries, cables and other specialised electronic materials, the PPI of electronic components and electronic specialised materials is used as an indicative proxy for upstream producer price trends in the Chinese Mainland. Although it does not directly represent finished-product ex-factory prices, it provides a relevant benchmark for the upstream cost environment. The PPI declined to 98.1 in 2025 and is expected to remain broadly stable, reaching approximately 97.0 by 2030.

Logistics Cost

Given that the Company sources products from the Chinese Mainland and exports them to Indonesia, ocean freight represents an important component of its logistics costs. The average price of very low sulphur fuel oil ("**VLSFO**") is used as a representative indicator for logistics cost trends, as marine fuel is a key variable cost in international sea transportation and is commonly reflected in freight rates through fuel surcharges or bunker adjustment mechanisms. From 2020 to 2022, shipping costs increased significantly due to pandemic-related disruptions, including port congestion, container shortages and constrained shipping capacity, together with rising marine fuel prices. VLSFO prices increased from approximately USD374.4 per ton in 2020 to approximately USD810.4 per ton in 2022. From 2023 to 2025, shipping costs declined from peak levels as disruptions eased and vessel capacity improved, while VLSFO prices decreased to approximately USD508.8 per ton in 2025. Looking ahead, shipping costs are expected to remain broadly stable with a slight upward trend, as VLSFO prices are projected to increase at a CAGR of approximately 1.9% to approximately USD560.0 per ton by 2030, partly offset by continued fleet expansion and more balanced supply-demand dynamics

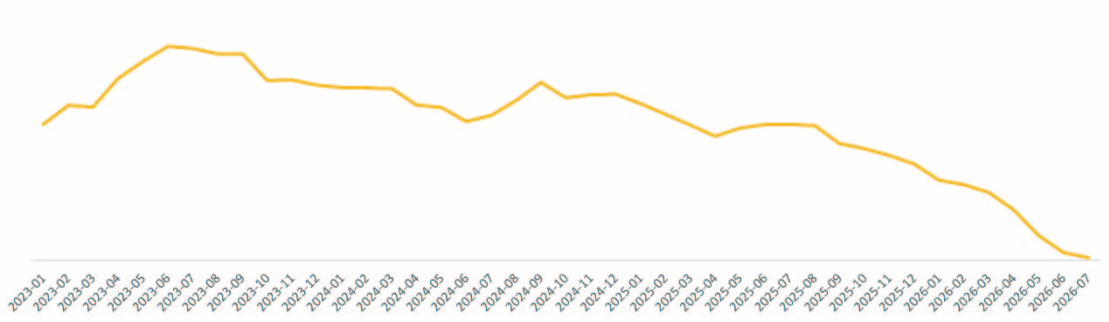
The changes in raw material prices, component costs and logistics costs had limited and indirect pass-through effects on the selling prices of the Company's final products during the Track Record Period. The Company's products cover a broad range of 3C accessories, small appliances and related products with different models, specifications, functions, brands and sales channels, and their selling prices are primarily determined by product mix, functional configuration, brand positioning, channel strategy, market competition and consumer demand. Raw material and component cost fluctuations may also be partially absorbed or mitigated through supplier negotiations, procurement planning, inventory cycles, product design adjustments, economies of scale and changes in product portfolio. Logistics costs are typically allocated across a large number of SKUs and shipments, and therefore do not directly translate into proportional changes in individual product ASPs. Accordingly, the historical changes in the Company's ASPs may not necessarily be directly aligned with the movements in major raw material prices, component costs or logistics costs.

Monthly IDR/RMB Exchange Rate Trend And Reasons For Depreciation

From 2023 to July 2026, the Indonesian rupiah generally weakened against the RMB, although the movement was not linear. The exchange rate broadly went through four stages: appreciation of the rupiah in the first half of 2023, gradual depreciation from the second half of 2023 to the first half of 2024, fluctuation and adjustment from the second half of 2024 to 2025, and more pronounced depreciation since 2026. The movement of the IDR/RMB exchange rate was largely shaped by the relative performance of both currencies against the US dollar. In the first half of 2023, the rupiah was supported by foreign exchange inflows from Indonesia's commodity exports, while the RMB was relatively under pressure. Subsequently, the rupiah started to weaken as high US interest rates increased the attractiveness of US dollar assets, commodity-related foreign exchange support moderated, and emerging market currencies came under pressure. During 2024 and 2025, Bank Indonesia's policy measures, including maintaining relatively high interest rates and stabilising market expectations, helped ease depreciation pressure at certain points, resulting in temporary stabilisation and rebounds. Since 2026, the depreciation of the rupiah against the RMB has become more visible, mainly due to stronger pressure on the rupiah against the US dollar amid concerns over Indonesia's external balance, energy import costs, capital outflows and policy outlook, while the RMB remained relatively stable or strengthened against the US dollar during certain periods.

Monthly IDR/RMB Exchange Rate, 2023.01-2026.07

RMB per 100 IDR



Source: Bank of China

We are subject to a variety of laws, and regulations across a number of aspects of our business. This section sets forth a summary of the most significant laws and regulations that are applicable to our current business activities around the world.

LAWS AND REGULATIONS IN RELATION TO OUR BUSINESS IN INDONESIA

Regulatory Overview

Our business operations in Indonesia are subject to various laws and regulations. As advised by our Indonesian legal adviser, the following overview reflects their views and the underlying legal bases. Please find below an overview of the key laws and regulations relating to our business.

General Business and Foreign Investments in Indonesia

Business and foreign investment in Indonesia are primarily governed by: (i) Law No. 40 of 2007 on Limited Liability Companies, as lastly amended by Law No. 6 of 2023 on Enactment of Government Regulation in Lieu of Law No. 2 of 2022 on Job Creation into Law ("**Job Creation Law**") (the "**Company Law**"), (ii) Law No. 25 of 2007 on Investment as amended by Job Creation Law ("**Investment Law**"), and (iii) PR No. 10/2021.

Pursuant to the Investment Law, any form of foreign investment in Indonesia must be in the form of a limited liability company (*perseroan terbatas*) domiciled within the territory of the Republic of Indonesia. PR No. 10/2021 introduced an investment classification system commonly referred to as the "Positive Investment List". Under this framework, business sectors are generally open to investment unless they are expressly designated as (i) closed to investment or (ii) reserved for the central government. PR No. 10/2021 further categorizes business sectors into: (i) priority sectors, (ii) sectors allocated to or requiring partnership with cooperatives and Micro, Small, and Medium Enterprises ("**MSMEs**"), (iii) sectors with certain requirements (including, maximum foreign ownership limitations), and (iv) other sectors open to all investors. The business activities of the Indonesian subsidiaries fall into the category of business sectors that are open to all investors, thereby permitting up to 100% (one hundred percent) foreign ownership with no restrictions on the shareholders' nationality or certain ownership percentages.

Specifically for the Telecommunication Equipment Repair business activity conducted by PT Mobile Bersinar Papua as one of the Indonesian subsidiaries, although the new Positive Investment List under PR No. 10/2021 generally requires the entity conducting such specific business activity to establish partnership with MSMEs, this requirement does not apply to PT Mobile Bersinar Papua. This entity was established and obtained its Business Identification Number (*Nomor Induk Berusaha* — "**NIB**") in 2020, prior to the enactment of PR No. 10/2021, where the applicable investment regime was PR No. 44 of 2016 on Lists of Business Fields that are Closed to and Business Fields that are Open with Conditions to Investment ("**PR No. 44/2016**"). Under PR No. 44/2016, Telecommunication Equipment Repair business activity was not subject to any MSMEs partnership requirement. Accordingly, based on the grandfathering principle set out in PR No. 10/2021 and prevailing implementation practice under the Online Single Submission ("**OSS**") system, PT Mobile Bersinar Papua continues to be governed by the investment framework under PR No. 44/2016 and therefore is not currently, and will not be, required to establish partnerships with MSMEs. However, the above provision shall not apply in the event that PT Mobile Bersinar Papua updates its NIB, including, among others, expands its business activities resulting in the addition of new KBLI codes. In such circumstances, PT Mobile Bersinar Papua shall be required to adjust its obligations accordingly, including establishing a partnership with MSMEs in accordance with PR No. 10/2021. Based on the current business plan of PT Mobile Bersinar Papua, no update or amendment to its NIB is expected to be required.

General Company Licensing

The regulatory framework for risk-based licensing is set out under Government Regulation ("**GR**") No. 28 of 2025 on the Organization of Risk-Based Licensing and Minister of Investment and Downstreaming/Head of Investment Coordinating Board Regulation No. 5 of 2025 on Guidelines and Procedures for Implementing Risk-Based Business Licensing and Investment Facilities through the OSS system. Under these regulations, businesses are required to fulfill certain general requirements for business licensing and/or risk-based business licensing in order to conduct their business in the territory of Indonesia, which may consist of an NIB, Standard Certificate, Permit, and/or other supporting licenses as may be applicable depending on the type of business activity. In conducting its business activities, a business actor is required to submit an Investment Activity Report (*Laporan Kegiatan Penanaman Modal* — "**LKPM**") detailing the progress of investment realization, which must be submitted on a quarterly basis through the OSS system.

Importation Licensing

Pursuant to Minister of Trade ("**MOT**") Regulation No. 16 of 2025 on Import Policies and Provisions, as lastly amended by MOT Regulation No. 18 of 2026 ("**MOT No. 16/2025**"), importers are required to obtain a valid NIB through the OSS system, which also functions as an Importer Identification Number (API-*Angka Pengenal Importir*). Beyond the NIB, Indonesia's legal framework utilizes a "Positive List" system, formally known as the Prohibited and Restricted Goods ("**LARTAS**") framework. Under this system, specific goods — identified by their Indonesian Harmonized System ("**Indonesian HS Code**") — require additional import licenses before entering the country. These licenses typically include Registered Importer (IT) or Producer Importer (IP) status, Import Approvals (PI), and/or Surveyor Reports (LS). The scope of the Positive List is broad, primarily covering products that impact national security, health, safety, and the environment (K3L), such as electronics and textiles.

While Minister of Finance ("**MOF**") Regulation No. 26/PMK.010/2022 of 2022 on the Implementation of the Goods Classification System and the Imposition of Import Duty Tariffs on Imported Goods, as lastly amended by MOF Regulation No. 50 of 2026 ("**MOF No. 26/2022**") provides the official Indonesian HS Code, import restrictions under the LARTAS framework are managed through sector-specific MOT regulations. A primary example is MOT Regulation No. 21 of 2025 on Import Policies and Provisions of Electronic and Telematics Goods, as partially revoked by MOT Regulation No. 47 of 2025, which regulates the importation of electronic and telematics goods. Under this framework, items like Bluetooth speakers and digital video recorders require a Surveyor Report for legal importation.

Trade Restrictions and Customs Compliance

In addition to the import licensing regime described above, Indonesia imposes certain trade restrictions and import controls on specific categories of goods. Under MOT No. 16/2025 and PR No. 61 of 2024 on Commodity Balance, as amended by PR No. 7 of 2025, the LARTAS framework also imposes import quotas that generally apply only to certain strategic commodities requiring specific Import Approvals ("**PI**"), including certain agricultural products, industrial metals, textile products, and hazardous chemicals. Trade quotas under the LARTAS framework are implemented through the stipulation of volume of goods permitted to be imported by the importer in the PI, where such volume is allocated based on the National Commodity Balance. Quotas granted through a PI remains valid until it is fully utilized or their validity period has expired. In the event that a PI is no longer usable, the importer may apply for a new PI to import goods, subject to quota availability and domestic demand under the Commodity Balance, which is determined annually by the relevant government authorities.

Certain products are prohibited from being imported into Indonesia pursuant to MOT Regulation No. 47 of 2025 on Goods Prohibited from Importation, including, among others, sugar, rice, ozone-depleting substances, used clothing, certain hazardous materials and mercury-containing medical devices. Based on our product categories, such import prohibitions are not applicable to us.

Imported goods must undergo customs clearance procedures in accordance with MOF Regulation No. 190/PMK.04/2022 on Release of Imported Goods for Use. Importers are generally required to submit an Import Declaration (PIB), together with supporting documents such as commercial invoices, packing lists, transport documents and applicable import licenses. Upon completion of customs verification and physical inspection where applicable, as well as payment of applicable customs duties and import taxes, the customs authority will issue a Goods Release Approval Letter (SPPB) authorizing the release of goods from the customs area.

International Trade and Cross-Border Considerations (China-Indonesia)

Trade between Indonesia and the People's Republic of China is influenced by regional preferential trade agreements, particularly the ASEAN-China Free Trade Area ("**ACFTA**") and the Regional Comprehensive Economic Partnership ("**RCEP**"), which became effective in Indonesia in 2023. These agreements provide preferential tariff treatment for qualifying goods, subject to compliance with applicable rules of origin and proper origin documentation. The ACFTA provides preferential import duty rates, including reduced rates and, for certain tariff lines, zero-rated import duties depending on product classification under the applicable tariff schedule. The RCEP provides for progressively staged reductions in import duties commencing from 2023 through 2043 across participating member states, including ASEAN countries, the PRC, Japan, South Korea, Australia and New Zealand. Where preferential treatment is successfully claimed, import duties may be reduced or eliminated in accordance with the relevant tariff schedules.

Eligibility for preferential tariff treatment under both the ACFTA and RCEP requires that imported goods be declared via a PIB, including goods released from Bonded Storage Places, Free Zones or Special Economic Zones into the customs area, and that such goods satisfy applicable rules of origin requirements and are supported by valid origin documentation prescribed under the relevant treaty framework. In general, qualifying goods must meet origin criteria such as wholly obtained or produced status, production exclusively from originating materials, or compliance with applicable product-specific rules. Where such requirements are not satisfied, the goods will not be entitled to preferential tariff treatment and will instead be subject to ordinary import duties.

To claim ACFTA preferential import duty treatment, pursuant to MOF Regulation No. 171/PMK.04/2020 on Procedures for the Imposition of Import Duty Rates on Imported Goods under the Trade in Goods Agreement of the Framework Agreement on Comprehensive Economic Cooperation and Certain Agreements between the Association of Southeast Asian Nations and the People's Republic of China, as partially revoked by MOF Regulation No. 35 of 2023 on Procedures for the Submission of Certificates of Origin and/or Declarations of Origin in Relation to the Imposition of Import Duty Rates for Imported Goods According to International Agreements or Arrangements ("**MOF No. 35/2023**"), goods must comply with ACFTA rules of origin, generally including wholly obtained or produced goods, goods produced exclusively from originating materials, or non-wholly obtained or produced goods meeting a minimum 40% Regional Value Content or applicable Product Specific Rules ("**PSR**"). For RCEP preferential import duty treatment, pursuant to MOF Regulation No. 209/PMK.04/2022 on Procedures for the Imposition of Import Duty Rates on Imported Goods under the Regional Comprehensive Economic Partnership, as partially revoked by MOF No. 35/2023, goods must comply with RCEP rules of origin, generally including wholly obtained or produced goods, goods produced exclusively from originating materials, or goods meeting applicable PSR.

Preferential tariff claims under ACFTA must be supported by valid origin documentation, principally a Certificate of Origin Form E, together with relevant customs documentation, including PIB and applicable import licences. For RCEP, preferential claims must be supported by RCEP origin documentation, including a Certificate of Origin Form RCEP or approved origin declaration, together with relevant customs documentation.

In addition, Indonesia's broader customs and trade regulatory framework affects import treatment and classification. In the absence of available or claimed preferential tariffs, import duties are determined by the Indonesian HS Code classification of the product under Indonesia's customs tariff

book (*Buku Tarif Kepabeanan Indonesia* — BTKI) governed under MOF No. 26/2022. The applicable Indonesian HS Code is the fundamental determinant of both the applicable duty rate and the relevant non-tariff measures, such as import licensing, technical standards, and trade-remedy actions.

Consequently, accurate HS classification and robust origin documentation are essential for customs compliance. Beyond fiscal obligations, imports are subject to the "Positive List" or "LARTAS" framework (as detailed in "Importation Licensing" section above). This framework imposes additional controls-including specific licenses, technical certifications, and sector-specific requirements, stipulated under various MOT regulations and other relevant ministerial regulations.

From a cross-border tax perspective, transactions between Indonesian subsidiaries and related parties in China are subject to Indonesia's transfer pricing rules, which apply the arm's length principle under Article 18 (3) of Law No. 7 of 1983 on Income Tax, as lastly amended by Job Creation Law ("**Income Tax Law**") and its implementing regulations. Generally, the Indonesian transfer pricing framework is governed by MOF Regulation No. 172/PMK.03/2023 on the Implementation of the Arm's Length Principle in Transactions Affected by Special Relationships. This regulation adopts the principles of Organization for Economic Co-operation and Development ("**OECD**") Base Erosion and Profit Shifting ("**BEPS**") Action 13, which sets out standards and guidelines on transfer pricing documentation, including the requirement for qualifying multinational enterprise groups to maintain a Master File, Local File, and Country-by-Country Report. In applying the arm's length principle, the interpretation of the Indonesian tax authority is aligned with the OECD Transfer Pricing Guidelines for Multinational Enterprises and Tax Administrations, which serve as an international reference framework for determining appropriate transfer pricing methods and documentation requirements.

Since Indonesia participates in the OECD Inclusive Framework on BEPS, Indonesia has also implemented the global minimum tax framework under Pillar Two through the issuance of MOF Regulation No. 136 of 2024 on Global Anti-Base Erosion Rules Based on International Agreement ("**MOF No. 136/2024**"). According to Article 2 paragraph (1) of MOF No. 136/2024, the provisions regarding Global Anti-Base Erosion Rules ("**GloBE**") applies to constituent entities of a Multinational Company ("**MNC**") Group, if the: (i) MNC Group's annual gross turnover is at least EUR750,000,000.00 (seven hundred and fifty million Euro) based on the consolidated financial statement of the main parent entity, and (ii) such gross turnover value must be fulfilled in at least 2 (two) of the 4 (four) tax years prior to the tax year for which GloBE is imposed.

During the Track Record Period and up to the Latest Practicable Date, save as disclosed above in relation to the ACFTA and RCEP, there were no other material changes in international trade policies, including tariff regimes, relevant to our business.

Environmental Protection

Environmental protection in Indonesia is primarily governed under GR No. 22 of 2021 on Organization of Environmental Protection and Management ("**GR No. 22/2021**"). Every business and/or activity that has an impact on the environment is required to obtain: (i) Environmental Impact Analysis ("**AMDAL**"); (ii) Environmental Management Efforts and Environmental Monitoring Efforts ("**UKL-UPL**"); or (iii) Statement of Environmental Management and Monitoring Commitment ("**SPPL**"), depending on the environmental risk of each activity and/or business. Based on Article 5 to Article 7 of GR No. 22/2021, should an activity and/or business be deemed as having a significant impact on the environment, the relevant activity and/or business is mandated to obtain AMDAL. In addition, every activity and/or business that does not have a significant impact on the environment and is not included in the mandatory AMDAL criteria, must possess a UKL-UPL. Moreover, the activity and/or business that does not have a significant impact on the environment and is not included in the mandatory UKL-UPL criteria, must possess an SPPL.

Companies operating within designated industrial estates are required to maintain a Detailed Environmental Management and Monitoring Plan ("**Detailed RKL-RPL**"), pursuant to GR No. 22/2021 and Minister of Industry Regulation No. 2 of 2026 ("**MOI Regulation No. 2/2026**"). However, MOI Regulation No. 2/2026 — which became effective on 3 April 2026 — stipulates that companies already

holding a valid environmental document (such as a UKL-UPL) prior to the regulation's enactment are exempt from preparing a new Detailed RKL-RPL. Under Article 17 of MOI Regulation No. 2/2026, to qualify for this exemption, a company must submit its existing environmental document to the industrial estate manager for review.

If the estate manager determines that the company's existing document remains consistent with its actual business activities and aligns with the relevant AMDAL held by the estate manager (Master AMDAL), the existing document shall be deemed equivalent to a Detailed RKL-RPL. Failure to comply with these requirements may result in administrative sanctions under prevailing environmental and business licensing laws.

Given its location within an industrial estate and its possession of a UKL-UPL obtained prior to the enactment of MOI Regulation No. 2/2026, one of the Indonesian subsidiaries (*i.e.*, PT Wook Global Technology) is eligible for the exemption under Article 17 of MOI Regulation No. 2/2026. Under this provision, PT Wook Global Technology could have opted to submit its existing UKL-UPL for review by the industrial estate manager to be deemed equivalent to a Detailed RKL-RPL. However, rather than relying on this exemption, PT Wook Global Technology has elected to proactively apply for a new Detailed RKL-RPL to ensure full alignment with the latest regulatory framework.

Additionally, companies acting as B3 Waste Producers and conducting Hazardous and Toxic Waste ("**B3 Waste**") management activities are required to submit B3 Waste Reports to the Minister of Environment ("**MOE**") every 6 (six) months, as stipulated in MOEF Regulation No. 6 of 2021 on Procedures and Requirements for the Management of B3 Waste. The B3 Waste Reports include: (i) B3 Waste Management Report; (ii) B3 Waste Reduction Report; and (iii) B3 Waste Storage Report. Failure to comply may result in administrative sanctions, such as written warning, administrative fines, suspension of license, and/or revocation of license.

Space Utilization and Building Construction

In carrying out space utilization, the Minister of Agrarian and Spatial Planning/Head of the National Land Agency Regulation No. 13 of 2021 on Implementation of Suitability of Space Utilization Activities and Synchronization of Space Utilization Program requires companies to obtain a Suitability of Space Utilization Activities ("**KKPR**") from the OSS system for each location/space utilized by the company, in the form of: (i) Confirmation on KKPR, or (ii) Approval on KKPR.

As for construction of buildings, the Government Regulation No. 16 of 2021 on Implementing Regulations of Law No. 28 of 2002 on Buildings requires businesses to obtain: (i) Building Approval (formerly known as Building Construction Permit), and (ii) Building Functioning Certificate for each building constructed. For a warehouse building, MOT Regulation No. 90/M-DAG/PER/12/2014 of 2014 on Warehouse Arrangement and Management as amended by MOT Regulation No. 16/M-DAG/PER/3/2016 of 2016 requires any owners to register and obtain a Warehouse Registration Certificate for their warehouse. Failure to comply may result in administrative sanctions, such as written warnings, restrictions on building activities, suspension of permits, closure of the warehouse, and/or administrative fines.

Intellectual Property ("IP")

Indonesia recognizes and provides the protection of IP rights, including Copyright, Trademarks, Patents, and Industrial Designs. The authority responsible for the administration and supervision of IP in Indonesia is the Directorate General of Intellectual Property ("**DGIP**") of the Minister of Law ("**MOL**"). Specifically for Copyrights management, Indonesia has a Collective Management Organization, a non-profit legal entity authorized by Copyright owners to administer their economic rights, including the collection and distribution of royalties. For ease of reference, the following provides an overview of the aforementioned types of IP.

Copyright

Copyright is primarily governed under Law No. 28 of 2014 on Copyrights, as amended by Law No. 1 of 2026 on Criminal Adjustment ("**Criminal Adjustment Law**") and GR No. 16 of 2020 on the Recordation of Works and Related Rights Products. Indonesia applies the 'first to declare' principle, meaning that copyrights protection arises automatically once a work is expressed in a tangible form. Registration is not required for protection, although voluntary recordation with the authorities may strengthen evidentiary value and facilitate enforcement. The protection is generally granted for the lifetime of the author plus 70 (seventy) years after the author's death. However, certain categories of works (*e.g.*, video game) are protected for 50 (fifty) years.

Trademark

Trademark is primarily governed under Law No. 20 of 2016 on Trademarks and Geographical Indications, as amended by Criminal Adjustment Law, and MOL Regulation No. 5 of 2026 on Trademark Registration. Indonesia implements the "first to file" principle on Trademark, meaning that Trademark is protected only upon registration with the MOL. Trademark protection covers signs capable of distinguishing goods and/or services, including images, logos, names, words, letters, numbers, colour compositions, 2 (two) dimensional and/or 3 (three) dimensional shapes, sounds, holograms, or combinations of 2 (two) or more of these elements used in connection with goods and/or services in trade. The protection of Trademark is granted for 10 (ten) years from the filing date and may be renewed for the successive 10-year periods.

Patent

Patent protection is primarily governed under Law No. 13 of 2016 on Patent as lastly amended by Criminal Adjustment Law, as well as MOL Regulation No. 6 of 2026 on Patent Application. To obtain protection, a Patent must first be registered with the MOL. Indonesian laws recognize two types of patent protection, patents and simple patents. A patent is granted for an invention that is new, involves an inventive step, and is capable of industrial application, while a simple patent is granted for a new invention that represents a development or improvement of an existing product or process with practical industrial applicability. Patent protection is granted for a period of 20 (twenty) years for a patent and 10 (ten) years for simple patents, and such periods shall not be extendable.

Industrial Designs

Industrial Designs is primarily governed under Law No. 31 of 2000 on Industrial Design as amended by Criminal Adjustment Law, as well as GR No. 1 of 2005 on the Implementation of Law No. 31 of 2000. To obtain protection, an Industrial Design must first be registered with the MOL. Protection is granted for industrial designs that are new, meaning the design is not similar to any previous disclosures, filings, announcements, or uses. The protection of Industrial Designs is granted for 10 (ten) years, and such periods shall not be extendable.

IP Licensing

IP licensing is regulated under GR No. 36 of 2018 on the Recordation of Intellectual Property License Agreements. Under this regulation, the IP license agreements must be recorded with the MOL in order to have legal effects against third parties. In addition, license agreements must specify: (i) the date and place of execution of the license agreement; (ii) the names and addresses of the licensor and the licensee; (iii) the subject matter of the license agreement; (iv) provisions specifying whether the license is exclusive or non-exclusive, including sub-licensing arrangements; (v) the term of the license agreement; (vi) the territorial scope in which the license applies; and (vii) the party responsible for the payment of annual patent fees, if applicable.

Employment and Labor Matters

Employment and Social Security

Labor protection in Indonesia is primarily governed by Law No. 13 of 2003 on Manpower, as lastly amended by Job Creation Law and Criminal Adjustment Law ("**Manpower Law**"). Employment relationships may be established under fixed-term employment contracts or permanent employment contracts. The fixed-term contracts may be entered into for a maximum duration of 5 (five) years, including any extensions or renewals. In contrast, permanent contracts have an open-ended duration and may be renewed or extended as needed.

The Manpower Law also requires employers to pay wages that are no less than the applicable minimum wage, as determined under the prevailing regional wage regulations. Failure to comply may result in various sanctions, from administrative sanctions to criminal charges.

Occupational Health and Safety

Law No. 24 of 2011 on the Social Security Organizing Body ("**BPJS**"), as amended by Job Creation Law and Criminal Adjustment Law, mandates all employers in Indonesia to register themselves and their workers in the national social security programs, consist of: (i) Employment BPJS, which covers work accidents, old-age benefits, pension, death benefits, and loss of employment; and (ii) Health BPJS, which provides health insurance coverage. Employers are obliged to pay their BPJS contributions, withhold the employee's portion, and remit the total contributions to the BPJS monthly.

Workplace safety is generally governed by Law No. 1 of 1970 on Occupational Health and Safety, which covers all workplaces involving the use of machinery and/or any other potentially hazardous tools. Article 87 of the Manpower Law, in conjunction with GR No. 50 of 2012 on Implementation of Occupational Health and Safety Management, requires employers to implement an Occupational Health and Safety Management System if they employ 100 (one hundred) or more employees, or if the nature of their business poses high risk of occupational hazard or accidents. Non-compliance with this requirement may result in administrative sanctions, which includes, warnings, restrictions on business activities, temporary suspension, annulment of approval/registration, temporary termination on a production unit, and/or revocation of a license.

Employment of Foreign Manpower

The employment of foreign workers (*Tenaga Kerja Asing* — "**TKA**") in Indonesia is governed by the Manpower Law, GR No. 34 of 2021 on the Utilization of Foreign Workers, Minister of Manpower Regulation No. 8 of 2021 on Implementing Regulations of Government Regulation No. 34 of 2021 on Utilization of Foreign Workers, and Law No. 6 of 2011 on Immigration, as lastly amended by Job Creation Law and Criminal Adjustment Law ("**Immigration Law**"). Employers intending to employ foreign manpower are required to obtain a Ratified Foreign Manpower Utilization Plan (*Rencana Penggunaan Tenaga Kerja Asing* — "**RPTKA**") from the Minister of Manpower, which must specify the position to be held, duration of employment, work location, and the Indonesian counterpart employee designated for knowledge and skill transfer. Certain positions, particularly those relating to personnel or human resources management may not be occupied by foreign workers. Following RPTKA Ratification, the employer is required to pay the Foreign Worker Compensation Fund (*Dana Kompensasi Penggunaan Tenaga Kerja Asing*), generally calculated at USD 100 (one hundred United States Dollars) per month per foreign worker and payable in advance for the approved employment period, subject to limited statutory exemptions. Upon fulfillment of these requirements, the Minister of Manpower issues a notification that serves as the basis for the issuance of a Limited Stay Visa (*Visa Tinggal Terbatas*).

The foreign worker must subsequently obtain a Limited Stay Permit (*Kartu Izin Tinggal Terbatas* — KITAS) prior to commencing employment in Indonesia. Employers must ensure compliance with qualification requirements and mandatory knowledge transfer obligations, and foreign workers employed for more than 6 (six) months are generally required to participate in the national social

security programs. Non-compliance with foreign manpower utilization requirements may result in administrative sanctions, including suspension or revocation of RPTKA Ratification. Violations of the Immigration Law may give rise to several sanctions, including deportation, re-entry bans (blacklisting), and the imposition of repatriation costs, and in certain circumstances may also expose the foreign national and/or responsible parties to criminal liability.

Business Licensing

Wholesale Trading

Wholesale trading, which includes the distributorship activities conducted by the Indonesian subsidiaries, is primarily governed by: (i) GR No. 29 of 2021 on the Organization of Trade Sector, as amended by GR No. 3 of 2026; and (ii) MOT Regulation No. 24 of 2021 on Agreements for the Distribution of Goods by Distributors or Agents. In conducting distributorship activities of goods and/or services in Indonesia, distributors generally do not sell goods directly to end consumers, but must first appoint retailers to handle the distribution. In acting as distributors, Indonesian subsidiaries (as foreign investment companies) must appoint another distributor or agent in the form of domestic investment companies, and such appointment shall be reflected in a distribution agreement legalized by a public notary. Furthermore, the domestic investment distributors or agents are required to obtain a Distributor/Agent Registration Certificate issued by the MOT as legal authorization to distribute goods.

Distribution of Medical Equipment

The distribution of medical devices is regulated under Minister of Health ("**MOH**") Regulation No. 11 of 2025 on Standards for Business Activities and Products/Services in the Organization of Risk-Based Business Licensing in the Health Subsector and MOH Regulation No. 4 of 2014 on Good Distribution Practices for Medical Devices, as partially revoked by MOH Regulation No. 5 of 2026 on Health Supplies. Before distributing medical devices, a distributor must ensure that it has obtained the required licenses, including NIB, Medical Device Distributor License, Good Distribution Practices for Medical Devices Certificate, and Distribution Permit, issued by the MOH.

Distributors have several periodical and incidental reporting obligations to the MOH, including semi-annual electronic distribution reports, product recall reports, and adverse event reports. Distributors are also required to maintain a vigilance system for reporting serious adverse events and conducting investigations with proper documentation. In the event of a product recall, distributors must halt distribution, notify customers, and isolate affected stock within 2 x 24 (two times twenty-four) hours. Additionally, any counterfeit or non-compliant medical devices must be promptly identified, removed from circulation, reported to MOH, and either returned or destroyed.

Distribution of Telecommunication Equipment

Distribution of Telecommunication Equipment is regulated under Minister of Communication and Digital ("**MOCD**") Regulation No. 3 of 2024 on Certification of Telecommunication Equipment and/or Telecommunication Devices. All telecommunication equipment manufactured, assembled, or imported for trade or use in Indonesia must comply with Technical Standards, verified through testing per brand, type, and country of manufacture, and evidenced by a certificate issued by the MOCD. Certificate holders must affix a label on each device and its packaging, displaying the certificate number, Customer Identity, QR code, and a warning symbol, and report proof of label production within 30 (thirty) days. Non-compliance may lead to sanctions including fines, equipment seizure, certificate revocation, product withdrawal, or service suspension.

Distribution of Cosmetics

The distribution of cosmetics involves several government institutions, such as the MOH, Indonesian Food and Drug Authority (*Badan Pengawas Obat dan Makanan* — "**BPOM**"), and MOT. The regulations regarding the distribution of cosmetics include: (i) MOT Regulation No. 23 of 2025 on Import Policy and Provisions for Consumer Goods; (ii) BPOM Regulation No. 12 of 2023 on

Supervision of the Manufacture and Circulation of Cosmetics, as partially revoked by BPOM Regulation No. 18 of 2024 on Cosmetic Labeling, Promotion, and Advertising; and (iii) BPOM Regulation No. 27 of 2022 on Supervision of Imports of Food and Drugs into Indonesian Territory as amended by BPOM Regulation No. 28 of 2023. To distribute cosmetic products in Indonesia, distributors must obtain a Distribution Permit (*Izin Edar*) in the form of cosmetic notification issued by the BPOM and secure a Surveyor Report from a surveyor.

To distribute cosmetics in Indonesia, business actors must comply with several obligations, covering labelling or marking, advertising, product claims, safety documentation, halal certification, and reporting. Additionally, distributors must submit periodic reports to BPOM on production, import, and distribution activities. Failure to comply with any of these obligations may result in administrative sanctions, including warnings, distribution bans, product withdrawal or destruction, license revocation, or online access suspension.

Personal Data Protection

Indonesian law on data protection, including personal data processing, is governed under Law No. 27 of 2022 on Personal Data Protection as amended by Criminal Adjustment Law ("**PDP Law**"). The PDP Law classifies personal data into 2 (two) categories: (i) General Personal Data, which includes, among others, an individual's full name, gender, nationality, religion, marital status, and any personal data that, when combined, can be used to identify a person; and (ii) Specific Personal Data, which refers to any personal data that, due to its nature, may result in greater impacts on the Personal Data Subject if processed, such as fingerprint or genetic information, personal financial information, health records, and criminal records.

The PDP Law recognizes 3 (three) parties involved in personal data processing, namely: (i) the Personal Data Subject, as the owner of the personal data, (ii) the Personal Data Controller, which determines the purposes of and exercises control over the processing of personal data, and (iii) the Personal Data Processor, which processes personal data on behalf of the Personal Data Controller. Given their position as the owner of personal data, Personal Data Subjects are granted with the highest discretion and ultimate control over the use and processing of their data, including accessing, correcting, deleting data, and withdrawing consent.

In general, there is no periodical filing requirement for the Personal Data Controllers and Personal Data Processors set under the PDP Law. However, companies acting as Personal Data Controllers and Personal Data Processors are subject to a number of obligations, including the following:

a. have a lawful basis for processing personal data, including, obtaining a prior written consent from the data owner;

b. address Personal Data Subject requests after receipt of the request;

c. maintain the security and confidentiality of personal data through establishing technical and operational measures to protect personal data;

d. establish governance for personal data processing activities, including verifying the relevance, completeness, and accuracy of personal data;

e. appoint a Data Protection Officer if personal data are processed for (i) public service purposes, (ii) involve structured and systematic monitoring, and/or (iii) involve large-scale processing of specific or crime-related personal data;

f. notify the affected Personal Data Subject and the MOCD within 72 (seventy-two) hours if a personal data breach occurs; and

g. terminate, delete, or destroy personal data upon request of the Personal Data Subject.

In conducting cross-border data transfers, the Personal Data Controller must also ensure that (i) the country receiving transfers provides a Personal Data protection level equal to or higher than PDP Law; (ii) there is adequate and binding Personal Data protection; or (iii) obtain the consent of the Personal Data Subject. Non-compliance may result in administrative sanctions, including fines of up to 2% (two percent) of Personal Data Controller's annual revenue.

Organization of Electronic System Providers

GR No. 71 of 2019 on the Implementation of Electronic Systems and Transactions establishes the core legal framework governing Electronic System Providers ("**ESP**") in Indonesia, covering both Public-scope ESPs operated by government bodies and Private-scope ESPs operated by private entities, which include foreign digital service providers targeting Indonesian users. To operate legally in Indonesia, Private-scope ESPs are required to register their electronic system with the MOCD via the OSS system and obtain an ESP Registration Certificate (*Tanda Daftar Penyelenggara Sistem Elektronik* — "**TDPSE**") as proof of registration before commencing operations. In operating their systems, ESPs have several regulatory obligations, including protecting the personal data, maintaining audit trails, providing user education, and ensuring that their systems are secure, reliable, and responsibly managed.

Furthermore, the obligations of private-scope ESPs are also regulated under the MOCD Regulation No. 5 of 2020 on Private Electronic System Operators as amended by MOCD Regulation No. 10 of 2021. Under this regulation, Private-scope ESPs must update the MOCD on any changes to certain information, such as company name, domain, and service offered. Private-scope ESPs must also ensure that their system does not contain or facilitate the dissemination of electronic information and/or electronic documents as may be prohibited under the prevailing laws, such as, pornography, gambling, defamation, hate speech, and terrorism-related content. Non-compliance may result in administrative sanctions such as warnings, suspensions, or access blocking.

Social Media Platforms

In addition to complying with the provisions governing the operation of ESPs, social media platforms are required to comply with the provisions stipulated under MOT Regulation No. 31 of 2023 on Business Licensing, Advertising, Development, and Supervision of Business Actors in Trading through Electronic Systems, as revoked and replaced by MOT Regulation No. 19 of 2026 on the Implementation of Trade Through Electronic Systems Businesses ("**MOT Regulations on Trade Through Electronic Systems**"). Under this regulation, social media platforms may be categorized as Social Commerce. In general, Social Commerce refers to social media providers that provide facilities enabling merchants to display or offer goods and/or services.

One of the obligations that must be complied with by Social Commerce is the prohibition on facilitating payment transactions within their electronic systems. Accordingly, social media platforms may only provide facilities for promotions of goods and/or services without conducting any transaction activities within the platform. Non-compliance with this provision will be subject to administrative sanctions imposed by the MOT, which include written warning, inclusion in the priority supervision list, inclusion in the blacklist, temporary blocking of the services by the relevant competent authority, and/or revocation of the business license.

The regulatory framework governing electronic offerings in Indonesia, which is also applicable to merchants trading through social media platforms operating as social commerce, generally regulates the offering, display and promotion of goods and/or services conducted through electronic systems, including livestreaming activities and marketing collaborations with KOLs, and sets out the applicable requirements governing such promotional and trading-related activities carried out in an electronic environment. In addition to the MOT Regulations on Trade Through Electronic Systems, electronic offerings are also governed under, among others: (i) Law No. 8 of 1999 on Consumer Protection, as amended by Criminal Adjustment Law; (ii) Law No. 11 of 2008 on Electronic Information and Transactions, as lastly amended by Criminal Adjustment Law; and (iii) Government Regulation No. 80 of 2019 on Trade Through Electronic Systems ("**GR No. 80/2019**"). Under the foregoing legal framework, business actors conducting electronic offerings are required to ensure that consumers are

provided with accurate, clear, and truthful information in respect of the goods and/or services being offered, including, among others: (i) specifications and pricing of the relevant goods and/or services; (ii) applicable payment mechanisms and settlement arrangements; (iii) delivery methods and fulfillment processes; and (iv) any potential risks, limitations, or unforeseen conditions associated with the relevant goods and/or services. In addition, business actors are prohibited from engaging in any form of advertising, promotion, representation, or dissemination of information that is false, misleading, deceptive, inaccurate, or otherwise inconsistent with applicable laws and regulations.

Trade through Electronic Systems

Trade through Electronic Systems ("**TES**") is governed by GR No. 80/2019 and MOT Regulations on Trade Through Electronic Systems. TES involves various business practitioners including Merchants, Organizers of Trade through Electronic Systems ("**TES Organizers**"), and Intermediary Service Providers. Prior to engaging in TES, TES Organizers must obtain NIB, Electronic System Trading Business License (*Surat Izin Usaha Perdagangan Melalui Sistem Elektronik* — SIUPMSE), and TDPSE for their Electronic System — as TES Organizers are considered as ESPs. TES Organizers have several key obligations, including maintaining data security, personal data protection, consumer complaint handling, transaction data retention, supporting domestic trade promotion, and providing consumer-friendly mechanisms. Additionally, TES Organizers are required to submit quarterly reports on their operational and financial metrics to Statistics Indonesia (*Badan Pusat Statistik — BPS*), where such report shall include information on the TES Organizer's employees, revenue and expenditure, product and regional categories, transactions, payment methods, and number of sellers and buyers. Non-compliance with the above obligations may lead to administrative sanctions, including service blocking or license revocation.

Whereby Merchants merely conduct TES without operating the underlying Electronic System, as in the case of two of the Indonesian Subsidiaries (i.e., PT Wookfun Global Technology and PT Win Ecommerce International), such Merchants are exempted from the above requirements. The foregoing obligations may only apply to Merchants, provided they simultaneously operate their own Electronic System, as applicable to PT Wook Global Technology.

Freight Forwarding Services

The regulation of Freight Forwarding Services is governed by Minister of Transportation ("**MOTR**") Regulation No. 1 of 2026 on Standards for Business Activities and/or Product/Service Standards in the Implementation of Risk-Based Business Licensing in the Transportation Sector. To conduct business activities in Freight Forwarding Services, a business actor is required to obtain a NIB and a Standard Certificate as issued by the MOTR. In carrying out its activities, a freight forwarding service is also required to submit business activity reports to the relevant transportation authorities, depending on the location of operations and the mode of transportation.

Taxation Registration

Taxation is mainly regulated under Law No. 6 of 1983 on General Provisions on Taxation, as lastly amended by Job Creation Law and Criminal Adjustment Law. Any individual or entity that meets the subjective and objective tax criteria is deemed a "Taxpayer" and is required to register with the Indonesian Tax Office to obtain the Taxpayer Identification Number (*Nomor Pokok Wajib Pajak*).

Corporate Income Tax

Corporate income tax is governed by Income Tax Law. A foreign company carrying out business activities through a permanent establishment in Indonesia is generally subject to the same tax obligations as a resident taxpayer. Taxable income includes any increase in economic capacity, whether derived from sources within or outside Indonesia. The general corporate income tax rate is 22% (twenty-two percent) of taxable income, which applies to entities that do not meet the criteria for preferential tax treatment (*e.g.*, listed companies in Indonesia or small and medium enterprises).

Value-Added Tax ("VAT")

Based on Law No. 8 of 1983 on the VAT of Goods and Services and Sales on Luxurious Goods as lastly amended by Job Creation Law, businesses exceeding IDR4,800,000,000.00 in gross revenue within one financial year are required to register as a Taxable Person (*Pengusaha Kena Pajak*) and obtain a Confirmation Letter of Taxable Entrepreneur *(Surat Pengukuhan Pengusaha Kena Pajak*). Unless the goods and services are classified as luxury goods, the general prevailing VAT rate is 11% (eleven percent).

Withholding Tax

Withholding tax in Indonesia is a direct income tax collection mechanism by a third party. Common withholding tax articles include, Article 21 (income from employment/services), Article 22 (import activities/sale of goods by certain business entities), Article 23 (dividends, interest, royalties, and other services for domestic entities), Article 26 (income received by foreign taxpayers from Indonesian sources), and Article 4 paragraph (2) (final tax on specific income). Indonesia and Hong Kong have entered into a Tax Treaty on the Avoidance of Double Taxation and the Prevention of Fiscal Evasion with Respect to Taxes on Income. This treaty allocates taxing rights between the two jurisdictions and sets limitations on the amount of tax that may be imposed by each country, such as, reducing the withholding tax rate on dividends to 10% (ten percent).

Foreign Exchange

There is no exchange control restriction in Indonesia. Bank Indonesia ("**BI**") Regulation No. 17/3/PBI/2015 on the Mandatory Use of Rupiah in the Territory of the Republic of Indonesia mandates the use of Indonesian Rupiah (IDR) for all transactions within Indonesian territory. This requirement applies to transactions involving payments, settlement of monetary obligations, and other financial service transactions. Exemptions from this requirement are available in limited circumstances, including: (i) the receipt or provision of revenues and/or grants from or to overseas parties; (ii) international trade; (iii) deposits held in foreign currency accounts; and (iv) international financial transactions.

The Investment Law also extends these exemptions to foreign investors in respect of fund transfers and repatriation in foreign currency. Permitted transfers include capital contributions, profits, dividends, loan repayments, royalties, income of foreign employees, proceeds from sales or liquidation, additional funds for investment financing, and sales of assets. Accordingly, any dividends and other distributions declared and payable on the share capital of a company in Indonesia must be paid in Rupiah, although such amounts may subsequently be converted into the appropriate foreign currency and freely transferred out of Indonesia. However, the BI Regulation No. 21/15/PBI/2019 of 2019 on the Monitoring of Foreign Exchange Traffic Activities of Banks and Customers Funds requires any company conducting fund transfers exceeding USD100,000 (or its equivalent) to carry out the transfer through an authorized Indonesian bank, and such bank shall have the obligation to report the transaction to BI.

LAWS AND REGULATIONS RELATED TO OUR BUSINESS IN THE PRC

Regulations on Corporation

On December 29, 1993, the Standing Committee of the National People's Congress of the PRC (the "**SCNPC**") issued the PRC Company Law (《中華人民共和國公司法》) (the "**Company Law**"), which was lasted amended on December 29, 2023 and implemented on July 1, 2024. All companies established in the PRC are subject to the Company Law. The Company Law regulates the establishment, operation, corporate structure, and management of corporate entities in China and classifies companies into limited liability companies and limited companies by shares.

Regulations on Exportation of Goods

Pursuant to the *Foreign Trade Law of the PRC* (《中華人民共和國對外貿易法》) which was promulgated by the SCNPC on May 12, 1994 and implemented on July 1, 1994, and subsequently revised on April 6, 2004, November 7, 2016, and December 30, 2022, foreign traders engaging in import and export of goods or technology shall submit documents and material related to its foreign trade activities to the relevant departments in accordance with the provisions of the foreign trade department of the State Council or other relevant State Council departments in accordance with the law.

Pursuant to the *Customs Law of the PRC* (《中華人民共和國海關法》) promulgated by the SCNPC on January 22, 1987 and amended on July 8, 2000, June 29, 2013, December 28, 2013, November 7, 2016, November 4, 2017 and April 29, 2021, unless otherwise stipulated, the declaration of import and export goods may be made by consignees and consignors themselves, and such formalities may also be completed by their entrusted customs brokers that have registered with the Customs. The consignees and consignors for import or export of goods and the customs brokers engaged in customs declaration shall file for record with the Customs in accordance with the laws.

Pursuant to the *Administrative Provisions of the Customs of the PRC on the Filing of Customs Declaration Entities* (《中華人民共和國海關報關單位備案管理規定》) promulgated by the General Administration of Customs on November 19, 2021 and taking effect from January 1, 2022, the consignees and consignors for imported or exported goods and the customs brokers engaged in customs declarations shall undergo recordation formalities at the relevant administration department of customs in accordance with the laws.

Regulations on Foreign Investment

In March 15, 2019, the National People's Congress promulgated the PRC Foreign Investment Law (《中華人民共和國外商投資法》) (the "**2019 PRC Foreign Investment Law**"). Upon taking effect on January 1, 2020, the 2019 PRC Foreign Investment Law replaced the Sino-Foreign Equity Joint Venture Enterprise Law (《中華人民共和國中外合資經營企業法》), the Sino-Foreign Cooperative Joint Venture Enterprise Law (《中華人民共和國中外合作經營企業法》) and the Wholly Foreign-Owned Enterprises Law (《中華人民共和國外資企業法》) to become the legal foundation for foreign investment in the PRC.

Pursuant to the 2019 PRC Foreign Investment Law, "foreign investments" refer to investment activities conducted by foreign investors directly or indirectly in the PRC, which include any of the following circumstances: (i) foreign investors setting up foreign-invested enterprises in the PRC solely or jointly with other investors, (ii) foreign investors obtaining shares, equity interests, property portions or other similar rights and interests of enterprises within the PRC, (iii) foreign investors investing in new projects in the PRC solely or jointly with other investors, and (iv) investment of other methods as specified in laws, administrative regulations, or as stipulated by the State Council.

On December 26, 2019, the State Council issued the *Regulations on Implementing the* Foreign *Investment Law of the PRC* (《中華人民共和國外商投資法實施條例》), which came into effect on January 1, 2020 and replaced the *Regulations on Implementing the Sino-Foreign Equity Joint Venture Enterprise Law* (《中華人民共和國中外合資經營企業法實施條例》), *Provisional Regulations on the Duration of Sino-Foreign Equity Joint Venture Enterprise Law* (《中外合資經營企業合營期限暫行規定》), the *Regulations on Implementing the Wholly Foreign-Owned Enterprise Law* (《中華人民共和國外資企業法實施細則》) and the *Regulations on Implementing the Sino-Foreign Cooperative Joint Venture Enterprise Law* (《中華人民共和國中外合作經營企業法實施細則》).

On September 6, 2024, the NDRC and the MOFCOM jointly revised and issued the Special Administrative Measures for Foreign Investment Access (Negative List) (2024 Edition) (《外商投資准入特別管理措施(負面清單)(2024年版)》) (the "**Negative List**"), which will be implemented from November 1, 2024, replacing the previous Negative List. If a domestic company engaging in business prohibited in the Negative List offers shares and lists in an overseas market, such offering and listing

shall be approved by relevant competent PRC authorities. Non-PRC investors must not participate in the operation and management of the company, and their shareholding percentage shall be subject to relevant provisions on the administration of domestic securities investment by Non-PRC investors.

According to the Measures for the Security Review of Foreign Investment (《外商投資安全審查辦法》) promulgated by the NDRC and the MOFCOM on December 19, 2020 and became effective on January 18, 2021, any foreign investment that has or possibly has an impact on state security shall be subject to security review in accordance with the provisions hereof. A foreign investor or a party concerned in China shall take the initiative to make a declaration to the working mechanism office prior to making the investment in any important infrastructure, important transportation services and other important fields that concern state security while obtaining the actual control over the enterprises invested in.

Regulations On Outbound Investment

Pursuant to the Administrative Measures for Outbound Investment (2014) (《境外投資管理辦法(2014)》) promulgated by the MOFCOM on September 6, 2014 and implemented on October 6, 2014, the MOFCOM and provincial competent commerce departments shall carry out administration either by record-filing or by verification and approval depending on different circumstances of outbound investment by enterprises. Outbound investment by enterprises that involves sensitive countries and regions or sensitive industries shall be subject to administration by verification and approval. Outbound investment that falls under any other circumstances shall be subject to administration by record-filing.

Pursuant to the Administrative Measures for Outbound Investment by Enterprises (《企業境外投資管理辦法》) promulgated by the NDRC on December 26, 2017 and effective from March 1, 2018, a domestic enterprise (the "**Investor**") in the PRC making an outbound investment shall go through verification and approval or record-filing or other procedures applicable to outbound investment projects (the "**Projects**"), report relevant information, and cooperate with the supervision and inspection. Sensitive Projects carried out by the Investor directly or through overseas enterprises controlled by them shall be subject to the management of verification and approval; non-sensitive Projects directly carried out by the Investor, namely, non-sensitive projects involving the Investor's direct contribution of assets or rights and interests or provision of financing or security, shall be subject to the management of record-filing.

Pursuant to the Provision of the State Council on Outbound Investment (《國務院關於對外投資的規定》) (the "**Provisions**") promulgated by the State Council on May 5, 2026 and becoming effective from July 1, 2026, the Provisions strengthen supervision over outbound investment, guiding and supervising investors to standardize their investment and business operations. The Provisions also prohibit any illegal cross-border transfer of goods, technologies, services and data that are prohibited or restricted from export, and clarify the compliance obligations including filing, information reporting and cross-border fund management for outbound investment activities.

Regulations On Product Quality

The Product Quality Law of the PRC (《中華人民共和國產品質量法》) (the "**Product Quality Law**") promulgated by SCNPC which was latest amended on December 29, 2018, applies to all production and sale activities in the PRC. Pursuant to the Product Quality Law, products offered for sale must satisfy relevant quality and safety standards. Enterprises may not produce or sell counterfeit products in any fashion, including forging brand labels or giving false information regarding a product's manufacturer. Violations of state or industrial standards for health and safety and any other related violations may result in civil liabilities and administrative penalties, such as compensation for damages, fines, suspension or shutdown of business, as well as confiscation of products illegally produced and sold and the proceeds from such sales. Severe violations may subject the responsible individual or enterprise to criminal liabilities. Where a defective product causes physical injury or damage to property, the victim may claim compensation from the manufacturer or the seller of the product. If the

seller pays compensation and it is the manufacturer that should bear the liability, the seller has a right of recourse against the manufacturer. Similarly, if the manufacturer pays compensation and it is the seller that should bear the liability, the manufacturer has a right of recourse against the seller.

Regulations on Foreign Currency Exchange

The principal administrative regulation governing foreign currency exchange in the PRC is the Regulations of the People's Republic of China on Foreign Exchange Administration (《中華人民共和國外匯管理條例》) (the "**Regulations on Foreign Exchange Administration**") promulgated by the State Council on January 29, 1996, effective on April 1, 1996 and amended on January 14, 1997 and August 5, 2008, respectively. Under the Regulations on Foreign Exchange Administration, the State does not restrict the international payment and transfer for current account items, including the goods, services, gains and recurring transaction items in the balance of payment, but not for capital account items, such as direct investments, loans, capital transfer and investments in securities, unless prior approval of the State Administration of Foreign Exchange (the "**SAFE**") isobtained and prior registration with the SAFE is made.

On June 15, 2016, SAFE issued the Circular on Reforming and Regulating Policies on the Control over Foreign Exchange Settlement of Capital Accounts (《關於改革和規範資本項目結匯管理政策的通知》) ("**Circular 16**"), which took effect on the same day. Circular 16 provides that discretionary foreign exchange settlement applies to foreign exchange capital, foreign debt offering proceeds and remitted foreign listing proceeds, and the corresponding Renminbi obtained from foreign exchange settlement is not restricted from being used to extend loans to related parties or repay the inter-company loans (including advances by third parties).

Pursuant to the Notice on Issues Concerning Fund Management for Overseas Listing of Domestic Enterprises (關於境內企業境外上市資金管理有關問題的通知) promulgated by the People's Bank of China and the State Administration of Foreign Exchange on December 24, 2025 and implemented on April 1, 2026, domestic enterprises which will be listed overseas shall apply to a bank within the provincial or planned-city jurisdiction of their registered location to complete the overseas listing registration within 30 working days from the first trading day of the overseas listing or upon completion of the over-allotment. At the same time, the regulations set out corresponding provisions regarding fund management matters.

Regulations on Cyber Security, Data Security and Personal Information Protection

In recent years, PRC government authorities have enacted laws and regulations on internet use to protect personal information from any unauthorized disclosure.

On June 10, 2021, the SCNPC promulgated the Data Security Law of PRC (《中華人民共和國數據安全法》) (the "**Data Security Law**") which became effective on September 1, 2021. The Data Security Law mainly sets forth specific provisions regarding establishing basic systems for data security management, including hierarchical data classification management system, risk assessment system, monitoring and early warning system, and emergency disposal system.

On March 22, 2024, the CAC issued the Provisions on Promoting and Regulating Cross-border Data Flow (《促進和規範數據跨境流動規定》) (the "**CBDF Provisions**"). In accordance with the Measures for the Security Assessment of Outbound Data Transfer (《數據出境安全評估辦法》) implemented on September 1, 2022, the Measures for the Standard Contract for the Outbound Transfer of Personal Information (《個人信息出境標準合同辦法》) implemented on June 1, 2023, the Announcement regarding the Implementation of Personal Information Protection Certification (《關於實施個人信息保護認證的公告》) implemented on November 4, 2022, and the CBDF Provisions, data processors transferring data overseas are required to comply with the corresponding data cross-border transfer supervision procedures as stipulated by relevant laws and regulations, except for those meeting exemption conditions.

The Cybersecurity Review Measures (《網絡安全審查辦法》), promulgated by CAC and other related authorities and last amended on December 28, 2021 and was effective on February 15, 2022, proposes the following key matters: (i) Internet platform operators that are engaged in data processing activities which have or may have an implication on national security shall undergo a cybersecurity review; (ii) the CSRC is one of the regulatory authorities for purposes of jointly establishing the state cybersecurity review mechanism; (iii) Internet platform operators that hold personal information of more than one million users and seek to list abroad ("國外上市") shall file for a cybersecurity review with the Cybersecurity Review Office; and (iv) the risks of core data, material data or large amounts of personal information being stolen, leaked, destroyed, damaged, illegally used or transmitted to overseas parties, and the risks of critical information infrastructure, core data, material data or large amounts of personal information being influenced, controlled or used maliciously shall be collectively taken into consideration during the cybersecurity review process.

Furthermore, on September 24, 2024, the State Council released the Network Data Regulation (《網絡數據安全管理條例》), which came into force on January 1, 2025. The Network Data Regulation is not only the first at the administrative regulation level specifically for network data security, but it also serves as a comprehensive implementing regulation for the compliance requirements set out by the Cybersecurity Law, Data Security Law, and Personal Information Protection Law. The Network Data Regulation introduces several key obligations, including requiring network data handlers to specify the purpose and method of personal information processing, as well as the types of personal information involved, before any personal information is handled. It also clarifies definitions for important data, outlines the obligations of those handling important data, establishes broader contractual requirements for data sharing between data handlers, and introduces a new exemption for regulatory obligations regarding cross-border data transfers.

Regulations on Taxation

The PRC Enterprise Income Tax

The Enterprise Income Tax Law of the PRC (《中華人民共和國企業所得稅法》) (the "**EIT Law**") which was last amended on December 29, 2018 and the Implementing Rules of the Enterprise Income Tax Law of the PRC (《中華人民共和國企業所得稅法實施條例》) (collectively with the EIT Law, the "**PRC EIT Laws**") which was amended on December 6, 2024, took effect on January 20, 2025, apply a uniform 25% enterprise income tax rate to both foreign-invested enterprises and domestic enterprises, except where tax incentives are granted to special industries and projects. Enterprises qualifying as "High and New Technology Enterprises" are entitled to a 15% enterprise income tax rate.

Under the PRC EIT Laws, an enterprise established outside China with a "de facto management body" within China is considered a "resident enterprise," which means it can be treated as a domestic enterprise for enterprise income tax purposes. A non-resident enterprise that does not have an establishment or place of business in China, or has an establishment or place of business in China but the income of which has no actual relationship with such establishment or place of business, shall pay enterprise income tax on its income deriving from inside China at the reduced rate of enterprise income tax of 10%. Dividends generated after January 1, 2008 and payable by a foreign-invested enterprise in China to its foreign enterprise investors are subject to a 10% withholding tax, unless any such foreign investor's jurisdiction of incorporation has a tax treaty with China that provides for a preferential withholding arrangement.

In addition, the Notice Regarding the Determination of Chinese-Controlled Offshore Incorporated Enterprises as PRC Tax Resident Enterprises on the Basis of De Facto Management Bodies (《國家税務總局關於境外註冊中資控股企業依據實際管理機構標準認定為居民企業有關問題的通知》), or Circular 82, specifies that certain Chinese-controlled offshore incorporated enterprises, defined as enterprises incorporated under the laws of foreign countries or territories and that have PRC enterprises or enterprise groups as their primary controlling shareholders, will be classified as resident enterprises if all of the following conditions are met: (i) senior management personnel and departments that are responsible for daily production, operation and management are located mainly within China; (ii) financial and personnel decisions are subject to determination or approval by bodies or persons in

China; (iii) key properties, accounting books, company seal and minutes of board meetings and shareholders' meetings are located or kept within China; and (iv) at least half of the directors with voting rights or senior management reside within China.

Transfer Pricing

According to the New Enterprise Income Tax Law and its implement rules and the Law of the PRC on the Administration of Tax Collection (中華人民共和國税收徵收管理法), related party transactions should comply with the arm's length principle.

According to the Announcement of the State Administration of Taxation (SAT) on Relevant Matters relating to Improvement of the Filing of Related Party Transactions and the Management of Contemporaneous Documentation (the "**Circular 42**") promulgated by the SAT on June 29, 2016 and taking effect on the same day, enterprises which have related party transactions shall prepare their contemporaneous documentation of related party transactions per tax year and submit it to the tax authority if required by the same.

VAT and Business Tax

According to the Interim Regulations of the People's Republic of China on Value-added Tax (effective from November 19, 2017); the Detailed Regulations on the Implementation of the Interim Regulations of the People's Republic of China on Value-added Tax (effective from November 1, 2011); the Announcement of the Ministry of Finance, the State Administration of Taxation and the General Administration of Customs on Policies Related to Deepening VAT Reforms (effective from April 1, 2018); and the Announcement on Policies Concerning the Deepening of Value-Added Tax Reform (effective from April 1, 2019), enterprises and individuals engaged in the sale of goods, provision of processing, repair, and replacement services, sale of services, intangible assets, real estate, and importation of goods within the territory of China shall pay value-added tax, and the value-added tax rates have been further revised to 6%, 9% or 13%.

Pursuant to the Notice of the Ministry of Finance and the State Administration of Taxation on the Policies of Value-Added Tax and Consumption Tax for Exported Goods and Services (《財政部國家税務總局關於出口貨物勞務增值税和消費税政策的通知》), promulgated on May 25, 2012 and amended on December 9, 2014 and January 20, 2020, unless otherwise provided by law, exported goods and services are subject to VAT refund policies. According to the amendments to the PRC VAT tax refund policies in 2014 (Cai Shui [2014] No. 98), if 80% or more of raw material costs of the goods exported by export enterprises and other entities involve the raw materials listed in the Appendix hereto, the value-added tax ("**VAT**") and consumpion tax policies applicable to the raw material whose cost accounts for the highest percentage shall be adopted. According to the amendments to the PRC VAT tax refund policies in 2020 (Announcement of the Ministry of Finance and the State Taxation Administration [2020] No. 2), if a taxpayer fails to apply for export tax rebate (or exemption) or issue the "Proof of Agency Export of Goods" within the prescribed time period for exported goods, services or cross-border taxable activities, the taxpayer may apply for export tax rebate (or exemption) after collecting all required tax rebate (or exemption) vouchers and related electronic information. If the taxpayer fails to collect foreign exchange or go through the procedures for non-collection of foreign exchange within the prescribed time period, the taxpayer may apply for tax rebate (or exemption) after collecting the foreign exchange or completing the said procedures.

On December 25, 2024, the SCNPC promulgated the VAT Law of the PRC (《中華人民共和國增值税法》), which will come into effect on January 1, 2026, and replace the Interim Regulations of the People's Republic of China.

Under the VAT Law, the VAT rate, for selling goods, providing processing, repair and replacement services and tangible movables leasing services or importing goods will be 13%, for selling transport services, postal services, basic telecommunications, buildings, real property, or real property leasing

services, transferring land use rights, or selling or importing certain goods specified in the VAT Law will be 9%, for selling services or intangible assets will be 6%, and for exporting goods will be 0%, and the levy rate of VAT to which the simple tax computation method applies is 3%.

Dividends Distribution

Pursuant to the Individual Income Tax Law of the PRC (《中華人民共和國個人所得税法》) which was most recently amended by the SCNPC on August 31, 2018 and came into effect on January 1, 2019, and the Implementation Regulations for the Individual Income Tax Law of the PRC (《中華人民共和國個人所得税法實施條例》) which was most recently amended by the State Council on December 18, 2018 and came into effect on January 1, 2019, dividends distributed by PRC enterprises are subject to individual income tax levied at a flat rate of 20%. For a foreign individual who is not a resident of the PRC, the receipt of dividends from an enterprise in the PRC is normally subject to individual income tax of 20% unless specifically exempted by the tax authority of the State Council or reduced by relevant tax treaty.

The EIT Law and the Implementation Regulation for the EIT Law provides that since January 1, 2008, an enterprise income tax rate of 10% will normally be applicable to dividends declared to non-PRC resident investors which do not have an establishment or place of business in the PRC, or which have such establishment or place of business but the relevant income is not effectively connected with the establishment or place of business, to the extent such dividends are derived from sources within the PRC, unless any such non-PRC resident investors' jurisdiction of incorporation has a tax treaty with China that provides for a preferential withholding arrangement.

Regulations on Labor, Social Insurance and Housing Accumulation Funds

Labor Law and Labor Contracts

Pursuant to the PRC Labor Law (《中華人民共和國勞動法》), which was most recently amended on December 29, 2018, and the PRC Labor Contract Law (《中華人民共和國勞動合同法》) (the "**Labor Contract Law**"), which was most recently amended on July 1, 2012, employers must execute written labor contracts with full-time employees. All employers must comply with local minimum wage standards. Violations of the Labor Contract Law and the PRC Labor Law may result in the imposition of fines and other administrative and criminal liability in the case of serious violations. In addition, the Labor Contract Law also imposes requirements on the use of employees of temp agencies, who are known in China as "dispatched workers". Dispatched workers are entitled to equal pay with full-time employees for equal work. Employers are only allowed to use dispatched workers for temporary, auxiliary or substitutive positions.

Social Insurance and Housing Accumulation Funds

According to the Social Insurance Law of the People's Republic of China (effective from December 29, 2018), and the Provisional Regulations on Collection and Payment of Social Insurance Premiums (effective from March 24, 2019), a social insurance system consisting of a basic old-age insurance, basic medical insurance, work injury insurance, unemployment insurance, and maternity insurance has been established. According to the Regulations on the Management of Housing Provident Fund (effective from March 24, 2019), an employer shall go to the housing provident fund management center to undertake registration of payment and deposit of the housing provident fund and go through the formalities of opening housing provident fund accounts on behalf of its staff.

According to the Interpretation (II) of the Supreme People's Court on Several Issues Concerning the Application of Law in the Trial of Labor Dispute Cases (effective from September 1, 2025), any agreement between an employer and an employee — or any undertaking by an employee to the employer — to waive social-insurance contributions shall be deemed invalid by the people's courts. If an employer fails to pay social-insurance premiums in accordance with the laws and the employee seeks to rescind the labor contract under Article 38 of the Labor Contract Law and claim economic compensation, the people's courts shall uphold the claim.

Regulations on Leasing

According to the Law of the People's Republic of China on the Administration of the Urban Real Estate (effective from January 1, 2020), in the leasing of a house, the leaser and the lessee shall conclude a written lease contract defining such matters as the term, purpose and price of the lease, liability for repair, as well as other rights and obligations of both parties, and shall register the leasing with the department of housing administration for the record.

Regulations on Intellectual Property

The PRC has adopted comprehensive legislation governing IP rights, including copyrights, patents, trademarks and domain names.

Copyright

Copyright in the PRC, including copyrighted computer software, is principally protected under the Copyright Law of the PRC (《中華人民共和國著作權法》) (the "**Copyright Law**"), which was most recently amended in November 11, 2020 and became effective on June 1, 2021, and its implementation rules. According to the Copyright Law, the term of protection for copyrighted computer software shall be 50 years. Reproducing, distributing, performing, projecting, broadcasting or compiling a work or communicating the same to the public via an information network without permission from the owner of the copyright therein, unless otherwise provided in the Copyright Law, shall constitute infringements of copyrights. The infringer shall, according to the circumstances of the case, undertake to cease the infringement, take remedial action, and offer an apology and pay damages.

Patent

According to the Patent Law of the People's Republic of China (effective from June 1, 2021), and the Implementing Regulations of the Patent Law of the People's Republic of China (effective from January 20, 2024), patents are divided into 3 categories. The validity period of patents for inventions is 20 years, while the validity period of patents for utility models is 10 years, and the validity period of patents for designs is 15 years, all starting from the date of application.

Trademark

According to the Trademark Law of the People's Republic of China (effective from November 1, 2019), trademark registrants shall enjoy the right to exclusive use of their trademarks and shall be protected by law. The validity period of a registered trademark is 10 years, calculated from the date of approval for registration.

Domain Name

According to the Measures for the Administration of Internet Domain Names (effective from November 1, 2017), the MIIT shall be responsible for managing internet domain name in the PRC. Domain name registrations are handled through domain name service agencies established under the relevant regulations, and the applicants become domain name holders upon successful registration.

Regulations on Securities and Overseas Listing

Laws and Regulations on Securities

According to the Securities Law of the People's Republic of China (effective from March 1, 2020, the "**Securities Law**"), domestic enterprises that directly or indirectly issue securities overseas or list their securities overseas shall comply with the relevant provisions of the State Council. For domestic companies whose shares are subscribed for and traded in foreign currencies, specific measures shall be separately stipulated by the State Council. The CSRC is a securities regulatory institution established by the State Council, responsible for supervising and managing the securities market in accordance with

the law, maintaining market order, and ensuring the lawful operation of the market. Currently, the overseas issuance of securities and listing of enterprises within the territory of China are mainly regulated by regulations and normative documents promulgated by the State Council and the CSRC.

Filing for Overseas Listings

According to the Trial Measures for the Administration of Overseas Issuance and Listing of Securities by Domestic Enterprises (effective from March 31, 2023) and supporting guidelines (the Trial Measures for Overseas Listing) as well as the Notice on the Arrangement for the Administration of Overseas Listing Filing by Domestic Enterprises (effective from February 17, 2023), domestic enterprises that directly or indirectly issue securities overseas or list their securities for trading overseas must file with the CSRC within three working days after submitting listing application documents to the relevant regulatory authorities of the intended listing venue. Enterprises that fail to complete the filing in accordance with the overseas listing regulations or conceal any material facts or fabricate any material false content in the filing documents may be subject to administrative penalties such as orders to make corrections, warnings and fines. Their controlling shareholders, actual controllers, directly responsible supervisors, and other directly responsible personnel may also be subject to administrative penalties such as warnings and fines.

According to the Provisions on Strengthening the Confidentiality and Archive Management Related to Overseas Issuance of Securities and Listing by Domestic Enterprises (effective from March 31, 2023), domestic enterprises shall establish confidentiality and archive systems when issuing and listing securities in overseas markets.

OVERVIEW

We are a Southeast Asia-focused cross-border retail enterprise anchored by our digitalised capabilities. We have established ourselves as a China-based outbound brand owner of 3C accessories and small appliances. According to Frost & Sullivan, in terms of retail sales value in 2025, we were the No. 1 company in Indonesia in the 3C accessories sector, with a market share of approximately 2.2%. In addition, we ranked No. 6 as a China-based cross-border company in the small appliances sector, with a market share of approximately 3.7% of the China-to-Indonesia small appliances export market.

Our Company was established in May 2014 by Mr. Xu, our founder, chairman of our Board, executive Director and general manager. For further information about Mr. Xu, please see "Directors and Senior Management — Board of Directors — Executive Directors" in this document. We have also attracted **[REDACTED]** Investors since the establishment of our Company. For details of our historical financing, please refer to paragraphs headed "Corporate Development" in this section.

OUR KEY MILESTONES

The following table sets out the key milestone in our business development:

Year	Milestone
2014	• Establishment of our Company in the PRC.
2015	• Through offering our 3C accessories to Indonesian distributors and other business partners, we laid a solid foundation of our expansion in Indonesia.
2017-2018	• We were awarded with Top 20 High-Tech High-Growth Companies in Shenzhen.
	• We incorporated Wook Global (Indonesia), formally commencing our business operations in Indonesia.
2019	• We were admitted as a director unit by Shenzhen Electronic Chamber of Commerce* (深圳市電子商會).
	• We obtained National High-Tech Enterprise Award (First-time Recognition).
	• Our VIVAN brand was awarded with the Indonesia Top Brand.
2021	• We expanded into the small home appliance market.
2022	• We were awarded with Shenzhen Innovative SME Certificate.
	• We obtained ISO 9001:2015 Quality Management System Certification (SGS).
	• Our VIVAN and ROBOT brands were awarded with the Indonesia Super Brands.
2023	• We obtained the Shenzhen Specialized, Refined, Distinctive, and Innovative SME Certificate.
	• We were awarded with Top 10 Enterprises with Most Influential Brands by Guangdong High-Tech Industry Chamber of Commerce.
2024	• We were selected as Top 100 Specialized, Refined, Distinctive, and Innovative Sci-Tech Enterprises in the Guangdong-Hong Kong-Macao Greater Bay Area.
	• Our brands, VIVAN, SAMONO, and ROBOT, won Indonesia Super Brand Award.
2025	• We were awarded with 2025 Forbes China Global Investment Value Brands Top 10.

Year	Milestone
	• We were awarded with Ram Charan Management Practice Award-Global Enterprise Practice Award and recognized as the Southeast Asia Brand Overseas Expansion & New Retail Pioneer.
	• We obtained Shenzhen Innovative SME Certificate.
	• We were selected as a Guangdong Provincial Department of Commerce Outstanding Cross-Border E-commerce Brand Overseas Expansion Case.

CORPORATE DEVELOPMENT

The following sets forth the corporate development and major shareholding changes of our Company and Major Subsidiaries.

Our Company

(1) Establishment of Our Company

On May 6, 2014, our Company was established in Shenzhen, Guangdong province, the PRC as a limited liability company with an initial registered capital of RMB5,000,000. The shareholding structure of our Company upon establishment is set forth below:

Shareholders	Registered capital subscribed for *(RMB)*	Corresponding equity interest in our Company *(%)*
Mr. Xu	5,000,000	100

(2) Series A Financing

The series A financing was completed on June 19, 2017. Shenzhen Dan'en Venture Capital Partnership (Limited Partnership)* (深圳旦恩創業投資合夥企業(有限合夥)) ("**Shenzhen Dan'en**"), Beijing Weiguang Equity Investment Partnership (Limited Partnership)* (北京微光股權投資合夥企業(有限合夥)) (**"Beijing Weiguang**"), Beijing Heima Tuoxin Venture Capital Center (Limited Partnership)* (北京黑馬拓新創業投資中心(有限合夥)) ("**Beijing Heima Tuoxin**"), and Ms. Yang Liming (楊麗鳴) ("**Ms. Yang LM**") subscribed the increased registered capital of RMB833,332 for a total consideration of RMB10 million. The consideration of the capital increase was determined in accordance with arm's length negotiation by the relevant parties. As a result, the registered capital of our Company was increased from RMB5,000,000 to RMB5,833,332. The details of the series A financing are set forth as follows:

Shareholders	Registered capital subscribed for	Consideration
	(RMB)	*(RMB)*
Shenzhen Dan'en[(1)]	250,000	3,000,000
Beijing Weiguang[(2)]	250,000	3,000,000
Beijing Heima Tuoxin[(3)]	166,666	2,000,000
Ms. Yang LM[(4)]	166,666	2,000,000
Total	**833,332**	**10,000,000**

Notes:

(1) As of the Latest Practicable Date, Shenzhen Dan'en held approximately 4.50% of the total registered capital of our Company. For details on the background of Shenzhen Dan'en, please refer to "**[REDACTED]** Investment — Information Regarding Our **[REDACTED]** Investors " in this section.

(2) As of the Latest Practicable Date, Beijing Weiguang held approximately 3.47% of the total registered capital of our Company. For details on the background of Beijing Weiguang, please refer to "**[REDACTED]** Investment — Information Regarding Our **[REDACTED]** Investors" in this section.

(3) Beijing Heima Tuoxin divested its investment in our Company in 2024 and ceased to hold any equity interest in our Company.

(4) As of the Latest Practicable Date, Ms. Yang LM held approximately 1.84% of the total registered capital of our Company. For details on the background of Ms. Yang LM, please refer to "**[REDACTED]** Investment — Information Regarding Our **[REDACTED]** Investors" in this section.

(3) Series A+ Financing

The series A+ financing was completed on June 21, 2017. Shenzhen Dan'en, Beijing Weiguang, Beijing Heima Tuoxin and Chongqing Qihou Xihai Equity Investment Management Co., Ltd.* (重慶麒厚西海股權投資管理有限公司) ("**Chongqing Qihou Xihai**") subscribed the increased registered capital of RMB833,332 for a total consideration of RMB20 million. As a result, the registered capital of our Company was increased from RMB5,833,332 to RMB6,666,664. The consideration of the capital increase was determined in accordance with arm's length negotiation by the relevant parties. The details of the series A+ financing are set forth as follows:

Shareholders	Registered capital subscribed for	Consideration for subscription
	(RMB)	*(RMB)*
Shenzhen Dan'en	250,000	6,000,000
Beijing Weiguang	250,000	6,000,000
Beijing Heima Tuoxin	166,666	4,000,000
Chongqing Qihou Xihai(1)	166,666	4,000,000
Total	**833,332**	**20,000,000**

Note:

(1) As of the Latest Practicable Date, Chongqing Qihou Xihai held approximately 1.16% of the total registered capital of our Company. For details on the background of Chongqing Qihou Xihai, please refer to "**[REDACTED]** Investment — Information Regarding Our **[REDACTED]** Investors" in this section.

(4) Series B Financing

The series B financing was completed on September 25, 2017. Magnificient Group Limited ("**Magnificient Group**") and Shenzhen Fangde Danen No.1 Investment Partnership (Limited Partnership)* (深圳方德旦恩一號投資合夥企業(有限合夥)) ("**Shenzhen Fang'de Dan'en**") subscribed the increased registered capital of RMB1,444,444 for a total consideration of USD13,000,000. The consideration of the capital increase was determined in accordance with arm's length negotiation by the relevant parties. As a result, the registered capital of our Company was increased from RMB6,666,664 to RMB8,111,108. The details of the series B financing are set forth as follows:

Shareholders	Registered capital subscribed for	Consideration
	(RMB)	*(USD)*
Magnificient Group(1)	1,111,111	10,000,000
Shenzhen Fang'de Dan'en(2)	333,333	3,000,000
Total	**1,444,444**	**13,000,000**

Notes:

(1) As of the Latest Practicable Date, Magnificient Group held approximately 6.26% of the total registered capital of our Company. For details on the background of Magnificient Group, please refer to "**[REDACTED]** Investment — Information Regarding Our **[REDACTED]** Investors" in this section.

(2) Shenzhen Fang'de Dan'en is a limited liability partnership established in the PRC on April 20, 2015, primarily engaged in equity investment fund management. Its general and executive managing partner is Shenzhen Dan'en Pioneer Private Equity Fund Management Co., Ltd.* (深圳市旦恩先鋒私募股權基金管理有限公司) ("**Shenzhen Dan'en Pioneer**"). Shenzhen Fang'de Dan'en is held by Jiaxing Dan'en Feifan No. 1 Investment Partnership (Limited Partnership)* (嘉興旦恩非凡一號投資合夥企業(有限合夥)), Shenzhen Fang'de Bona No.1 Investment Partnership Enterprise (Limited Partnership)* (深圳方德博納一號投資合夥企業(有限合夥)), Mr. Ling Daihong (凌代紅), Mr. He Zhili (賀志力) and Shenzhen Dan'en Pioneer as to 57.09%, 20.30%, 19.03%, 3.48%, and 0.10%, respectively. Shenzhen Fang'de Dan'en subsequently divested its investment in our Company in 2021, 2023 and 2024 and ceased to hold any equity interest in our Company.

(5) Series C Financing and 2021 Equity Transfer

The series C financing was completed on May 28, 2021 and July 7, 2021. Shenzhen Yilian Equity Investment Fund Partnership (Limited Partnership)* (深圳亦聯股權投資基金合夥企業(有限合夥)) ("**Shenzhen Yilian**"), Suzhou Yiteng Venture Capital Partnership Enterprise (Limited Partnership)* (蘇州亦滕創業投資合夥企業(有限合夥)) ("**Suzhou Yiteng**"), Guangzhou Naibixin Phase I Venture Capital Fund Partnership Enterprise (Limited Partnership)* (廣州耐必信一期創業投資基金合夥企業(有限合夥)) ("**Guangzhou Naibixin**"), Jinhua Xingyue Information Technology Co., Ltd.* (金華興悅信息技術有限公司) ("**Jinhua Xingyue**"), and Nanjing Jingxiang Capital Partnership Enterprise (Limited Partnership)* (南京鏡像資本合夥企業(有限合夥)) ("**Nanjing Jingxiang**") subscribed the increased registered capital of RMB615,880 for a total consideration of RMB80,486,313. The consideration of the capital increase was determined in accordance with arm's length negotiation by the relevant parties. As a result, the registered capital of our Company was increased from RMB8,111,108 to RMB8,726,988. The details of series C financing are set forth as follows:

Shareholders	Registered capital subscribed for	Consideration
	(RMB)	*(RMB)*
Shenzhen Yilian[(1)]	270,152	35,304,900
Suzhou Yiteng[(2)]	11,256	1,471,038
Guangzhou Naibixin[(3)]	112,564	14,710,375
Jinhua Xingyue[(4)]	145,388	19,000,000
Nanjing Jingxiang[(5)]	76,520	10,000,000
Total	**615,880**	**80,486,313**

Notes:

(1) As of the Latest Practicable Date, Shenzhen Yilian held approximately 4.23% of the total registered capital of our Company. For details on the background of Shenzhen Yilian, please refer to "**[REDACTED]** Investment — Information Regarding Our **[REDACTED]** Investors" in this section.

(2) As of the Latest Practicable Date, Suzhou Yiteng held approximately 0.63% of the total registered capital of our Company. For details on the background of Suzhou Yiteng, please refer to "**[REDACTED]** Investment — Information Regarding Our **[REDACTED]** Investors" in this section.

(3) As of the Latest Practicable Date, Guangzhou Naibixin held approximately 1.76% of the total registered capital of our Company. For details on the background of Guangzhou Naibixin, please refer to "**[REDACTED]** Investment — Information Regarding Our **[REDACTED]** Investors" in this section.

(4) Jinhua Xingyue divested its investment in our Company in 2026, thereby ceased to hold any equity interest in our Company.

(5) As of the Latest Practicable Date, Nanjing Jingxiang held approximately 0.84% of the total registered capital of our Company. For details on the background of Nanjing Jingxiang, please refer to "**[REDACTED]** Investment — Information Regarding Our **[REDACTED]** Investors" in this section.

Pursuant to the shareholders' resolutions dated May 18, 2021, Shenzhen Fang'de Dan'en (as transferor) entered into an equity transfer agreement with Shenzhen Yilian, Suzhou Yiteng, and Guangzhou Naibixin (as transferees). The consideration of the equity transfer was determined in accordance with arm's length negotiation by the relevant parties. The 2021 equity transfer was completed on May 28, 2021. The details of the 2021 equity transfer are set forth as follows.

Transferor	Transferee	Registered capital transferred	Consideration
		(RMB)	*(RMB)*
Shenzhen Fang'de Dan'en	Shenzhen Yilian	114,286	12,695,100
	Suzhou Yiteng	4,762	528,962
	Guangzhou Naibixin	47,619	5,289,625
Total		**166,667**	**18,513,687**

(6) Series D1 Financing and First 2023 Equity Transfer

The series D1 financing was completed on April 28, 2023. Guangdong Samanea Trading Co., Ltd.* (廣東星邁黎亞商貿有限公司), which was subsequently renamed as Guangdong Liansu Trading Co., Ltd.* (廣東聯塑商貿有限公司) ("**Guangdong Liansu**"), subscribed the increased registered capital of RMB147,915 at a consideration of RMB25 million. The consideration of the capital increase was determined in accordance with arm's length negotiation by the relevant parties. As a result, the registered capital of our Company was increased from RMB8,726,988 to RMB8,874,903. The details of the series D1 financing are set forth as follows:

Shareholders	Registered capital subscribed for	Consideration
	(RMB)	*(RMB)*
Guangdong Liansu[(1)]	147,915	25,000,000
Total	**147,915**	**25,000,000**

Note:

(1) As of the Latest Practicable Date, Guangdong Liansu held approximately 3.38% of the total registered capital of our Company. For details on the background of Guangdong Liansu, please refer to "**[REDACTED]** Investment — Information Regarding Our **[REDACTED]** Investors" in this section.

On February 16, 2023, Beijing Weiguang, Beijing Heima Tuoxin, Chongqing Qihou Xihai, Magnificient Group, and Shenzhen Fang'de Dan'en (as transferors) entered into an equity transfer agreement with Guangdong Liansu (as transferee), pursuant to which the following equity transfer was agreed upon. The consideration of the equity transfer was determined in accordance with arm's length negotiation by the relevant parties. The first 2023 equity transfer was completed on April 28, 2023.

Transferor	Transferee	Registered capital transferred	Consideration
		(RMB)	*(RMB)*
Beijing Weiguang	Guangdong Liansu	28,561	3,600,025
Beijing Heima Tuoxin		19,041	2,399,988
Chongqing Qihou Xihai		9,521	1,200,008
Magnificient Group		63,469	7,999,990
Shenzhen Fang'de Dan'en		38,081	4,799,990
Total		**158,673**	**20,000,001**

(7) Series D2 Financing and Second 2023 Equity Transfers

The series D2 financing was completed on August 11, 2023. Hangzhou Haoxing Enterprise Management Partnership (Limited Partnership)* (杭州灝星企業管理合夥企業(有限合夥)) ("**Hangzhou Haoxing**") subscribed the increased registered capital of RMB108,865 for a total consideration of RMB18.4 million. The consideration of the capital increase was determined in accordance with arm's length negotiation by the relevant parties. As a result, the registered capital of our Company was increased from RMB8,874,903 to RMB8,983,768. The details of the series D2 financing are set forth as follows:

Shareholders	Registered capital subscribed for	Consideration
	(RMB)	*(RMB)*
Hangzhou Haoxing[(1)]	108,865	18,400,000
Total	**108,865**	**18,400,000**

Note:

(1) As of the Latest Practicable Date, Hangzhou Haoxing held approximately 3.96% of the total registered capital of our Company. For details on the background of Hangzhou Haoxing, please refer to "**[REDACTED]** Investment — Information Regarding Our **[REDACTED]**" in this section.

On July 12, 2023, each of Magnificient Group, Shenzhen Dan'en, Beijing Heima Tuoxin, Beijing Weiguang, and Chongqing Qihou Xihai (as transferors) entered into an equity transfer agreement with Hangzhou Haoxing, Suzhou Yiteng, Ms. Zhang Yun (張昀) ("**Ms. Zhang Yun**") and Guangzhou Yingke Investment Consulting Co., Ltd.* (廣州市盈科投資發展有限公司) ("**Guangzhou Yingke**") (as transferees), pursuant to which the following transfers of equity interests in our Company were agreed upon. The consideration of the equity transfers was determined in accordance with arm's length negotiation by the relevant parties. The second 2023 equity transfers were completed on August 11, 2023.

Transferor	Transferee	Registered capital transferred	Consideration
		(RMB)	*(RMB)*
Magnificient Group	Hangzhou Haoxing	100,281	12,090,118
	Suzhou Yiteng	16,589	2,000,000
	Ms. Zhang Yun	6,636	800,000
	Guangzhou Yingke	9,953	1,200,000
Shenzhen Dan'en	Hangzhou Haoxing	60,169	7,254,069
	Suzhou Yiteng	9,953	1,200,000
	Ms. Zhang Yun	3,981	480,000
	Guangzhou Yingke	5,972	720,000
Beijing Heima Tuoxin	Hangzhou Haoxing	30,084	3,627,017
	Suzhou Yiteng	4,977	600,000
	Ms. Zhang Yun	1,991	240,000
	Guangzhou Yingke	2,986	360,000
Beijing Weiguang	Hangzhou Haoxing	45,127	5,440,554
	Suzhou Yiteng	7,465	900,000
	Ms. Zhang Yun	2,986	360,000
	Guangzhou Yingke	4,479	540,000
Chongqing Qihou Xihai	Hangzhou Haoxing	15,042	1,813,503
	Suzhou Yiteng	2,488	300,000
	Ms. Zhang Yun	995	120,000
	Guangzhou Yingke	1,493	180,000
Total		**333,647**	**40,225,261**

Notes:

(1) As of the Latest Practicable Date, Ms. Zhang Yun held approximately 0.18% of the total registered capital of our Company. For details on the background of Ms. Zhang Yun, please refer to "**[REDACTED]** Investment — Information Regarding Our **[REDACTED]** Investors" in this section.

(2) As of the Latest Practicable Date, Guangzhou Yingke held approximately 0.27% of the total registered capital of our Company. For details on the background of GuangzhouYingke, please refer to "**[REDACTED]** Investment — Information Regarding Our **[REDACTED]** Investors" in this section.

(8) Series D3 Financing and Third 2023 Equity Transfers

The series D3 financing was completed on November 9, 2023. Shanghai Hongzhuo Venture Capital Partnership (Limited Partnership)* (上海弘卓創業投資合夥企業(有限合夥)) ("**Shanghai Hongzhuo**") (formerly known as Nanjing Hongzhuo Venture Capital Partnership (Limited Partnership)* (南京弘卓創業投資合夥企業(有限合夥)) and Suzhou Hongzhuo Venture Capital Partnership (Limited Partnership)* (蘇州弘卓創業投資合夥企業(有限合夥)) at the time of investment), Auspicious Start Limited ("**Auspicious Start**"), Jinjiang Butong Jingrui Venture Capital Partnership (Limited Partnership)* (晉江不同璟睿創業投資合夥企業(有限合夥)) ("**Jinjiang Butong Jingrui**") and Gongqingcheng Puyi Investment Partnership Enterprise (Limited Partnership)* (共青城樸一投資合夥企業(有限合夥)) ("**Gongqingcheng Puyi**") subscribed the increased registered capital of RMB94,666 for a total consideration of RMB16 million. The consideration of the capital increase was determined in accordance with arm's length negotiation by the relevant parties. As a result, the registered capital of our Company was increased from RMB8,983,768 to RMB9,078,434. The details of the series D3 financing are set forth as follows:

Shareholders	**Registered capital subscribed for**	**Consideration**
	(RMB)	*(RMB)*
Shanghai Hongzhuo[(1)]	12,468	2,107,260
Auspicious Start[(2)]	11,199	1,892,740
Jinjiang Butong Jingrui[(3)]	59,166	10,000,000
Gongqingcheng Puyi[(4)]	11,833	2,000,000
Total	**94,666**	**16,000,000**

Notes:

(1) As of the Latest Practicable Date, Shanghai Hongzhuo held approximately 1.77% of the total registered capital of our Company. For details on the background of Shanghai Hongzhuo, please refer to "**[REDACTED]** Investment — Information Regarding Our **[REDACTED]** Investors" in this section.

(2) As of the Latest Practicable Date, Auspicious Start held approximately 1.59% of the total registered capital of our Company. For details on the background of Auspicious Start, please refer to "**[REDACTED]** Investment — Information Regarding Our **[REDACTED]** Investors" in this section.

(3) As of the Latest Practicable Date, Jinjiang Butong Jingrui held approximately 3.07% of the total registered capital of our Company. For details on the background of Jinjiang Butong Jingrui, please refer to "**[REDACTED]** Investment — Information Regarding Our **[REDACTED]** Investors" in this section.

(4) As of the Latest Practicable Date, Gongqingcheng Puyi held approximately 1.21% of the total registered capital of our Company. For details on the background of Gongqingcheng Puyi, please refer to "**[REDACTED]** Investment — Information Regarding Our **[REDACTED]** Investors" in this section.

On September 27, 2023, each of Magnificient Group, Shenzhen Fang'de Dan'en, Beijing Heima Tuoxin, Beijing Weiguang, and Chongqing Qihou Xihai (as transferors) entered into an equity transfer agreement with Auspicious Start, Shanghai Hongzhuo, Jinjiang Butong Jingrui, and Gongqingcheng Puyi (as transferees), pursuant to which the following transfer of equity interest in our Company was agreed upon. The consideration of the equity transfers was determined in accordance with arm's length negotiation by the relevant parties. The third 2023 equity transfer was completed on November 9, 2023.

Transferor	Transferee	Registered capital transferred	Consideration
		(RMB)	*(RMB)*
Magnificient Group	Auspicious Start	133,303	16,071,260
	Jinjiang Butong Jingrui	49,861	6,011,361
	Gongqingcheng Puyi	12,465	1,502,840
Shenzhen Fang'de Dan'en	Shanghai Hongzhuo	46,993	5,665,652
	Jinjiang Butong Jingrui	56,308	6,788,611
	Gongqingcheng Puyi	14,077	1,697,153
Beijing Heima Tuoxin	Shanghai Hongzhuo	33,806	4,075,696
	Jinjiang Butong Jingrui	19,907	2,400,009
	Gongqingcheng Puyi	4,977	600,002
Beijing Weiguang	Shanghai Hongzhuo	50,709	6,113,544
	Jinjiang Butong Jingrui	29,860	3,600,014
	Gongqingcheng Puyi	7,465	900,004
Chongqing Qihou Xihai	Shanghai Hongzhuo	16,903	2,037,848
	Jinjiang Butong Jingrui	9,953	1,200,005
	Gongqingcheng Puyi	2,488	300,001
Total		**489,075**	**58,964,000**

(9) First 2024 Equity Transfer

On July 5, 2024, Magnificient Group, Beijing Weiguang, Beijing Heima Tuoxin, Chongqing Qihou Xihai, Shenzhen Dan'en (as transferors) entered into an equity transfer agreement with Guangdong Zhaofeng Investment Co., Ltd.* (廣東兆峰投資有限公司) (Foshan Zhaofeng Investment Co., Ltd.* (佛山市兆峰投資有限公司), "**Guangdong Zhaofeng**") (as transferee), pursuant to which the following transfer of equity interest in our Company was agreed upon. The consideration of the equity transfer was determined in accordance with arm's length negotiation by the relevant parties. Such equity transfer was completed on August 9, 2024.

Transferor	Transferee	Registered capital transferred	Consideration
		(RMB)	*(RMB)*
Magnificient Group	Guangdong Zhaofeng[(1)]	55,574	6,700,001.44
Shenzhen Dan'en		11,249	1,356,179.44
Beijing Heima Tuoxin		5,374	647,889.44
Beijing Weiguang		8,062	971,954.72
Chongqing Qihou Xihai		2,687	323,944.72
Total		**82,946**	**9,999,969.76**

Note:

(1) As of the Latest Practicable Date, Guangdong Zhaofeng held approximately 0.91% of the total registered capital of our Company. For details on the background of Guangdong Zhaofeng, please refer to "**[REDACTED]** Investment — Information Regarding Our **[REDACTED]** Investors" in this section.

(10) Second 2024 Equity Transfers

Subsequently on August 20, 2024, each of Magnificient Group, Shenzhen Fang'de Dan'en, Beijing Heima Tuoxin (as transferors) entered into an equity transfer agreement with Gf Qianhe Investment Co., Ltd.* (廣發乾和投資有限公司) ("**GF Qianhe**"), Qingding (Beijing) Management Consulting Partnership (Limited Partnership)* (擎鼎(北京)管理諮詢合夥企業(有限合夥)) ("**Qingding Beijing**"), Guangzhou Fanda Innovation Investment Co., Ltd.* (廣州梵大創新投資有限公司) ("**Guangzhou Fanda**"), Jinjiang Butong Jingrui and Gongqingcheng Puyi (as transferees), pursuant to which the following transfers of equity interest in our Company were agreed upon. The consideration of the equity transfer was determined in accordance with arm's length negotiation by the relevant parties. Such equity transfers were completed on September 19, 2024.

Transferor	Transferee	Registered capital transferred	Consideration
		(RMB)	*(RMB)*
Magnificient Group	GF Qianhe[1]	42,317	5,101,737.52
	Qingding Beijing[2]	914	110,191.84
	Guangzhou Fanda[3]	12,683	1,529,062.48
	Jinjiang Butong Jingrui	18,929	2,282,106.72
	Gongqingcheng Puyi	19,788	2,385,614.80
Shenzhen Fang'de Dan'en	GF Qianhe[1]	5,012	604,201.71
	Qingding Beijing[2]	108	13,065.49
	Guangzhou Fanda[3]	1,502	181,081.12
	Jinjiang Butong Jingrui	2,242	270,254.91
	Gongqingcheng Puyi	2,343	282,512.69
Beijing Heima Tuoxin	GF Qianhe[1]	119,288	8,976,437.92
	Qingding Beijing[2]	2,579	194,109.93
	Guangzhou Fanda[3]	21,793	1,639,911.24
	Jinjiang Butong Jingrui	32,527	2,447,638.37
	Gongqingcheng Puyi	34,002	2,558,654.37
Total		**316,027**	**28,576,581**

Notes:

(1) As of the Latest Practicable Date, GF Qianhe held approximately 1.84% of the total registered capital of our Company. For details on the background of GF Qianhe, please refer to "**[REDACTED]** Investment — Information Regarding Our **[REDACTED]** Investors" in this section.

(2) As of the Latest Practicable Date, Qingding Beijing held approximately 0.04% of the total registered capital of our Company. For details on the background of Qingding Beijing, please refer to "**[REDACTED]** Investment — Information Regarding Our **[REDACTED]** Investors."

(3) As of the Latest Practicable Date, Guangzhou Fanda held approximately 0.40% of the total registered capital of our Company. For details on the background of Guangzhou Fanda, please refer to "**[REDACTED]** Investment — Information Regarding Our **[REDACTED]** Investors" in this section.

(11) Conversion into a Joint Stock Company

On June 30, 2025, the Shareholders of our Company, being our promoters, had resolved to convert our Company from a limited liability company into a joint stock company with limited liability. Upon completion of such conversion on November 14, 2025, the registered capital of our Company was RMB9,078,434 divided into 9,078,434 Shares with a nominal value of RMB1 each, which were subscribed by all the then Shareholders in proportion to their respective equity interest in our Company before the conversion.

Immediately following the completion of the conversion, the shareholding structure of our Company was as follows:

Shareholders	Registered capital held *(RMB'000)*	Percentage of shareholding *(approximate)*
Qianhai Hailu	4,000,000	44.0605%
Magnificient Group	568,349	6.2604%
Mr. Xu	441,015	4.8578%
Shenzhen Dan'en	408,676	4.5016%
Shenzhen Yilian	384,438	4.2346%
Hangzhou Haoxing	359,568	3.9607%
Feifan Zhongcheng	329,600	3.6306%
Beijing Weiguang	315,286	3.4729%
Guangdong Liansu	306,588	3.3771%
Jinjiang Butong Jingrui	278,753	3.0705%
Feifan Gongying	187,385	2.0641%
Ms. Yang LM	166,666	1.8358%
GF Qianhe	166,617	1.8353%
Shanghai Hongzhuo	160,879	1.7721%
Guangzhou Naibixin	160,183	1.7644%
Jinhua Xingyue	145,388	1.6015%
Auspicious Start	144,502	1.5917%
Gongqingcheng Puyi	109,438	1.2055%
Chongqing Qihou Xihai	105,096	1.1576%
Guangdong Zhaofeng	82,946	0.9137%
Nanjing Jingxiang	76,520	0.8429%
Suzhou Yiteng	57,490	0.6333%
Feifan Yuanhong	42,000	0.4626%
Guangzhou Fanda	35,978	0.3963%
Guangzhou Yingke	24,883	0.2741%
Ms. Zhang Yun	16,589	0.1827%
Qingding Beijing	3,601	0.0397%
Total:	**9,078,434**	**100.0000%**

(12) 2026 Equity Transfer

On January 19, 2026, Jinhua Xingyue (as transferor) entered into an equity transfer agreement with Blue Cable Limited ("**Blue Cable**") (as transferee), pursuant to which Jinhua Xingye agreed to transfer 145,388 Shares, representing approximately 1.60% of the issued share capital of our Company, to Blue Cable at a consideration of RMB20,819,053. The consideration of the equity transfer was determined in accordance with arm's length negotiation by the relevant parties. The transfer was duly completed and settled on March 6, 2026, which was at least 120 clear days before the **[REDACTED]**. For details on the background of Blue Cable, please refer to "**[REDACTED]** Investment Information Regarding Our **[REDACTED]** Investors."

SHARE SUBDIVISION PRIOR TO THE [REDACTED]

Pursuant to the resolutions of the Shareholders dated December 18, 2025, the Shares will be split on a one-for-ten basis immediately prior to the **[REDACTED]**, and the nominal value of the Shares will be changed from RMB1.00 each to RMB0.10 each. Immediately after the Share Subdivision, the registered share capital of the Company will be RMB9,078,434 with 90,784,340 Shares in a nominal value of RMB0.10 each.

Our Major Subsidiaries

Details of our Major Subsidiaries, which had made a material contribution to our results of operation and/or have strategic importance to our development, are shown below:

Name of subsidiary	Date of incorporation	Registered capital	Principal business activities	Change in shareholding structure since establishment and up to the Latest Practicable Date		Equity interest held by our Group as at the Latest Practicable Date
Shenzhen Vivan Cloud Chain . .	August 21, 2023	RMB10,000,000	Services related to supply chain, marketing, and sales operational services, including end-to-end supply chain management solutions and business operations support services, which encompass the formulation and implementation of strategic procurement plans, logistics and warehouse management, the development and maintenance of supplier relationships, and the conduct of commercial negotiations; overseeing the brand planning and promotional activities of the Group's subsidiaries across Southeast Asia	N/A		100%
Shenzhen Haisi . .	August 9, 2023	RMB6,000,000	Trade in 3C accessories and small appliances	N/A		100%
Wook Global (Indonesia) . .	July 10, 2018	IDR306,000,000,000	Wholesale trading, warehousing and storage, web portals and/or digital platforms for commercial purposes	N/A		100%
Maritime Silk (HK)	September 19, 2017	USD15,128,000	Import and export business; trade	N/A		100%
Yiwu Wook Household . .	June 29, 2018	RMB5,000,000	Trade in home improvement and building materials	(1)	At the time of establishment, Yiwu Wook Household was held 70% by our Company, 20% by Mr. Xie Wu (謝武), and 10% by Mr. Tang Qianggang (唐強剛).	70%
				(2)	On January 10, 2024, Mr. Xie Wu transferred the 20% shareholding interest he held in Yiwu Wook House to Yiwu Manhao Technology Co., Ltd.* (義烏市漫豪科技有限公司), which he held 99% of shareholding interest whereas the shareholding of the other shareholders remained unchanged.	
PT WIN (Indonesia). . .	November 12, 2020	IDR10,000,000,000	Retail trade, warehousing and storage, and web portals and/or digital platforms for commercial purposes	N/A		100%

There has been no change in our shareholding in the Major Subsidiaries during the Track Record Period and up to the Latest Practicable Date.

EMPLOYEE SHAREHOLDING PLATFORM

Feifan Zhongcheng

Feifan Zhongcheng was established in the PRC as an employee shareholding platform for share incentive schemes of our Company, in order to align the interests of our Company and our employees, Ms. Dai Hong (戴紅) (an executive Director), who holds approximately 2.12% partnership interest, is the sole executive partner of Feifan Zhongcheng and is responsible for its overall management and operation. As at the Latest Practicable Date, Feifan Zhongcheng had 39 limited partners and directly held approximately 3.63% equity interest in our Company; and all awards under Feifan Zhongcheng have been granted and vested. As at the Latest Practicable Date, the partnership structure of Feifan Zhongcheng was as follows:

No.	Name	Position in our Group	Approximate percentage of partnership interest (%)	Relationship with other partners
1.	Mr. Wang Feng (王楓)	Executive Director	12.44	N/A
2.	Mr. Yao Hongbin (姚洪彬)	Executive Director	9.10	N/A
3.	Mr. Huang Yifeng (黃一峰). . . .	Chief Human Resource Officer	6.34	N/A
4.	Mr. Dai Yunhua (戴雲華).	Employee	3.43	Brother of Ms. Dai Hong (戴紅) and son of Mr. Dai Chaoming (戴超明)
5.	Ms. Wu Lihua (巫麗華).	Vice President of Finance	3.03	N/A
6.	Ms. Dai Hong (戴紅) *(sole executive partner)*	Executive Director	2.12	Daughter of Mr. Dai Chaoming (戴超明) and sister of Mr. Dai Yunhua (戴雲華)
7.	Mr. Feng Zhuochen (馮卓琛) . . .	Board Secretary	2.12	N/A
8.	Mr. Dai Chao Ming (戴超明) . . .	Employee	1.37	Father of Ms. Dai Hong (戴紅) and Mr. Dai Yuanhua (戴雲華)
9.	Other 32 employees of the Group (who are not Directors, senior management of our Company and their respective associates)	Employees	60.04 (in aggregate, none of them hold 30% or more of the interests therein)	N/A
Total	/	/	**100**	/

Feifan Gongying

Feifan Gongying was established in the PRC as an employee shareholding platform for share incentive schemes of our Company, in order to align the interests of our Company and our employees, Mr. Liu Xiangshun (劉祥順) (an employee of our Group), who holds approximately 2.67% partnership interest, is the sole executive partner of Feifan Gongying and is responsible for its overall management and operation. As at the Latest Practicable Date, Feifan Gongying had 37 limited partners and directly held approximately 2.06% equity interest in our Company; and all awards under Feifan Gongying have been granted and vested. As at the Latest Practicable Date, the partnership structure of Feifan Gongying was as follows:

No.	Name	Position in our Group	Approximate percentage of partnership interest (%)	Relationship with other partners
1.	Mr. Feng Zhuochen (馮卓琛)	Board Secretary	22.95	N/A
2.	Ms. Wu Lihua (巫麗華)	Vice president of Finance	10.67	N/A
3.	Mr. Liu Xiangshun (劉祥順) *(sole executive partner)*	Employee	2.67	N/A
4.	Other 35 employees of the Group (who are not Directors, senior management of our Company and their respective associates)	Employees	63.71 (in aggregate, none of them hold 30% or more of the interests therein)	N/A
Total	/	/	**100**	/

Feifan Yuanhong

Feifan Yuanhong was established in the PRC as an employee shareholding platform for share incentive schemes of our Company, in order to align the interests of our Company and our employees, Mr. Yao Hongbin (姚洪彬) (an executive Director), who holds approximately 11.90% partnership interest, is the sole executive partner of Feifan Yuanhong and is responsible for its overall management and operation. As at the Latest Practicable Date, Feifan Yuanhong had twelve limited partners and directly held approximately 0.46% equity interest in our Company; and all awards under Feifan Yuanhong have been granted and vested. As at the Latest Practicable Date, the partnership structure of Feifan Yuanhong was as follows:

No.	Name	Position in our Group	Approximate percentage of partnership interest (%)	Relationship with other partners
1.	Mr. Yao Hongbin (姚洪彬) *(sole executive partner)*	Executive Director	11.90	N/A
2.	Ms. Dai Hong (戴紅)	Executive Director	7.14	N/A
3.	Mr. Huang Yifeng (黃一峰)	Chief Human Resource Officer	7.14	N/A
4.	Other 10 employees of the Group (who are not Directors, senior management of our Company and their respective associates)	Employees	73.82 (in aggregate, none of them hold 30% or more of the interests therein)	N/A
Total	/	/	**100**	/

Pursuant to the respective Partnership Agreements of Feifan Zhongcheng, Feifan Gongying and Feifan Yuanhong, the sole executive partner is responsible for the daily operations, management and decision-making of each partnership, and is authorised to represent the relevant partnership externally, whereas the limited partners are not entitled to exercise any of those rights. Accordingly, the voting rights held by the aforementioned partnerships can only be exercised through their respective sole executive partners, namely Ms. Dai Hong (戴紅), Mr. Lin Xiangshun (劉祥順), and Mr. Yao Hongbin (姚洪彬).

MAJOR ACQUISITIONS, DISPOSALS AND MERGERS

During the Track Record Period and up to the Latest Practicable Date, we did not conduct any major acquisitions, disposals or mergers.

PREVIOUS LISTING ATTEMPT IN THE INDONESIAN STOCK EXCHANGE ("IDX LISTING ATTEMPT")

Considering our Company's strategic development plan and the growth potential of the Indonesian capital market, our Company initiated the preparations for the IDX Listing Attempt. Subsequently, recognizing the Stock Exchange as a more suitable **[REDACTED]** venue, we discontinued the IDX Listing Attempt in June 2025 and instead pursued a **[REDACTED]** on the Stock Exchange.

Our Directors confirm that, in relation to the IDX Listing Attempt, (i) our Group terminated the IDX Listing Attempt due to commercial reasons only; (ii) our Group did not receive any enquiry or comment from any applicable regulatory authority in Indonesia as we had not formally submitted any listing application to any applicable regulatory authority in Indonesia in relation to the IDX Listing Attempt; (iii) there was no disagreement with or dispute between our Group and the professional parties engaged for the IDX Listing Attempt; and (iv) there is no matter that may affect our Company's suitability for **[REDACTED]** on the Stock Exchange or need to be brought to the attention of the public investors and the Stock Exchange. Based on the Sole Sponsor's due diligence work, the Sole Sponsor is not aware of any disagreement between the Group and the departed professional parties engaged for the IDX Listing Attempt, or any matters relating to the IDX Listing Attempt that should be brought to the attention of the Stock Exchange.

REASONS FOR THE [REDACTED]

Our Directors believe that the **[REDACTED]** of our H Shares on the Stock Exchange benefits our Group and our Shareholders considering that the Stock Exchange offers an international platform for accessing foreign capital and promoting our Company to global **[REDACTED]**, which in turn provides further capital to bolster our business development and expansion efforts, and to strengthen our Group's working capital. For details of our application of **[REDACTED]** from the **[REDACTED]**, please see "Future Plans and Use of **[REDACTED]**" in this document.

[REDACTED] INVESTMENTS

Principal Terms of the [REDACTED] Investments

The table below summarizes the principal terms of the **[REDACTED]** Investments:

Round of financing/ equity transfer	Amount of registered capital/Shares subscribed for/ transferred	Total registered capital after the capital increase/ transfer	Consideration	Date of Agreement/ shareholders' resolutions	Date of payment in full	Consideration Cost per Share	Basis of consideration	Discount to the [REDACTED]
	(RMB)					*(approximation) (Note 1)*		*(approximation) (Note 2)*
Series A Financing	833,332	5,833,332	RMB10,000,000	June 19, 2017	July 5, 2017	RMB1.20	The consideration for the **[REDACTED]** Investments in which our Company was a party was determined based on arm's length negotiations between our Company and the **[REDACTED]**, after taking into consideration various factors, including but not limited to, (i) the timing of the investments; (ii) the status of milestones and prospects of commercialization of our products and our technology advancement; (iii) our expansion capacity and management system; (iv) strategic layout, execution efficiency, funding needs and other factors of our Group; and (v) the expected market value and prospects of our business. Our Company does not take into account the investment costs paid in respect of equity transfers from existing Shareholders.	**[REDACTED]**%
Series A+ Financing	833,332	6,666,664	RMB20,000,000	September 15, 2017	September 26, 2017	RMB2.40		**[REDACTED]**%
Series B Financing	1,444,444	8,111,108	USD13,000,000 (or approximately RMB92,857,143)	September 15, 2017	December 25, 2017	USD0.90 (or RMB6.43)		**[REDACTED]**%
Series C Financing	615,880	8,726,988	RMB80,486,313	May 19, 2021 and June 25, 2021	July 2, 2021	RMB13.07		**[REDACTED]**%
2021 Equity Transfers	166,667	8,726,988	RMB18,513,687	May 18, 2021	June 8, 2021	RMB11.11		**[REDACTED]**%
Series D1 Financing	147,915	8,874,903	RMB25,000,000	February 16, 2023	March 24, 2023	RMB16.90		**[REDACTED]**%
First 2023 Equity Transfer	158,673	8,874,903	RMB20,000,001	February 16, 2023	September 4, 2023	RMB12.61		**[REDACTED]**%
Series D2 Financing	108,865	8,983,768	RMB18,400,000	July 12, 2023	August 22, 2023	RMB16.90	To the best knowledge of our Company, for the **[REDACTED]** Investments which involved the transfer of existing equity interests, the considerations were determined among the relevant sellers and the **[REDACTED]** upon based on arm's length negotiations taking into consideration various factors including but not limited to, the timing of the investments, the market value and the prospects of our business, and other commercial considerations specific to the relevant transaction parties irrelevant to our Company.	**[REDACTED]**%
Second 2023 Equity Transfers	333,647	8,983,768	RMB40,225,261	July 12, 2023	June 25, 2024	RMB12.06		**[REDACTED]**%
Series D3 Financing	94,666	9,078,434	RMB16,000,000	October 26, 2023	March 7, 2024	RMB16.90		**[REDACTED]**%
Third 2023 Equity Transfers	489,075	9,078,434	RMB58,964,000	October 26, 2023	May 6, 2024	RMB12.06		**[REDACTED]**%
First 2024 Equity Transfer	82,946	9,078,434	RMB9,999,970	July 5, 2024	September 27, 2024	RMB12.06		**[REDACTED]**%
Second 2024 Equity Transfer	316,027	9,078,434	RMB28,576,581	August 20, 2024	June 30, 2025	RMB9.04		**[REDACTED]**%
2026 Equity Transfer	145,388	9,078,434	RMB20,819,053	January 19, 2026	March 6, 2026	RMB14.30		**[REDACTED]**%

Notes:

1. Calculated based on the amount of consideration paid divided by the amount of registered capital subscribed for/transferred assuming the Share Subdivision has taken place and completed.

2. The discount to the **[REDACTED]** is calculated based on the assumption that the **[REDACTED]** is **[REDACTED]** per H Share, being the mid-point of the indicative **[REDACTED]** range of **[REDACTED]** to **[REDACTED]** per H Share, and that the **[REDACTED]** and any option granted under the **[REDACTED]** Share Option Scheme is not exercised.

3. RMB have been translated into HK$ or USD at an indicative exchange rate of RMB1.00 = HK$1.12 or RMB1.00 = US$0.14, respectively, for illustration purpose only.

Use of Proceeds from the [REDACTED] Investments

The proceeds received by us from the **[REDACTED]** Investments which involved subscriptions of increased registered capital of our Company amounted to approximately RMB255.5 million. As of the Latest Practicable Date, the net proceeds from the **[REDACTED]** Investments had been fully utilized. The net proceeds from the **[REDACTED]** Investments have been utilized for IT development, market expansion, product development and category expansion and market investment overseas.

Strategic Benefits from [REDACTED] Investments

At the time of the **[REDACTED]** Investments, our Directors were of the view that our Group could benefit from the additional funds provided by the **[REDACTED]**' investments in our Group, insights for industry, advice on business expansion and strategic direction, upstream and downstream

resources that the **[REDACTED]** bring to our Company, and the knowledge and experience of the **[REDACTED]**. Their investments also demonstrated their confidence in our Group's operations and served as an endorsement of our Group's performance, strengths and prospects.

Special Rights of the [REDACTED]

The **[REDACTED]** had been granted with customary special rights, including, among others, priority at liquidation, pre-emptive rights, rights of first refusal, co-sale rights, information rights, redemption rights, anti-dilution rights, and director nomination rights.

(a) All the existing redemption rights had been terminated and ceased to be exercisable immediately prior to the submission of the Company's **[REDACTED]** application to the Stock Exchange, provided however that, such rights shall be restored upon the earliest of (i) the **[REDACTED]** application being withdrawn, rejected and returned by the relevant regulatory authorities; (ii) our Company failing to re-submit the **[REDACTED]** application within six months from the date of lapse of the **[REDACTED]** application; (iii) our Company failing to complete the **[REDACTED]** within 18 months after the date of the supplemental agreement (or other extended period as agreed by the parties); and (iv) the voluntary withdrawal of the **[REDACTED]** application to the Stock Exchange by our Company, and (b) all other special rights will be automatically terminated immediately upon the **[REDACTED]** in compliance with Chapter 4.2 of the Guide for New Listing Applicants.

Public Float

As each of the **[REDACTED]** would hold less than 10% of the total issued share capital of our Company upon completion of the **[REDACTED]** and is not a core connected person of our Company nor an associate of such core connected persons, the Shares held by each of the **[REDACTED]** will be part of the public float upon **[REDACTED]**.

Lock-up Period

Pursuant to the applicable PRC law, all current Shareholders (including the **[REDACTED]**) are subject to the relevant PRC statutory transfer restriction for a period of one year from the **[REDACTED]**.

SOLE SPONSOR'S CONFIRMATION

On the basis that (i) the **[REDACTED]**, being the first day of trading of the Shares on the Stock Exchange, will take place no earlier than 120 clear days after completion of the **[REDACTED]** Investments; and (ii) the special rights granted to the **[REDACTED]** have been or will be terminated as disclosed in "— Special Rights of the **[REDACTED]**" in this section, the Sole Sponsor confirms that the **[REDACTED]** Investments are in compliance with the Chapter 4.2 of the Guide for New Listing Applicants.

Information Regarding Our [REDACTED] Investors

Set out below is a description of each of our **[REDACTED]** Investors, which primarily consist of private equity funds and strategic investment corporations. To the best of our Company's knowledge, save as otherwise disclosed in this subsection, all the **[REDACTED]** Investors are Independent Third Parties.

(1) Shenzhen Dan'en

Shenzhen Dan'en is a limited liability partnership established under the laws of the PRC and is principally engaged in equity investment. Its general and executive managing partner is Shenzhen Dan'en Pioneer, holding 0.25% interest therein. Shenzhen Dan'en has two limited partners, Mr. Ling Daihong (凌代紅) and Mr. Xin Jifu (新紀夫) (our former Director resigned in September 2025), holding 89.775% and 9.975% interest therein, respectively.

Shenzhen Dan'en Pioneer is a limited liability company established under the laws of the PRC and is principally engaged in startup and equity investment. The legal representative of Shenzhen Dan'en Pioneer is Mr. Xin Jifu (新紀夫). Shenzhen Dan'en Pioneer is owned by Mr. Ling Daihong (凌

代紅), Mr. Xin Jifu (新紀夫), Shenzhen Dan'en Changjing Investment Partnership (Limited Partnership)* (深圳旦恩長菁投資合夥企業(有限合夥)), and Mr. Niu Yu (牛禹) as to 52.6316%, 26.3158%, 16.8421% and 4.2105%, respectively.

To the best knowledge, information and belief of our Directors, save as specially mentioned, each of the aforesaid individuals or entities is an Independent Third Party.

As of the Latest Practicable Date, Shenzhen Dan'en held approximately 4.50% of the total registered capital of our Company.

(2) Beijing Weiguang

Beijing Weiguang is a limited liability partnership established under the laws of the PRC and is principally engaged in equity investment. Its general and executive managing partner is Shenzhen Weiguang Qiming Investment Management Co., Ltd.* (深圳微光啓明投資管理有限公司) ("**Shenzhen Weiguang Qiming**"), holding 0.4525% interest therein. Beijing Weiguang has one limited partner, Ms. Wu Xiaomin (吳霄敏), holding the remaining 99.5475% interest therein.

Shenzhen Weiguang Qiming is a limited liability company established under the laws of the PRC and is principally engaged in equity investment. It is wholly owned by Ms. Wu Xiaomin (吳霄敏).

To the best knowledge, information and belief of our Directors, each of the aforesaid individuals or entities is an Independent Third Party.

As of the Latest Practicable Date, Beijing Weiguang held approximately 3.47% of the total registered capital of our Company.

(3) Chongqing Qihou Xihai

Chongqing Qihou Xihai is a limited liability company established under the laws of the PRC and is principally engaged in equity investment. The equity interest of Chongqing Qihou Xihai is owned by Xi'an Prutention Investment Development Co., Ltd.* (西安保德信投資發展有限責任公司) ("**Xi'an Prutention**") and Beijing Lijin Valley Investment Management Co., Ltd.* (北京犁金谷投資管理有限責任公司) ("**Beijing Lijin Valley**") as to 60% and 40%, respectively.

Xi'an Prutention is a limited liability company established under the laws of the PRC and is principally engaged in financial consulting. It is owned by Mr. Qu Xiangjun (屈向軍) and Mr. Ma Yulan (馬玉蘭) as to approximately 99.90% and 0.10%, respectively. Beijing Lijin Valley is a limited liability company established under the laws of the PRC and is engaged in the business of equity investment. Beijing Lijin Valley is owned by Xie Li (謝犁) and Wang Xinpin (王新屏) as to 80% and 20%, respectively.

To the best knowledge, information and belief of our Directors, each of the aforesaid individuals or entities is an Independent Third Party.

As of the Latest Practicable Date, Chongqing Qihou Xihai held approximately 1.16% of the total registered capital of our Company.

(4) Magnificient Group

Magnificient Group is a limited liability company incorporated in Hong Kong. It is wholly owned by Maison Capital Fund LP (Cayman Islands) ("**Maison Capital Fund**"), an exempted limited partnership established in the Cayman Islands.

Maison Capital Fund is a private equity fund manager with assets under management of approximately USD 200 million, focusing on investments in the consumption, healthcare and technology sectors. It is owned by 30 limited partners, each holding less than 30% of the interests therein. Its general partner, Maison Capital GP LP (Cayman Islands), does not hold any interest in the fund.

Maison Capital GP LP (Cayman Islands) is a limited partnership established in the Cayman Islands. Its general partner is Maison Capital GP Limited (Cayman Islands), which is a limited company established in the Cayman Islands and owned by Mr. Cui Wenli, Mr. Wu Wei and Mr. Tian Zirui as to 40%, 30% and 30%, respectively. Maison Capital GP LP (Cayman Islands) does not have any limited partner and its general partner, Maison Capital GP Limited (Cayman Islands) holds 100% therein.

To the best knowledge, information and belief of our Directors, each of the aforesaid individuals or entities is an Independent Third Party.

As of the Latest Practicable Date, Magnificient Group held approximately 6.26% of the total registered capital of our Company.

(5) Shenzhen Yilian

Shenzhen Yilian is a limited liability partnership established under the laws of the PRC and is principally engaged in equity investment. Its general and executive managing partner is Shenzhen Yilian Yiwei Equity Investment Management Partnership (Limited Partnership)* (深圳亦聯益緯股權投資管理合夥企業(有限合夥)) ("**Shenzhen Yiwei**"), holding approximately 1.0049% interest therein. Shenzhen Yilian has three limited partners, among which Guangzhou Yilian Yixing Equity Investment Partnership Enterprise (Limited Partnership)* (廣州亦聯益興股權投資合夥企業(有限合夥)) ("**Guangzhou Yilian**") holding approximately 70.2064% interest therein and each of the remaining limited partners holds less than 30% of the interest therein.

Shenzhen Yiwei is a limited liability partnership established under the laws of the PRC and is principally engaged in equity investment and management. Its general and executive managing partner is Shanghai Yilian Equity Investment Management Partnership (Limited Partnership)* (上海亦聯股權投資管理合夥企業(有限合夥)) ("**Shanghai Yilian**"), holding 99% interest therein, which is a limited liability partnership established under the laws of the PRC and is principally engaged in equity investment and management. The general and executive managing partner of Shanghai Yilian is Shanghai Chenjun Investment Consulting Co., Ltd.* (上海晨鈞投資諮詢有限公司) ("**Shanghai Chenjun**") holding 1.6% partnership interest therein. The limited partner of Shanghai Yilian is Mr. Wang Shumin (王澍敏) holding 98.4% of the partnership interest therein. Shanghai Chenjun is owned by Mr. Wang Shumin (王澍敏) and Mr. Zhao Wu (趙午) (our former Director resigned in December 2025) as to 99% and 1%, respectively.

Guangzhou Yilian is an limited partnership established under the laws of the PRC and principally engaged in equity investment. Guangzhou Yilian is owned by Guangzhou Huaduo Network Technology Co., Ltd. (廣州華多網絡科技有限公司) (**"Guangzhou Huaduo**", as the limited partner) and Shanghai Yilian (as the general partner) as to 99.2171% and 0.7829%, respectively. Guangzhou Huaduo is a limited liability company established under the laws of the PRC wholly owned by Guangzhou Tuyue Network Technology Co., Ltd. (廣州途越網絡科技有限公司) ("**Guangzhou Tuyue**"). Guangzhou Tuyue is wholly owned by Guangzhou Ruicheng Network Technology Co. Ltd. (廣州市銳橙網絡科技有限公司) ("**Guangzhou Ruicheng**"). Guangzhou Ruicheng is held by two limited partnerships, namely Guangzhou Yueyi Network Technology Partnership (Limited Partnership) (廣州市悦翼網絡科技合夥企業(有限合夥) ("**Guangzhou Yueyi**") and Guangzhou Xuanyi Network Technology Partnership (Limited Partnership) (廣州市炫翼網絡科技合夥企業(有限合夥) ("**Guangzhou Xuanyi**") as to **[REDACTED]**% and **[REDACTED]**%, respectively. [The general partner of both Guangzhou Yueyi and Guangzhou Xuanyi is Guangzhou Xuancheng Network Technology Co., Ltd. (廣州市炫橙網絡科技有限公司) ("**Guangzhou Xuancheng**"), which is held by Ms. Li Ting (李婷), Ms. Song Lin (宋淋) and Ms. Fu Di

(付迪) as to 33.34%, 33.33% and 33.33%, respectively. Both Guangzhou Yueyi and Guangzhou Xuanyi have three limited partners, namely Ms. Li Ting (李婷), Ms. Song Lin (宋淋) and Ms. Fu Di (付迪) holding 33.3333%, 33.3333% and 33.3333% interest therein, respectively.

To the best knowledge, information and belief of our Directors, save as specially mentioned, each of the aforesaid individuals or entities is an Independent Third Party.

As of the Latest Practicable Date, Shenzhen Yilian held approximately 4.23% of the total registered capital of our Company.

(6) Guangzhou Naibixin

Guangzhou Naibixin is a limited liability partnership established under the laws of the PRC and is principally engaged in startup investment.

Its general and executive managing partner is Guangzhou NextBigThing Investment Management Co., Ltd. (廣州耐必信創業投資管理有限公司) ("**NextBigThing Investment**"), holding approximately 1.00% interest therein. Guangzhou Naibixin has one limited partner, Hainan Lanlan Network Technology Co., Ltd.* (海南藍嵐網絡科技有限公司), which holds approximately 99.00% of the interest therein and is wholly owned by Guangzhou Huaduo and, as shown above, in turn ultimately controlled by Ms. Li Ting (李婷), Ms. Song Lin (宋淋) and Ms. Fu Di (付迪).

NextBigThing Investment is a limited liability company established under the laws of the PRC and is principally engaged in private equity fund management. It is owned by Ms. Li Ting (李婷) and Mr. Liu Yudong (劉昱東) as to 98% and 2%, respectively.

To the best knowledge, information and belief of our Directors each of the aforesaid individuals or entities is an Independent Third Party.

As of the Latest Practicable Date, Guangzhou Naibixin held approximately 1.76% of the total registered capital of our Company.

(7) Suzhou Yiteng

Suzhou Yiteng is a limited liability partnership established under the laws of the PRC and is principally engaged in startup investment. Its general and executive managing partner is Qingdao Zhanchen Equity Investment Management Co., Ltd.* (青島展辰股權投資管理有限公司) ("**Qingdao Zhanchen**"), holding 0.9901% interest therein. Suzhou Yiteng has three limited partners, with Mr. Wang Shumin (王澍敏), Mr. Wang Yu (王羽), and Mr Zhou Jialuo (周佳洛) holding approximately 48.51%, 30.30% and 20.20% of the interest therein, respectively.

Qingdao Zhanchen is a limited liability company established under the laws of the PRC and is principally engaged in equity investment and management. It is owned by Mr. Zhao Wu (趙午) (our former Director (resigned in December 2025)), and Mr. Wang Pei (王沛) as to 99.00% and 1.00%, respectively.

To the best knowledge, information and belief of our Directors, save as specially mentioned, each of the aforesaid individuals or entities is an Independent Third Party.

As of the Latest Practicable Date, Suzhou Yiteng held approximately 0.63% of the total registered capital of our Company.

(8) Nanjing Jingxiang

Nanjing Jingxiang is a limited liability partnership established under the laws of the PRC and is principally engaged in capital market-related services. Its general and executive managing partner is Mr. Shen Fengchun (沈縫春), holding 99.9999% interest therein. Nanjing Jingxiang has one limited partner, Mr. Shen Qi (沈琦), holding 0.0001% the interest therein.

To the best knowledge, information and belief of our Directors, each of the aforesaid individuals or entities is an Independent Third Party.

As of the Latest Practicable Date, Nanjing Jingxiang held approximately 0.84% of the total registered capital of our Company.

(9) Guangdong Liansu

Guangdong Liansu (formerly known as Guangdong Samanea) is a limited liability company incorporated under the laws of the PRC and is principally engaged in sales of plastic products, hardware products, and building materials, which is wholly-owned by China Lesso Group Holdings Limited (中國聯塑集團控股有限公司) (a company listed on the Hong Kong Stock Exchange, stock code: 02128.hk).

To the best knowledge, information and belief of our Directors, each of the aforesaid individuals or entities is an Independent Third Party.

As of the Latest Practicable Date, Guangdong Liansu held approximately 3.38% of the total registered capital of our Company.

(10) Hangzhou Haoxing

Hangzhou Haoxing is a limited partnership established under the laws of the PRC and is principally engaged in investment management. Its general and executive managing partner is Hangzhou Hanyun Investment Consulting Co., Ltd.* (杭州瀚雲投資諮詢有限公司) ("**Hangzhou Hanyun**"), holding 1.00% interest therein. Hangzhou Hanyun is a limited liability company incorporated under the laws of the PRC, primarily engaged in investment holding. It is wholly owned by Alibaba Group Holding Limited (a company listed on the New York Stock Exchange and the Hong Kong Stock Exchange, stock codes: BABA.NYSE; 09988.HK). The limited partner of Hangzhou Haoxing is Alibaba (China) Technology Co., Ltd. (阿里巴巴(中國)網絡技術有限公司), which is indirectly and wholly owned by Alibaba Group Holding Limited (a company listed on the New York Stock Exchange and the Hong Kong Stock Exchange, stock codes: NYSE: BABA; 09988.HK).

To the best knowledge, information and belief of our Directors, each of the aforesaid individuals or entities is an Independent Third Party.

As of the Latest Practicable Date, Hangzhou Haoxing held approximately 3.96% of the total registered capital of our Company.

(11) Guangzhou Yingke

Guangzhou Yingke is limited liability company incorporated under the laws of the PRC and is principally engaged in asset valuation. It is wholly owned by Ms. Pan Ying (潘穎).

To the best knowledge, information and belief of our Directors, each of the aforesaid individuals or entities is an Independent Third Party.

As of the Latest Practicable Date, Guangzhou Yingke held approximately 0.27% of the total registered capital of our Company.

(12) Shanghai Hongzhuo

Shanghai Hongzhuo is a limited liability partnership established under the laws of the PRC and is principally engaged in venture capital investment. The general and managing partner of Shanghai Hongzhuo is Shanghai Hongzhang Investment Management Co., Ltd.* (上海弘章投資管理有限公司) ("**Shanghai Hongzhang Investment**"), holding approximately 1.96% interest therein. Shanghai Hongzhang Investment is owned by Mr. Weng Yinuo (翁怡諾) as to 99%. Shanghai Hongzhuo has 12 limited partners, among which Jiangyin Heilan Investment Co., Ltd. (江陰海瀾之家投資有限公司)

("**Jiangyin Heilan Zhijia**") holding approximately 33.2681% interest in the partnership and each of the remaining limited partners holds less than 30% of the interest therein. Jiangyin Hailan Zhijia is wholly owned by HLA Group Corp., Ltd. (海瀾之家集團股份有限公司) (a company listed on the Shanghai Stock Exchange, stock code: 600398.SH).

To the best knowledge, information and belief of our Directors, each of the aforesaid individuals or entities is an Independent Third Party.

As of the Latest Practicable Date, Shanghai Hongzhuo held approximately 1.77% of the total registered capital of our Company.

(13) Auspicious Start

Auspicious Start is a limited liability company incorporated under the laws of Hong Kong and is principally engaged in private equity investment. It is wholly owned by Charisma Partner Consumer Fund II L.P. ("**Charisma Partners**"), an exempt limited partnership established under the laws of the Cayman Islands. The general partner of Charisma Partners is Charisma Partner Consumer Fund GP, Ltd, which is a limited company incorporated in the Cayman Islands and held as to 75% by Mr. Weng Yinuo (翁怡諾) through his directly wholly-owned limited company. Charisma Partners has 15 limited partners, none of whom hold 30% or more of the interests therein.

To the best knowledge, information and belief of our Directors, each of the aforesaid individuals or entities is an Independent Third Party.

As of the Latest Practicable Date, Auspicious Start held approximately 1.59% of the total registered capital of our Company.

Both Shanghai Hongzhuo and Auspicious Start are ultimately controlled by Mr. Weng Yinuo.

(14) Jinjiang Butong Jingrui

Jinjiang Butong Jingrui is a limited liability partnership established under the laws of the PRC and is principally engaged in equity investment. Its general and executive managing partner is Shanghai Xingfu Pinglong Venture Capital Co., Ltd.* (上海興富平龍創業投資有限公司) ("**Xingfu Pinglong**"), holding approximately 1.05% interest therein. Jinjiang Butong Jingrui has 14 limited partners, and each of them holds less than 30% of the interest therein.

Xingfu Pinglong is a limited liability company incorporated under the laws of the PRC and is principally engaged in investment management. It is wholly owned by Richen Investment Management Co., Ltd.* (興富投資管理有限公司), a limited liability company incorporated under the laws of the PRC. It is owned by Ningbo Xingfu Chuangying Investment Partnership Enterprise (Limited Partnership)* (寧波興富創贏投資合夥企業(有限合夥)) ("**Xingfu Chuangying**"), Mr. Wang Tingfu (王廷富) and three other entities as to 70%, 14.15%, 10%, 3.85% and 2%, respectively. Xingfu Chuangying is a limited partnership established under the laws of the PRC. The general and executive managing partner of Xingfu Chuangying is Ningbo Xiangbao Cooperation Zone Xingfu Chuangding Enterprise Management Consulting Co., Ltd.* (寧波象保合作區興富創鼎企業管理諮詢有限公司) holding 1.0619% of the interest therein, which is a limited liability company incorporated under the laws of the PRC and is owned as to 75% by Mr. Wang Tingfu (王廷富). Xingfu Chuangying has five limited partners, among which Mr. Wang Tingfu (王廷富) holds approximately 85.48% of the interest therein.

To the best knowledge, information and belief of our Directors, each of the aforesaid individuals or entities is an Independent Third Party.

As of the Latest Practicable Date, Jinjiang Butong Jingrui held approximately 3.07% of the total registered capital of our Company.

(15) Gongqingcheng Puyi

Gongqingcheng Puyi is a limited liability partnership established under the laws of the PRC and is principally engaged in project investment. Its general and executive managing partner is Shanghai Puyi Enterprise Management Consulting Co., Ltd.* (上海樸一企業管理諮詢有限公司) ("**Puyi Management Consulting**"), holding 0.05% interest therein. Gongqingcheng Puyi has one limited partner, Mr. Cheng Lujie (程魯杰), holding the rest of the interest therein.

Puyi Management Consulting is a limited liability company incorporated under the laws of the PRC and is principally engaged in construction engineering design. It is owned in equal shares by Mr. Cheng Lujie (程魯杰) and Mr. Cheng Shuangjie (程雙杰), who are brothers of each other.

To the best knowledge, information and belief of our Directors, each of the aforesaid individuals or entities is an Independent Third Party.

As of the Latest Practicable Date, Gongqingcheng Puyi held approximately 1.21% of the total registered capital of our Company.

(16) Guangdong Zhaofeng

Guangdong Zhaofeng is a limited liability company incorporated under the laws of the PRC and is principally engaged in investment. It is owned by Mr. Li Yifeng (李一峰) and Ms. Zhang Hong (張紅) as to 90.00% and 10.00%, respectively.

To the best knowledge, information and belief of our Directors, each of the aforesaid individuals or entities is an Independent Third Party.

As of the Latest Practicable Date, Guangdong Zhaofeng held approximately 0.91% of the total registered capital of our Company.

(17) GF Qianhe

GF Qianhe is a limited liability company incorporated under the laws of the PRC and is principally engaged in investment management. It is wholly owned by GF Securities Co., Ltd.* (廣發證券股份有限公司) (a company listed on the Shenzhen Stock Exchange and the Hong Kong Stock Exchange, stock codes: 000776.SZ; 01776.HK).

To the best knowledge, information and belief of our Directors, each of the aforesaid individuals or entities is an Independent Third Party.

As of the Latest Practicable Date, GF Qianhe held approximately 1.84% of the total registered capital of our Company.

(18) Qingding Beijing

Qingding Beijing is a limited liability partnership established under the laws of the PRC and is principally engaged in business management consulting. Its general and executive managing partner is Mr. He Kuanhua (何寬華), holding (directly and indirectly) approximately 13.7376% interest therein. Qingding Beijing has 46 limited partners, and each of the limited partners holds less than 30% of the interest therein.

To the best knowledge, information and belief of our Directors, each of the aforesaid individuals or entities is an Independent Third Party.

As of the Latest Practicable Date, Qingding Beijing held approximately 0.04% of the total registered capital of our Company.

(19) Guangzhou Fanda

Guangzhou Fanda is a limited liability company incorporated under the laws of the PRC and is principally engaged in investment. It is wholly owned by Guangdong Nanyue Dafan Investment Holding Co., Ltd.* (廣東南粵大梵投資控股有限公司) ("**Dafan Investment**"), which is a limited liability company established under the laws of the PRC and is principally engaged in investment. Dafan Investment is owned by Mr. Xue Pengfei (薛鵬飛) and Ms. Liu Fengmei (劉鳳梅) as to 65.00% and 35.00%, respectively.

To the best knowledge, information and belief of our Directors, each of the aforesaid individuals or entities is an Independent Third Party.

As of the Latest Practicable Date, Guangzhou Fanda held approximately 0.40% of the total registered capital of our Company.

(20) Blue Cable

Blue Cable is a limited liability company incorporated under the laws of Hong Kong and is principally engaged in investment, and is wholly owned by Ms. LIN, Susan Shui-shien (林水仙).

As of the Latest Practicable Date, Blue Cable held approximately 1.60% of the total registered capital of the Company.

To the best knowledge, information and belief of our Directors, each of the aforesaid individuals or entities is an Independent Third Party.

Individual [REDACTED] *Investors*

We have two individual **[REDACTED]** investors: Ms. Yang LM, and Ms. Zhang Yun.

Ms. Yang LM, and Ms. Zhang Yun are individual investors who from time to time participate in various investment opportunities in different target companies encompassing various business sectors. They are Independent Third Parties.

As of the Latest Practicable Date, Ms. Yang LM and Ms. Zhang Yun held approximately 1.84% and 0.18% of the total registered capital of our Company, respectively.

CONVERSION OF DOMESTIC SHARES INTO H SHARES

Details of the Conversion of Domestic Shares into H Shares and the number of Domestic Shares and H Shares that are and will be held by each of the existing Shareholders (i) as of the Latest Practicable Date and (ii) upon completion of the Conversion of Domestic Shares into H Shares are set out below:

		Number of Shares (taking into account the Share Subdivision) upon completion of the Conversion of Domestic Shares into H Shares		
Existing Shareholders	Number of Domestic Shares (taking into account the Share Subdivision) as of the Latest Practicable Date	Domestic Shares	H Shares converted from Domestic Shares	Percentage of shareholding %
Qianhai Hailu	40,000,000	[REDACTED]	[REDACTED]	[REDACTED]
Magnificient Group	5,683,490	[REDACTED]	[REDACTED]	[REDACTED]
Mr. Xu	4,410,150	[REDACTED]	[REDACTED]	[REDACTED]
Shenzhen Dan'en	4,086,760	[REDACTED]	[REDACTED]	[REDACTED]
Shenzhen Yilian	3,844,380	[REDACTED]	[REDACTED]	[REDACTED]
Hangzhou Haoxing	3,595,680	[REDACTED]	[REDACTED]	[REDACTED]
Feifan Zhongcheng	3,296,000	[REDACTED]	[REDACTED]	[REDACTED]
Beijing Weiguang	3,152,860	[REDACTED]	[REDACTED]	[REDACTED]
Guangdong Liansu	3,065,880	[REDACTED]	[REDACTED]	[REDACTED]
Jinjiang Butong Jingrui	2,787,530	[REDACTED]	[REDACTED]	[REDACTED]

Existing Shareholders	Number of Domestic Shares (taking into account the Share Subdivision) as of the Latest Practicable Date	Number of Shares (taking into account the Share Subdivision) upon completion of the Conversion of Domestic Shares into H Shares: Domestic Shares	H Shares converted from Domestic Shares	Percentage of shareholding %
Feifan Gongying	1,873,850	[REDACTED]	[REDACTED]	[REDACTED]
Ms. Yang LM	1,666,660	[REDACTED]	[REDACTED]	[REDACTED]
GF Qianhe	1,666,170	[REDACTED]	[REDACTED]	[REDACTED]
Shanghai Hongzhuo	1,608,790	[REDACTED]	[REDACTED]	[REDACTED]
Guangzhou Naibixin	1,601,830	[REDACTED]	[REDACTED]	[REDACTED]
Blue Cable	1,453,880	[REDACTED]	[REDACTED]	[REDACTED]
Auspicious Start	1,445,020	[REDACTED]	[REDACTED]	[REDACTED]
Gongqingcheng Puyi	1,094,380	[REDACTED]	[REDACTED]	[REDACTED]
Chongqing Qihou Xihai	1,050,960	[REDACTED]	[REDACTED]	[REDACTED]
Guangdong Zhaofeng	829,460	[REDACTED]	[REDACTED]	[REDACTED]
Nanjing Jingxiang	765,200	[REDACTED]	[REDACTED]	[REDACTED]
Suzhou Yiteng	574,900	[REDACTED]	[REDACTED]	[REDACTED]
Feifan Yuanhong	420,000	[REDACTED]	[REDACTED]	[REDACTED]
Guangzhou Fanda	359,780	[REDACTED]	[REDACTED]	[REDACTED]
Guangzhou Yingke	248,830	[REDACTED]	[REDACTED]	[REDACTED]
Ms. Zhang Yun	165,890	[REDACTED]	[REDACTED]	[REDACTED]
Qingding Beijing	36,010	[REDACTED]	[REDACTED]	[REDACTED]
Total:	**90,784,340**	[REDACTED]	[REDACTED]	[REDACTED]

Capitalization of our Company

The below table is a summary of the shareholding structure of our Company:

	Shares held as at the Latest Practicable Date (taking into account the Share Subdivision) and immediately prior to the [REDACTED]: Number of Shares	Aggregate shareholding Percentage	Shares held upon the [REDACTED] (assuming the [REDACTED] or any option granted under the [REDACTED] Share Option Scheme is not exercised): Number of Shares	Aggregate shareholding percentage
Names of Shareholders				
Controlling Shareholders				
Mr. Xu				
— Qianhai Hailu *(Note 1)*	40,000,000	44.06%	[REDACTED]	[REDACTED]
— Mr. Xu	4,410,150	4.86%	[REDACTED]	[REDACTED]
Sub-total of the Controlling Shareholders		48.92%		[REDACTED]
Employee Shareholding Platforms				
Feifan Zhongcheng	3,296,000	3.63%	[REDACTED]	[REDACTED]
Feifan Gongying	1,873,850	2.06%	[REDACTED]	[REDACTED]
Feifan Yuanhong	420,000	0.46%	[REDACTED]	[REDACTED]
Sub-total of the Employee Shareholding Platforms		6.15%		[REDACTED]
[REDACTED] *Investors*				
Magnificient Group	5,683,490	6.26%	[REDACTED]	[REDACTED]
Shenzhen Yilian	3,844,380	4.23%	[REDACTED]	[REDACTED]
Guangzhou Naibixin	1,601,830	1.76%	[REDACTED]	[REDACTED]
Shenzhen Dan'en	4,086,760	4.50%	[REDACTED]	[REDACTED]
Hangzhou Haoxing	3,595,680	3.96%	[REDACTED]	[REDACTED]
Beijing Weiguang	3,152,860	3.47%	[REDACTED]	[REDACTED]
Guangdong Liansu	3,065,880	3.38%	[REDACTED]	[REDACTED]

	Shares held as at the Latest Practicable Date (taking into account the Share Subdivision) and immediately prior to the [REDACTED]		Shares held upon the [REDACTED] (assuming the [REDACTED] or any option granted under the [REDACTED] Share Option Scheme is not exercised)	
	Number of Shares	Aggregate shareholding Percentage	Number of Shares	Aggregate shareholding percentage
Mr. Weng Yinuo (翁怡諾)				
— Shanghai Hongzhuo *(Note 2)*	1,608,790	1.77%	**[REDACTED]**	**[REDACTED]**
— Auspicious Start *(Note 2)*	1,445,020	1.59%	**[REDACTED]**	**[REDACTED]**
		3.36%		**[REDACTED]**
Jinjiang Butong Jingrui	2,787,530	3.07%	**[REDACTED]**	**[REDACTED]**
Ms. Yang LM	1,666,660	1.83%	**[REDACTED]**	**[REDACTED]**
GF Qianhe	1,666,170	1.83%	**[REDACTED]**	**[REDACTED]**
Blue Cable	1,453,880	1.60%	**[REDACTED]**	**[REDACTED]**
Gongqingcheng Puyi	1,094,380	1.20%	**[REDACTED]**	**[REDACTED]**
Chongqing Qihou Xihai	1,050,960	1.16%	**[REDACTED]**	**[REDACTED]**
Guangdong Zhaofeng	829,460	0.91%	**[REDACTED]**	**[REDACTED]**
Nanjing Jingxiang	765,200	0.84%	**[REDACTED]**	**[REDACTED]**
Suzhou Yiteng	574,900	0.63%	**[REDACTED]**	**[REDACTED]**
Guangzhou Fanda	359,780	0.40%	**[REDACTED]**	**[REDACTED]**
Guangzhou Yingke	248,830	0.27%	**[REDACTED]**	**[REDACTED]**
Ms. Zhang Yun	165,890	0.18%	**[REDACTED]**	**[REDACTED]**
Qingding Beijing	36,010	0.04%	**[REDACTED]**	**[REDACTED]**
Sub-total of the **[REDACTED]** Investors		44.93%		**[REDACTED]**
Other **[REDACTED]**	—	—	**[REDACTED]**	**[REDACTED]**
Total:	**90,784,340**	**100.00%**	**[REDACTED]**	**[REDACTED]**

Notes:

(1) Qianhai Hailu is held as to 99.99% by Mr. Xu. By virtue of the SFO, Mr. Xu is deemed to be interested in the Shares held by Qianhai Hailu.

(2) Shanghai Hongzhuo and Auspicious Start are under the common control of Mr. Weng Yinuo (翁怡諾). For details, please refer to "**[REDACTED]** Investment — Information Regarding Our **[REDACTED]** Investors" in this section.

PUBLIC FLOAT

Immediately upon completion of the Share Subdivision and the **[REDACTED]** (assuming that the **[REDACTED]** or any option granted under the **[REDACTED]** Share Option Scheme is not exercised), our Company will have **[REDACTED]** H Shares among which,

(a) **[REDACTED]** H Shares to be converted from Domestic Shares pursuant to the Conversion of Domestic Shares into H Shares application of our Company and **[REDACTED]** on the Stock Exchange (representing approximately **[REDACTED]**% of our total issued Shares upon **[REDACTED]** assuming that the **[REDACTED]** or any option granted under the **[REDACTED]** Share Option Scheme is not exercised) will not be counted towards the **[REDACTED]** for the purpose of Rule 8.08 of the Listing Rules upon the **[REDACTED]**, as such Shares are being held by Qianhai Hailu, Mr. Xu, Feifan Gongying, Feifan Zhongcheng and Feifan Yuanhong, which are core connected persons of our Company;

(b) **[REDACTED]** H Shares to be converted from Domestic Shares pursuant to the Conversion of Domestic Shares into H Shares application of our Company and **[REDACTED]** on the Stock Exchange (representing approximately **[REDACTED]**% of our total issued Shares upon **[REDACTED]** assuming that the **[REDACTED]** or any option granted under the **[REDACTED]** Share Option Scheme is not exercised), will be counted towards the **[REDACTED]** for the purpose of Rule 8.08 of the Listing Rules upon the **[REDACTED]**,

as these Shares are not held by persons who are core connected persons of our Company upon **[REDACTED]** nor are they accustomed to take instructions from our Company's core connected persons in relation to the acquisition, disposal, voting or other disposition of their Shares and their acquisition of Shares were not financed directly or indirectly by our Company's core connected persons; and

(c) **[REDACTED]** H Shares to be issued under the **[REDACTED]** (representing approximately **[REDACTED]**% of our total issued Shares upon **[REDACTED]** assuming that the **[REDACTED]** or any option granted under the **[REDACTED]** Share Option Scheme is not exercised) will be counted towards the **[REDACTED]** for the purpose of Rule 8.08 of the Listing Rules upon the **[REDACTED]**, assuming that (i) the **[REDACTED]** or any option granted under the **[REDACTED]** Share Option Scheme is not exercised and (ii) none of the following persons will take part in the **[REDACTED]**: our Company's core connected persons, any persons who are accustomed to take instructions from our Company's core connected persons in relation to the acquisition, disposal, voting or other disposition of their Shares, and any person whose acquisition of Shares were financed directly or indirectly by our Company's core connected persons.

Details of the Conversion of Domestic Shares into H Shares and the number of Domestic Shares and H Shares that are and will be held by each of the existing Shareholders (i) as of the Latest Practicable Date and (ii) upon completion of the **[REDACTED]** are set out in "Conversion of Domestic Shares into H Shares" in this section.

In light of the above, upon completion of the Share Subdivision, the **[REDACTED]** and the Conversion of Domestic Shares into H Shares (assuming that the **[REDACTED]** or any option granted under the **[REDACTED]** Share Option Scheme is not exercised), an aggregate of **[REDACTED]** H Shares or approximately **[REDACTED]** of the total issued share capital of our Company will be counted towards the public float upon the **[REDACTED]**. With respect to the indicative **[REDACTED]** of **[REDACTED]**, **[REDACTED]** and **[REDACTED]** per **[REDACTED]** (being the low-end, mid-point and the high-end of the **[REDACTED]** range, respectively), our expected market capitalization at the time of **[REDACTED]** will be approximately HK$**[REDACTED]**, **[REDACTED]** and HK$**[REDACTED]**, respectively. Under Rule 19A.13A(1) of the Listing Rules, in the event our expected market value upon **[REDACTED]** does not exceed HK$**[REDACTED]**, the minimum prescribed percentage of the Shares which must be H Shares held by the public upon **[REDACTED]** is **[REDACTED]**%. Therefore, our Company will satisfy the minimum public float requirement under Rule 19A.13A(1) of the Listing Rules.

FREE FLOAT

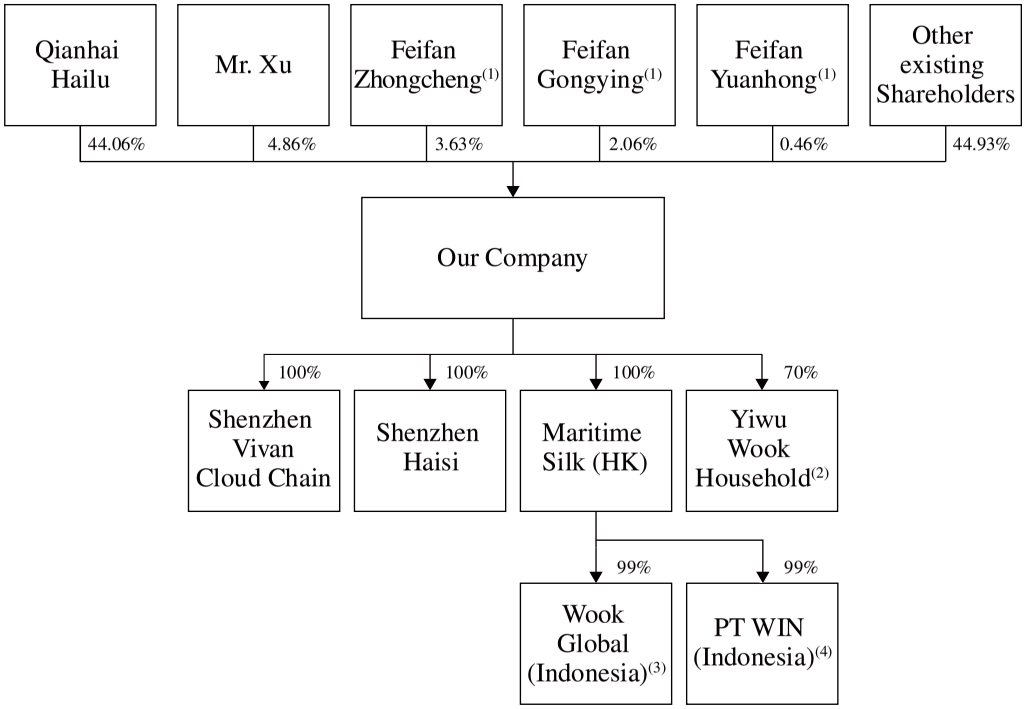
Rule 19A.13C of the Listing Rules provides that, where a new applicant is a PRC issuer with no other **[REDACTED]** shares at the time of **[REDACTED]**, this will normally mean that the portion of H shares for which **[REDACTED]** is sought that are held by the public and not subject to any disposal restrictions (whether under contract, the Listing Rules, applicable laws or otherwise), at the time of **[REDACTED]**, must: (a) represent at least **[REDACTED]**% of the total number of issued shares in the class to which H shares belong at the time of **[REDACTED]** (excluding treasury shares), with an expected market value at the time of **[REDACTED]** of not less than **[REDACTED]**; or (b) have an expected market value at the time of **[REDACTED]** of not less than **[REDACTED]**.

[REDACTED] H Shares, which are to be newly issued under the **[REDACTED]** (assuming the **[REDACTED]** or any option granted under the **[REDACTED]** Share Option Scheme is not exercised) having an expected market value of approximately HK$**[REDACTED]** million based on the low end of the indicative **[REDACTED]** range, will count towards the free float of our Company, which is in compliance with the requirements under Rule 19A.13C of the Listing Rules.

Pursuant to the applicable PRC law, within the 12 months following the **[REDACTED]**, all existing Shareholders are not allowed to dispose of any of the Shares held by them.

SHAREHOLDING AND CORPORATE STRUCTURE IMMEDIATELY BEFORE THE [REDACTED]

The following chart sets forth our Group's simplified shareholding and corporate structure as at the Latest Practicable Date and immediately before completion of the **[REDACTED]**:



Notes:

(1) Each of Feifan Zhongcheng, Feifan Gongying and Feifan Yuanhong is our employee shareholding platform. For details, please see "History, Development and Corporate Structure — Employee Shareholding Platform".

(2) As of the Latest Practicable Date, the remaining 30% shareholding interest of Yiwu Wook Household is owned as to 20% by Yiwu Manhao Technology Co., Ltd.* (義烏市漫豪科技有限公司) and 10% by Mr. Tang Qianggang (唐強剛), both of whom are Independent Third Parties (save for their respective shareholding in Yiwu Wook Household). As of the Latest Practicable Date, the ultimate beneficial owners of Yiwu Manhao Technology Co., Ltd.* (義烏市漫豪科技有限公司) were Mr. Xie Wu (謝武) and Mr. Zhao Ying (趙英) who held 99% and 1% shareholding interest, respectively; and each of them is an Independent Third Party.

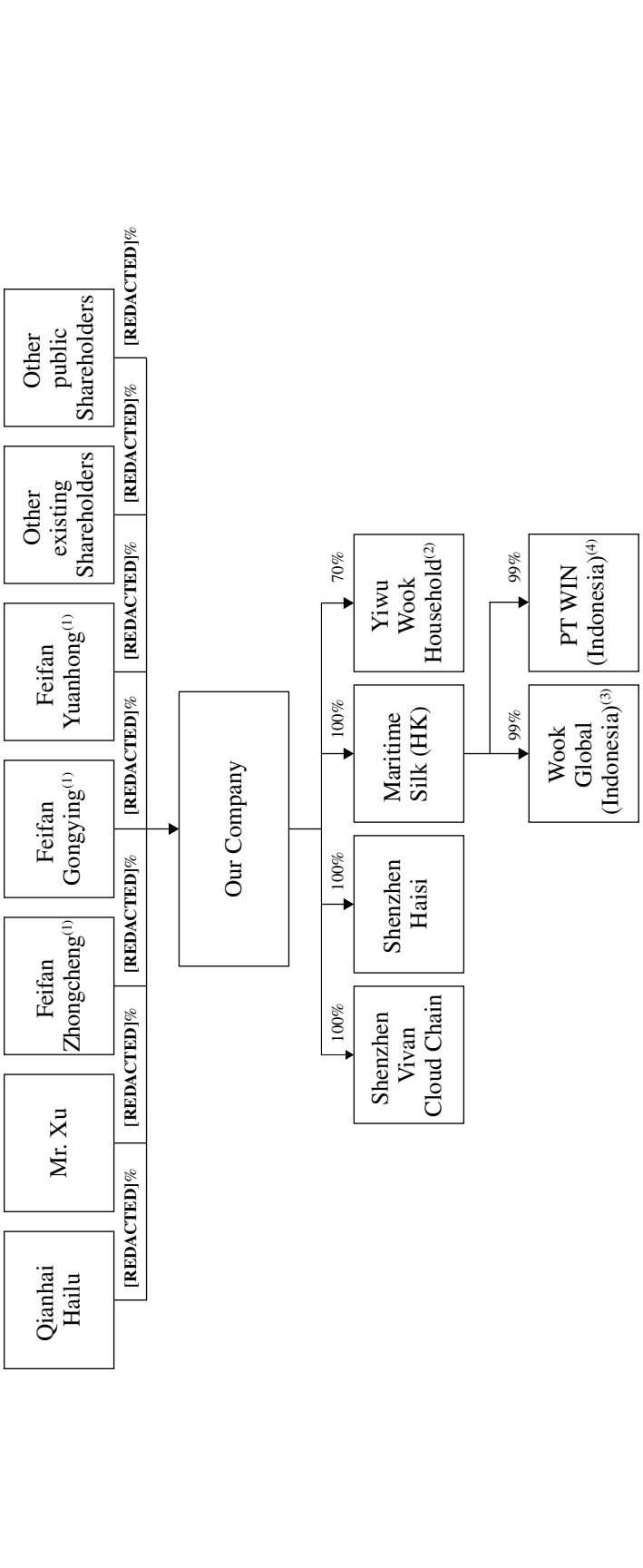
(3) Wook Global (Indonesia) is held as to 99% by Maritime Silk (HK) and 1% by an indirectly wholly-owned subsidiary of the Company.

(4) PT WIN (Indonesia) is held as to 99% by Maritime Silk (HK) and 1% by an indirectly wholly-owned subsidiary of the Company.

(5) Only Major Subsidiaries are shown in the chart.

SHAREHOLDING AND CORPORATE STRUCTURE IMMEDIATELY AFTER THE [REDACTED]

The following chart sets forth our Group's simplified shareholding and corporate structure immediately after the **[REDACTED]** (assuming that the **[REDACTED]** or any option granted under the **[REDACTED]** Share Option Scheme is not exercised):



For notes (1) to (5), see "Shareholding and Corporate Structure Immediately before the **[REDACTED]**".

OVERVIEW

We are a Southeast Asia-focused cross-border brand owner enterprise primarily engaged in the sale of 3C accessories, small appliances and home furnishings & building materials, with Indonesia as our core market and supported by our integrated operating systems for supply chain and distribution. We operate a predominantly proprietary-brand business model, with 93.4% of our revenue generated from our proprietary brands in 2025. In offline channels, we primarily distribute our products through a network of SMRs and MRCs, while in online channels we sell through major e-commerce platforms. Our core competencies lie in brand management, supply chain integration and retailer empowerment. According to Frost & Sullivan, in terms of retail sales value in 2025, we were the No. 1 company in Indonesia in the 3C accessories sector, with a market share of approximately 2.2%. In addition, we ranked No. 6 among China-based cross-border companies in the small appliances sector, with a market share of approximately 3.7% of the China-to-Indonesia small appliances export market.

We primarily procure 3C accessories and small appliances from suppliers in China. 94.0% of our revenue was derived from Indonesia in 2025. According to Frost & Sullivan, the Indonesian retail market reached approximately USD333.0 billion in 2025 and is projected to grow to USD445.7 billion by 2030, positioning it as one of the world's most dynamic markets for consumer goods. Such growth was primarily driven by its large population and expanding emerging and established middle class. Despite such rapid expansion, offline retail, which refers to a retail model that conducts sales through physical stores, still accounted for approximately 79.1% of the Indonesian retail market in 2025. While Indonesia remains our core market, we have also expanded strategically into the markets in Vietnam, Thailand and the Philippines. SMRs in these markets often face challenges such as high procurement cost, low delivery efficiency and limited operational capacities, highlighting a clear demand for digital transformation solutions.

We have successfully capitalized on this market opportunity by leveraging our proprietary digital platform. This platform enables us to manage supplier procurement, import and export procedures and logistics arrangements, operate warehouses and distribute products through our retailer network and online sales channels. As a result, we are able to enhance operational efficiency and help address challenges commonly faced in the Southeast Asian retail market, including fragmented offline sales channels, underdeveloped local delivery networks, inefficient and costly logistics operations, limited high-quality warehousing resources and relatively low levels of digitalization. Our 3C accessories and small appliances are primarily procured from suppliers in China. Leveraging our self-operated warehousing network and our localized operation teams, we have shaped an integrated competitive strength comprising "brand + digitalization + supply chain". As of June 30, 2026, we have established extensive connections with SMRs customers, positioning us as a cross-border brand owner enterprise in Indonesia for 3C accessories and small appliances.

Our Proprietary Brands and Core Products

We have established a portfolio of well-recognized proprietary brands in Indonesia, including "VIVAN", "ROBOT" and "SAMONO". Our proprietary brands refer to brands that are in-house developed by us and in respect of which we own the relevant trademarks. These brands are well aligned with the characteristics of the Indonesian retail market and have achieved high brand awareness and notable market share in Indonesia. Our proprietary brands VIVAN and ROBOT featuring 3C accessories cover core products portfolio such as power banks, charging cables and Bluetooth speakers. Our proprietary brand SAMONO featuring small appliances covers core products such as choppers, ovens and air fryers.

According to Frost & Sullivan, our proprietary brands are positioned as mid-to-high-end brands in Indonesia. Such positioning is primarily supported by the pricing levels of our representative products. Based on publicly available pricing information for comparable products in Indonesia, our products generally fall within the middle-to-upper segment of prevailing market price ranges, with upper price points in certain product categories exceeding prevailing market levels. This reflects our ability to serve mainstream consumers while also capturing demand from consumers who are willing to pay a premium for branded products. Rather than competing primarily in the low-price segment, we maintain a

balanced pricing strategy that combines affordability with premium offerings across our major product categories. The following table sets forth a comparison between the prevailing market price ranges of selected comparable products in Indonesia and the typical selling price ranges of our representative products.

Product Category	Prevailing Market Price Range[1] ('000 IDR)		Our Price Range[2] ('000 IDR)	
	Low	High	Low	High
Power Bank	76.1	322.0	175.0	415.0
Charger	13.2	59.9	27.9	63.9
Charging Cable	7.2	29.0	8.7	41.3
Smartwatch	100.0	209.0	205.0	317.2
Bluetooth Speaker	53.8	219.0	122.6	375.0
Chopper	49.9	148.9	52.9	228.9
Oven	233.0	798.0	540.0	728.9
Air Fryer	294.0	419.0	458.9	498.9

Notes:

(1) Prevailing market price range represents the typical price range of comparable products available in the Indonesian market.

(2) The Company's price range reflects the typical selling prices of representative products within each product category.

Our Multichannel Operations and Broad Customer Coverage

We operate an extensive sales network spanning offline and online channels, establishing multi-scenario user engagement. As of June 30, 2026, our footprint had covered four countries, including Indonesia, Vietnam, Thailand and the Philippines.

Offline distributor network. We have built a robust distribution framework that extends to a vast partner ecosystem. This network is anchored by a direct-to-consumer foundation and amplified by an extensive coverage of SMRs. Under the offline channels, we sold our products to our distributors, including SMRs and MRCs. During the Track Record Period, we established cooperation with an aggregate of over 60,000 SMRs across Southeast Asia, including 36,318 SMRs with whom we had recorded transactions as of June 30, 2026, forming a powerful downstream extension of our brand and ensuring product accessibility and availability deep within local markets. Maintaining a large network of SMRs is critical in the Indonesian market, where retail distribution remains predominantly offline and traditional trade channels dominate. These channels are highly fragmented and primarily composed of family-operated stores. By cooperating directly with over 60,000 SMRs, we reduce reliance on intermediaries and lower our operating costs. Our extensive SMR network thereby enables us to effectively penetrate dispersed local markets and reach a broad consumer base. Besides SMRs, we also cooperate with MRCs, which are typically operated by large-scale, professionally managed enterprises, primarily serving mass-market consumers through extensive store networks. MRCs primarily include hypermarkets and shopping malls which sell our products. MRCs also constitute our distributors.

Online channels. We operate official store matrices on major regional marketplaces, including Shopee, Tokopedia, among other mainstream e-commerce platforms. In addition to mainstream e-commerce platforms, we also sell our products through leading livestreaming platforms, such as TikTok. Leveraging our established brand presence, we have rapidly scaled our online presence with consistent merchandising, pricing and fulfillment standards.

As of June 30, 2026, we operated 159 online stores, all of which were directly operated by us. We typically operate multiple stores on each e-commerce platform, including both flagship stores and non-flagship stores. Flagship stores are official brand stores certified by the relevant e-commerce platforms and are generally eligible for dedicated branding features and platform traffic support, while

non-flagship stores provide greater operational flexibility and may offer products from multiple brands. As of June 30, 2026, we managed 71 official flagship stores across multiple e-commerce platforms. We believe that operating multiple online stores enables us to broaden customer reach and enhance market coverage.

Our Market Opportunities

Southeast Asia market has been undergoing a period of structural growth in recent years, presenting compelling market dynamics. The retail market expanded from USD693.4 billion in 2020 to USD937.3 billion in 2025 with a projected CAGR of approximately 6.1% from 2025-2030. Internet penetration rate is expected to reach 95.3% by 2030, and e-commerce is experiencing rapid growth, supported by an expanding middle-class population projected to reach approximately 173.0 million by 2030. These factors collectively fuel a broader trend of consumption upgrade across the region. As the regional leading market, Indonesia demonstrates particularly compelling dynamics. According to Frost & Sullivan, Indonesia has experienced a rapid growth in its retail market, evidenced by a CAGR of 8.1% in the 3C accessories market from 2025-2030, a 5.4% CAGR in small appliances, and a 6.5% CAGR in home furnishings & building materials. These are further bolstered by an anticipated internet penetration rate of 99.1%, a middle-class population projected to reach 57.6 million by 2030 and the in-depth penetration of digital consumption habits.

To address key challenges of Indonesian local market, such as fragmented local marketing channels, lack of consumer confidence in unbranded products and the demand for tailor-made products to fit local lifestyles, we leverage China's cost-efficient and highly responsive supply chain to launch products aligned with the needs of the Indonesian market. By integrating traditional offline retail stores with mainstream e-commerce and livestreaming platforms, we have broken down logistic barriers and used transparent communication and localized services to build consumer trust. We deploy demand forecasting tools and a standardized supply system, and provide SMRs with a comprehensive product portfolio and training programs. These solutions effectively address complexities such as inventory management, high customer acquisition costs and difficulties in adapting to local market demands. These solutions enable our SMR customers in Indonesia, Vietnam, Thailand and the Philippines to capture regional market opportunities, which bridge local consumption trends with a stable supply chain and support their efficient operations and scalable expansion.

Our Proven Track Record

Our business model has demonstrated scalable profitability during the Track Record Period. In 2023, 2024 and 2025 and the six months ended June 30, 2025 and 2026, we recorded revenue of RMB908.4 million, RMB1,048.7 million, RMB1,216.9 million, RMB573.0 million and RMB699.4 million, respectively. For the same period, we achieved gross profit of RMB305.1 million, RMB373.4 million, RMB451.5 million, RMB211.7 million and RMB271.0 million, with gross profit margins of 33.6%, 35.6%, 37.1%, 36.9% and 38.7%, respectively. Such business model has been successfully replicated in Vietnam, Thailand and the Philippines. For the six months ended June 30, 2026, our revenue in Vietnam, Thailand and the Philippines, increased by 40.9% from RMB33.8 million for the six months ended June 30, 2025 to RMB47.6 million.

COMPETITIVE STRENGTHS

A Cross-border Retail Brand Partner of 3C Accessories, Small Appliances Products Focusing on Indonesian Market

According to Frost & Sullivan, in terms of retail sales value in 2025, we were the No. 1 company in Indonesia in the 3C accessories sector, with a market share of approximately 2.2%. In addition, we ranked No. 6 as a China-based cross-border company in the small appliances sector, with a market share of approximately 3.7% of the China-to-Indonesia small appliances export market. According to Harvard Business Review, we have been honored with the 2025 Ram Charan Management Practice Award — Globalized Enterprise Practice Award. Along with our outstanding performance and potential growth in the course of globalization, WOOK was named a TOP10 of the 2025 Forbes China Outbound

Globalization Brands Award. In 2023, 2024 and 2025, we generated revenue of RMB908.4 million, RMB1,048.7 million and RMB1,216.9 million, respectively, and RMB573.0 million and RMB699.4 million for the six months ended June 30, 2025 and 2026, respectively.

The Southeast Asian retail market is entering a phase of unprecedented growth and opportunity. With a retail market scale of USD937.3 billion in 2025 and a projected CAGR of 6.1% from 2025 to 2030 to reach USD1.3 trillion, the local market has demonstrated substantial growth potential. From a market perspective, the consumer markets in Indonesia, Vietnam, Thailand and the Philippines share broadly similar characteristics. These similarities are underpinned by a young consumer base, increasing adoption of digital shopping channels, and rising demand for quality and brand upgrades, while continuing to value both premium offerings and value-for-money products.

We are capitalizing on these dynamics by focusing on the Indonesian market. By leveraging the advantages of our Chinese manufacturing supply chain and digital strategy, we address key market inefficiencies. These include fragmented traditional retail channels, low logistics efficiency, insufficient quality of unbranded products and the relatively high prices of international brands. Our solution is to deliver products at competitive prices, supported by localized operational services, thereby addressing industry pain points. Our business model, grounded in common market characteristics across multiple Southeast Asian countries, is highly replicable in core markets such as Thailand, Vietnam and the Philippines, allowing us to continuously capture regional growth dividends.

A Well-recognized Proprietary Brand in Indonesia with A Diversified Product Portfolio

We have secured a position of market leadership through our powerful portfolio of brands, including "VIVAN" "ROBOT" "SAMONO", which have been granted "SUPER BRAND" awards/recognition in Indonesia. Our proprietary brands are well aligned with Indonesia's offline-driven retail landscape and have achieved strong market recognition, high brand awareness and substantial market share. Among these, according to Frost & Sullivan, "ROBOT" stands as the largest 3C accessories Chinese cross-border brand in Indonesia, while "VIVAN" is widely recognized as a mid-to-high end 3C accessory brand in the Indonesian market. In 2024, the combined sales revenue of our flagship 3C accessories brands as named above exceeded RMB647.8 million. Both brands' strong consumer appeal and market leadership have been validated through Indonesia's most prestigious awards for consecutive years, including TOP BRAND and SUPER BRANDS. "SAMONO" is a fast-growing small appliances brands in Indonesia. "SAMONO" also received the SUPER BRANDS award in its category in 2024. Our proprietary brands enable us to build brand equity, which in turn enhances our pricing capabilities and customer loyalty. In 2025 and for the six months ended June 30, 2026, revenue generated from our proprietary brands accounted for 93.4% and 96.6% of our total revenue, respectively.

In addition to our proprietary brands, we maintain collaborative partnerships with several well-established companies that hold strong reputations in China such as M&G (晨光), LIBY (立白), collectively developing Indonesian market.

Through our OEM and ODM production model, we harness the advantages of Chinese manufacturing to rapidly launch products aligned with market demand. Our product development team can design and release a new product model timely by collaborating closely with upper-stream suppliers, with production executed by trusted third party manufacturers. As of June 30, 2026, our SKU count for 3C accessories, small appliances and home furnishings & building materials reached nearly 10,000. This asset-light brand model enables us to offer a diverse and trend-responsive product range, ensuring ongoing brand attractiveness, consumer loyalty and strong pricing power.

Building on our value-cost proposition, we leverage two core strengths to establish competitive cost advantages: We minimize procurement costs and maintain quality and supply chain control through scalable Chinese manufacturing, and reduce channel promotion expenses by replacing traditional trade and distribution networks with self-developed sales channels.

This integrated approach positions us at the core of the cross-border retail business value chain, enhancing efficiency across product manufacturing, warehousing, logistics and end- market sales. It enables us to ensure product quality and adapt to the local market while striking a balance between value and cost. As a result, we deliver additional values to consumers and sustain relatively high gross profit margins.

Indonesia's Digitally Enabled Cross-Border Retail Company with Pronounced Channel Advantages and a Robust Localized Operation Network

Indonesia's retail landscape is characterized by a vast fragmented network of traditional offline channels, complemented by modern retail and e-commerce channels. In 2025, offline retail channels still accounted for approximately 79.1 % of the total retail market, of which 71.7% was contributed by traditional retail channels. The fundamental challenge for brands and retail enterprises remains effectively reaching the broad base of offline retail consumers.

We distribute our products through our proprietary mobile application ("**WOOK APP**"), providing cost-effective products to SMRs in Indonesia, Vietnam, Thailand and the Philippines. In 2023, 2024 and 2025, revenue generated from our self-developed channels accounted for 82.8%, 73.7% and 68.5%, respectively, and 70.7% and 64.4% for the six months ended June 30, 2025 and 2026, respectively. During the Track Record Period, we established cooperation with an aggregate of over 60,000 SMRs across Indonesia, Vietnam, Thailand and the Philippines, including 36,318 SMRs with whom we had recorded transactions as of June 30, 2026. In addition, with the increasing internet penetration and the rapid development of livestreaming and other e-commerce formats, we are also expanding our brands on third-party platforms in parallel, further enhancing our brand awareness and achieving initial success. We believe we are well positioned to benefit from the region's continued economic growth and the expansion of its retail market. As the digitalization of retail continues to advance in Indonesia and across Southeast Asia, our addressable market is expected to further expand, underpinning substantial growth potential.

We focus on serving the rapidly growing SMRs in emerging markets in Indonesia, Vietnam, Thailand and the Philippines and have established an efficient digital platform and supply chain system. Our business model of "brand + digitization + supply chain" has been validated by market practices and has delivered sustainable profit growth. As of June 30, 2026, we had established over 40 branches in Southeast Asia, including 42 in Indonesia, one in Vietnam, one in Thailand and one in the Philippines, with a workforce of over 1,400 employees. By deeply engaging with our SMR customers, we believe we have developed an integrated channel capability and competitive advantage in the industry.

Supported by our extensive retail terminal network across Indonesia and our localized marketing teams, comprising nearly 1,000 marketing professionals performing marketing and field-promotion functions as of June 30, 2026, we are able to accurately identify the product needs of SMRs and end-consumers and provide comprehensive operational support to such merchants, thereby enhancing customer stickiness.

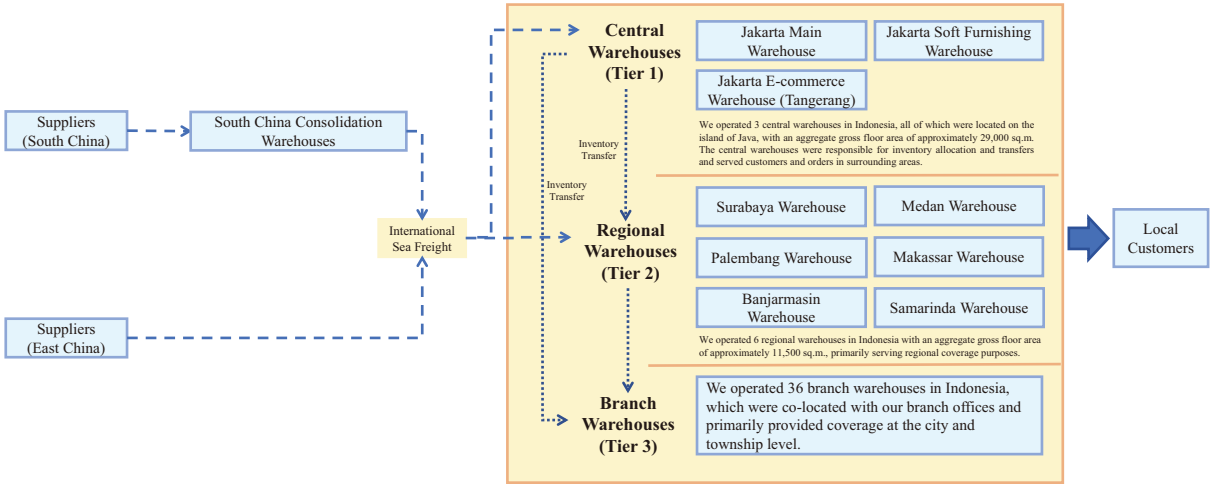
Well-established Localized Logistics Infrastructure and Warehousing Coverage Across Indonesia

Due to the region's complex geography, underdeveloped infrastructure and relatively low customs clearance efficiency, logistics costs in the Southeast Asian market are generally high. We have established a mature and highly efficient supply chain system, under which our warehousing and logistics cost accounts for only approximately 4.7% of our revenue for the six months ended June 30, 2026, substantially lower than that of our industry peers according to Frost & Sullivan, allowing us to establish a strong competitive advantage.

In response to the challenges in Indonesia, including its numerous islands, inadequate infrastructure and high logistics costs, as of June 30, 2026, we operated more than 40,000 sq.m. of self-operated modern warehouses in Indonesia, including 3 central distribution centers and 6 regional distribution centers. This infrastructure, together with our end-to-end digital integration, has enhanced our logistics efficiency, improved inventory turnover and supported scalable growth.

Leveraging a "consolidation warehouse + full-container-load ("**FCL**") sea freight" cross-border logistics model, we aggregate goods at major ports in China and ship them by FCL to Southeast Asia, thereby effectively reducing cross-border logistics costs. We have appointed two consolidation warehouses as our logistics service providers. Both of these warehouses are situated in Shenzhen, China, with an aggregate gross floor area of approximately 4,000 sq.m., which were primarily used for cargo consolidation, warehousing, labelling, repackaging and regional distribution. By consolidating shipments from multiple suppliers into container loads, we were able to reduce per-unit logistics costs.

To address the pain points of Indonesia's local logistics infrastructure, we have established a three-tier warehousing system comprising a master distribution center in Jakarta, regional hub warehouses in major cities and forward warehouses in the proximity of our branches, in order to align inventory planning with the replenishment needs of SMRs and provide them with rapid order response. This three-tier warehousing structure enables us to flexibly adapt to local sales characteristics, centrally allocate inventory and logistics resources and respond quickly to changes in market demand. It also shortens response and delivery distances, enhances fulfilment efficiency and enables faster order processing and delivery. Our central warehouses, regional warehouses and branch warehouses are managed by us under a unified management framework. The diagram below illustrates the operation and management structure of our three-tier warehousing network:



Underpinned by this warehousing network, upon customer order placement, we fulfill from the nearest warehouse and deploy a flexible delivery model combining our self-operated fleet with third-party logistics, which enhances last-mile timeliness and coverage. This end-to-end supply chain configuration shortens the overall delivery cycle and strengthens service stability and customer experience in the Southeast Asian market.

A Proprietary, Fully-Digitized Platform that Supports Integrated Operations Encompassing Factory, Supply Chain to Retail Terminal

Our proprietary end-to-end digital platform has undergone more than ten years of data iteration and technology accumulation and has enabled end-to-end digitalization from factories and supply chain to retail terminals, thereby enhancing the operational efficiency and service capability of SMRs. Our proprietary digital platform empowers such retail merchants by providing one-stop procurement services, streamlining distribution layers, lowering terminal costs and specifically addressing their pain points of high logistics costs. In addition, through our customer tiering and classification management system, we have improved customer service quality and refined our operational management. Our proprietary operation platform and ERP system have digitalised our operation management and enhanced the efficiency and accuracy of demand forecasting, procurement planning, warehousing logistics and inventory management, thereby empowering terminal SMRs. For our offline business teams, we have developed and deployed our proprietary CRM system to ensure the standardization and

execution efficiency of offline services. Furthermore, we have introduced blockchain technology into our goods receipt and payment confirmation processes to ensure the authenticity, immutability and traceability of transaction data, thereby strengthening transaction security and compliance.

Leveraging our standardized and mature end-to-end digitalization from factories and supply chain to retail terminals, we embed digitalization across our major business segments. This enables digitalised internal management, online transactions, precise marketing and enhanced operating efficiency. We utilize our digitalised platform to manage end-to-end supply chain operations and sales, strengthen our distributor relationships and optimize inventory management. At the same time, relying on digital tools and user consumption behavior data accumulated on our proprietary app (e.g. category preferences), we have built a user tagging system tailored to the Indonesian market, enabling targeted marketing by customer segment and improving user response and conversion rates. Our digital operation system ensures full traceability of all orders. For example, in terms of efficiency, for the six months ended June 30, 2026, we recorded average inventory turnover days of 82 days. We provide compliant documentation for the entire transaction process, including sales documents, logistics documents and invoices, to ensure standardized transaction procedures and deliver targeted, integrated solutions, thereby enhancing the level of digitalization of traditional offline retail.

Visionary and Entrepreneurial Management Team Alongside Experienced Professionals

We are led by a visionary and entrepreneurial management team; our core team members possess extensive industry experience with average experience of 20 years. Mr. Xu Longhua as the Founder and Board Chairperson has previously held a position in TCL for 7 years, possessing an in-depth understanding of cross-border retail business, abundant industrial experience and management experience. He has been recognized with the "2018 China Cross-border E-commerce Young Leader Award", was selected as one of the "Top 100 Global Chinese Elites" by Forbes China in 2022.

Our management team has strong resource integration capabilities and business acumen, and is able to monitor market trends and adjust operational strategies accordingly. Our professional team comprises professionals from globally renowned brand groups and leading internet companies, with experience across brand e-commerce services, retail brands, e-commerce platforms and offline sales channels, enabling us to address key needs across product innovation, operations, marketing strategy and supply chain management. We have also developed local teams with deep understanding of local consumer behavior, channel characteristics and regulatory environments. As of June 30, 2026, we had 1,266 local employees of foreign nationality, accounting for 86.1% of our total workforce. Such local teams enable us to respond to local business needs and support operational decision-making and customer service optimization.

DEVELOPMENT STRATEGIES

Our Brand and Product Strategy: to Further Enhance Our Brand Equity and Expand Our Product Portfolio

Our brand strategy is fundamentally driven by customer demands. We plan to further leverage our proprietary app to capture real-time consumer insights and refine our "demand insight — localized development — rapid execution" model, supporting our category expansion. We also intend to utilise accumulated consumer data to enhance product design and assortment precision, while relying on our existing channel network and local teams to shorten time-to-market. In parallel, we will expand our OEM and ODM network, leverage Chinese manufacturing advantages and adopt a light-asset approach to ensure product quality while maintaining speed and flexibility in responding to market demand.

Going forward, we plan to extend our product lines in smart 3C accessories, small appliances and home furnishings & building materials, and subsequently expand into additional categories such as household and personal care products. We will focus on differentiated brand competition and brand image enhancement, accurately aligning with the high-growth opportunities in the relevant markets in

Southeast Asia. We intend to strengthen our differentiated brand competitiveness through three dimensions: products, channel and terminal presence, and communication power, while also leveraging third-party channels to broaden brand reach and enhance brand equity.

To support our category expansion strategy, we intend to further develop new product categories and product features under our core "home and life" consumption scenarios in Southeast Asia. In particular, we plan to expand our R&D efforts in 3C accessories, small appliances and home furnishings & building materials, with a focus on hardware product development, including product appearance design and mould development, related companion App software development, and pre-research projects in core product technologies. We intend to develop products with enhanced features such as multi-device connectivity, improved user interaction through companion App functions and collaboration features with other brands, in order to better address localized user scenarios and consumer preferences in Southeast Asia.

We also plan to enhance the market presence and recognition of our proprietary brands, including VIVAN, ROBOT, SAMONO and RONA, through brand ambassador endorsements, social media promotion and publicity, KOL marketing, performance-based advertising, offline brand events, public relations activities, creative content production and market research. Our brand promotion initiatives are intended to enhance brand recognition and appeal among our target customer groups, which mainly include SMRs such as local stores selling 3C accessories and small appliances, while also strengthening end-consumer awareness of our proprietary brands through online and offline touchpoints.

We plan to deepen our understanding of Indonesian consumers' habits and daily life scenarios to develop products tailored to local preferences, incorporating Southeast Asian design elements to enhance appeal among local youth. This will be supported by our stringent supplier onboarding criteria and comprehensive quality control over the product development process, enabling us to maintain consistent product quality and a low return rate, alongside after-sales services to strengthen customer trust. In parallel, we will continue to upgrade and standardise our retail outlets and develop brand flagship stores in major Indonesian cities, while enhancing online-offline integration across mainstream e-commerce and livestreaming platforms, as well as our proprietary app and physical stores, to improve brand visibility and terminal presence. We intend to adopt differentiated store formats across our brand portfolio: VIVAN and SAMONO will primarily be positioned within shopping malls in key metropolitan areas such as Jakarta and Surabaya, while ROBOT and RONA will adopt a roadside store format with a rollout strategy aimed at broader nationwide penetration across Indonesia. These self-operated stores are intended not only to generate direct sales, but also to serve as in-person product experience hubs, controlled brand display points and customer acquisition touchpoints, thereby strengthening our brand presence and helping attract more SMRs to join our distribution network. We also plan to strengthen brand awareness through a diversified communication strategy, including collaborations with leading local KOLs in Indonesia, selective celebrity endorsements and third-party recognitions such as "SUPER BRAND", to reinforce our market positioning and enhance consumer confidence.

Our Sales Channel Strategy: to Grow Customer Base and Strengthen Customer Acquisition Efforts

Our channel strategy focuses on deepening and expanding our acquisition of SMR customers through refined operations, aiming to build irreplaceable barriers in the retail market in Indonesia, Vietnam, Thailand and the Philippines. As of June 30, 2026, we established over 40 branches across Indonesia and other Southeast Asian countries serving over 36,000 SMRs as our distributor customers with over 1,200 localized team members to ensure our operation efficiency.

We will continue to expand our channels from diverse dimensions. Quantitatively, we plan to intensify the coverage retail outlet in developed market and further develop core cities in new markets while penetrating lower-tier markets. In terms of quality enhancement, we seek to increase the proportion of brand corners, optimize display standards, enhance training and motivating store owners to strengthen loyalty and business performance of individual stores. In terms of geographic layout, we will leverage our experience in the Indonesian market to further expand into other Southeast Asian

countries such as Vietnam, Thailand and the Philippines with more diversified product offerings. In Vietnam, Thailand and the Philippines, we intend to adopt country-specific channel expansion plans over the forthcoming three-year period, with annual budgets for offline business promotion, e-commerce and livestreaming initiatives to be apportioned across each year. In Vietnam, we plan to pursue a balanced approach across offline SMR client development, e-commerce and livestreaming initiatives. In Thailand, we plan to place greater emphasis on online channel development, including e-commerce and livestreaming, while continuing to develop SMR clients through offline promotion. In the Philippines, we plan to focus on expanding our SMR customer base through offline business promotion in major cities and regions, supported by e- commerce and livestreaming initiatives and local sales personnel. We also plan to build localized teams to support such expansion, including sales representatives in Vietnam, Thailand and the Philippines and livestreaming personnel in the Philippines.

Our channel strategy will be driven by three core supporting systems. Firstly, we plan to set up sectoral operation centers to refine market strategy and align with localized resources. This enables us to expand our warehousing coverage, shorten delivery lead times and enhance the reliability of our services. Secondly, we plan to establish livestreaming e-commerce hub(s) to capture growth opportunities across online channels, including livestreaming e-commerce. Thirdly, we intend to strengthen collaboration with our retail partners by providing partner business growth initiatives and operational guidance to create a "win-win" situation, with a view to rapidly expanding our merchant coverage across Indonesia, Vietnam, Thailand and the Philippines. To further strengthen our online sales channels, we plan to establish an integrated livestreaming e-commerce operation centre in Jakarta, Indonesia. We believe the centre will promote our online sales by enabling real-time product promotion through livestream hosts and partnered KOLs, increasing store exposure through short videos and embedded product links, and improving online inventory turnover by analysing real-time user comments and order data from livestreaming activities.

Our Digitalization Strategy: to Undertake Digital-Intelligence Upgrade of Our IT and Operation Systems

Our digitalisation strategy centres on our proprietary WOOK APP, which, as of June 30, 2026, had connected over 36,000 SMRs and enabled demand collection, sell-through monitoring and supply chain tracking, supporting the integration of the "terminal — product development — supply chain" value chain and enhancing data-driven operational efficiency in the Southeast Asian retail market.

In terms of data-intelligence and big data applications, we intend to prioritize initiative that enhance operational efficiency. These include deploying a big data-driven demand forecasting engine which, based on our accumulated user behavior and sales data, predicts category popularity, optimizes the direction of new product development, improves the hit rate of new product launches and reduces the risk of slow-moving inventory. We also plan to adopt a data-driven intelligent supply chain system that automatically generates accurate replenishment plans based on real-time sales data, inventory levels and historical trends, thereby improving inventory turnover, reducing stock-out incidents and ensuring stable and efficient supply. In addition, through a data-driven terminal intelligent operation platform, we will provide SMRs with smart functionalities such as inventory alerts, product recommendations and sales suggestions, helping them optimize product selection and inventory management, enhancing business performance of individual stores and strengthen customer loyalty.

We plan to further increase our investment in upgrading digital operations by combining our in-house R&D with the adoption of proven digital technologies, and to increase the share of decision-making supported by data-intelligence. Through building competitive barriers through our proprietary data assets and feeding these insights back into our brand and channel strategies, we aim to establish ourselves as a digital benchmark for cross-border retail in Southeast Asia.

OUR BUSINESS MODEL

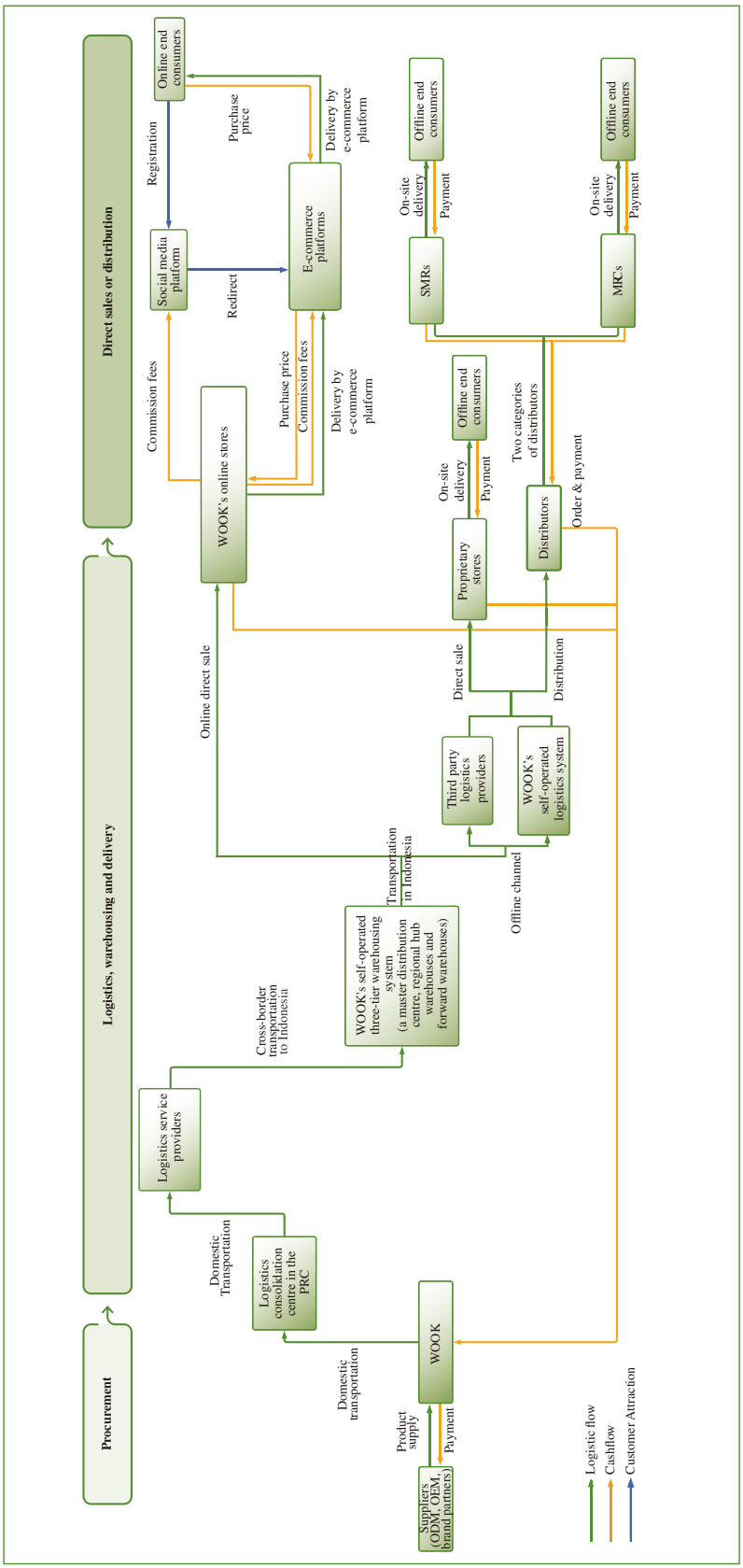
We are a cross-border retail enterprise underpinned by our digitalised capabilities, with a strategic focus on the Southeast Asian market. We primarily operate in Indonesia and have expanded into Vietnam, Thailand and the Philippines, offering 3C accessories, small appliances and home furnishings & building materials through a combination of proprietary brands and selected third-party brands. According to Frost & Sullivan, in terms of retail sales value in 2025, we were the No. 1 company in Indonesia in the 3C accessories sector, with a market share of approximately 2.2%, and we ranked No. 6 as a China-based cross-border company in the small appliances sector, with a market share of approximately 3.7% of the China-to-Indonesia small appliances export market.

We primarily conduct sales of our products through distributors. Leveraging our proprietary digital platform and localized marketing teams, we serve over 36,000 SMRs across various Southeast Asian countries as of June 30, 2026. These SMRs include 3C accessories stores, local home appliance retail stores and other home furnishings & building materials retail channels. Under the offline channels, we sold our products to our distributors, including SMRs operated stores and MRCs. Most of our SMRs operated offline stores only. A small portion of SMRs may also operate online stores through which they sell products to end consumers. Besides SMRs, we also cooperate with MRCs, which are primarily offline hypermarkets and shopping malls. In addition, we actively develop our online retail channels, through which we directly sell products to end customers. We have established a portfolio of branded flagship stores on major local e-commerce platforms and on livestreaming platforms such as TikTok, through which we directly engage with end consumers.

Although we operate online channels, which may occasionally compete with our offline distributors, we have implemented a series of channel management measures to manage the interaction between our online and offline channels and mitigate potential channel conflict. Our online and offline sales channels target distinct customer segments and operate under differentiated pricing strategies, which substantially reduces the risk of cannibalization between the two channels. Compared with our offline channels, the product portfolio offered through our online channels is significantly more limited, and all products sold online are subject to centralized pricing controls. In addition, certain products are exclusively developed for and sold through our online channels. By contrast, our offline sales network of SMRs is predominantly located in lower-tier cities, townships and small local communities, where populations are more dispersed and logistics infrastructure for modern e-commerce is relatively underdeveloped, resulting in limited accessibility and delivery coverage of online retail channels. Accordingly, our online and offline channels serve different consumption scenarios and customer bases, and do not materially compete with or cannibalize each other.

In respect of our offline distribution network, our distributors typically operate within designated geographic areas. Given that Indonesia's archipelagic geography naturally results in fragmented regional markets, and that inter-island transportation and logistics costs are relatively high, cross-regional product circulation is inherently limited. As a result, each of our distributors primarily operates within designated geographic areas, and sales activities are generally confined to their respective regions. This integrated online-and-offline model enhances our market presence and brand awareness. It also enables us to feed market and customer data back into our supply chain, thereby establishing an efficient and agile end-to-end loop from manufacturing to end consumers and supporting our business growth and market penetration.

The following diagram depicts the transaction flows of our cross-border retail business:



The following table sets forth a breakdown of our revenue by type of products for the years/periods indicated:

	Year ended December 31,						Six months ended June 30,			
	2023		2024		2025		2025		2026	
	Revenue (RMB'000)	*% of total revenue*	*Revenue (RMB'000)*	*% of total revenue*	*Revenue (RMB'000)*	*% of total revenue*	*Revenue (RMB'000)*	*% of total revenue*	*Revenue (RMB'000)*	*% of total revenue*
							(Unaudited)			
3C Accessories	692,611	76.2	751,587	71.7	813,384	66.8	397,642	69.4	405,581	58.0
Small Appliances	40,065	4.4	103,741	9.9	171,006	14.1	69,188	12.1	145,861	20.9
Home Furnishings & Building Materials	67,688	7.5	88,968	8.5	133,528	11.0	59,948	10.5	93,784	13.4
Others[1]	107,994	11.9	104,446	9.9	99,026	8.1	46,266	8.0	54,131	7.7
Total	**908,358**	**100.0**	**1,048,742**	**100.0**	**1,216,944**	**100.0**	**573,044**	**100.0**	**699,357**	**100.0**

Note:

(1) Others primarily consist of (i) sales of other products, such as lifestyle products, stationery and electric two-wheelers and (ii) offering of warehousing services.

The following table sets forth a breakdown of our gross profit and gross profit margin by type of products for the years/periods indicated:

	Year ended December 31,						Six months ended June 30,			
	2023		2024		2025		2025		2026	
	Gross Profit (RMB'000)	*Gross Profit margin %*	*Gross Profit (RMB'000)*	*Gross Profit margin %*	*Gross Profit (RMB'000)*	*Gross Profit margin %*	*Gross Profit (RMB'000)*	*Gross Profit margin %*	*Gross Profit (RMB'000)*	*Gross Profit margin %*
3C Accessories	235,469	34.0	280,702	37.3	313,969	38.6	153,920	38.7	159,566	39.3
Small Appliances	13,533	33.8	38,132	36.8	71,959	42.1	28,281	40.9	68,233	46.8
Home Furnishings & Building Materials	18,115	26.8	20,336	22.9	29,519	22.1	13,594	22.7	18,530	19.8
Others[1]	37,945	35.1	34,212	32.8	36,080	36.4	15,891	34.3	24,624	45.5
Total	**305,062**	**33.6**	**373,382**	**35.6**	**451,527**	**37.1**	**211,686**	**36.9**	**270,953**	**38.7**

Note:

(1) Others primarily consist of (i) sales of other products, such as lifestyle products, stationery and electric two-wheelers, and (ii) offering of warehousing services.

Key Operating Metrics

The following table sets forth the key operating metrics for our cross-border retail business as measured by type of products for the periods indicated during the Track Record Period.[1][2]

	Year ended December 31, 2023	
	Number of new SKUs launched	**ASP**
3C Accessories	913	RMB28
Small Appliances	100	RMB54
Home Furnishings & Building Materials	776	RMB6
Others	3,897	RMB30
Total	**5,686**	**RMB23**

Note:

(1) For 3C accessories, small appliances, home furnishings & building materials and others, ASP equals revenue generated from the sale of relevant products divided by the sales volume of the respective products. For the "Total" row, the ASP is calculated by dividing the revenue by the sales volume of products.

(2) Others primarily consist of sales of other products, such as lifestyle products, stationery and electric two-wheelers.

	Year ended December 31, 2024	
	Number of new SKUs launched	ASP
3C Accessories	1,306	RMB29
Small Appliances	96	RMB51
Home Furnishings & Building Materials	294	RMB7
Others	6,603	RMB8
Total	**8,299**	**RMB20**

	Year ended December 31, 2025	
	Number of new SKUs launched	ASP
3C Accessories	1,973	RMB30
Small Appliances	168	RMB45
Home Furnishings & Building Materials	660	RMB8
Others	4,870	RMB11
Total	**7,671**	**RMB22**

	Six months ended June 30, 2026	
	Number of new SKUs launched	ASP
3C Accessories	508	RMB29
Small Appliances	63	RMB46
Home Furnishings & Building Materials	460	RMB9
Others	162	RMB12
Total[(1)]	**1,193**	**RMB22**

Note: For the six months ended June 30, 2026, we launched 1,193 new SKUs, compared with 7,671 new SKUs launched in 2025, primarily due to our product portfolio optimization, including (i) the discontinuation of our distribution of certain home and lifestyle products under the Others category; and (ii) our shift in product strategy from expanding our SKU offerings to optimizing our existing product portfolio and enhancing product quality, given our existing substantial SKU base.

The following table sets forth a breakdown of our revenue by type of brands for the years/periods indicated:

	Year ended December 31,						Six months ended June 30,			
	2023		2024		2025		2025		2026	
	Revenue (RMB'000)	*% of total Revenue*	*Revenue (RMB'000)*	*% of total Revenue*	*Revenue (RMB'000)*	*% of total Revenue*	*Revenue (RMB'000)*	*% of total Revenue*	*Revenue (RMB'000)*	*% of total Revenue*
Proprietary Brands	821,098	90.4	952,518	90.8	1,136,750	93.4	531,805	92.8	675,581	96.6
Licensed Brands	87,260	9.6	74,138	7.1	57,442	4.7	29,082	5.1	16,206	2.3
Others[(1)]	—	0.0	22,086	2.1	22,752	1.9	12,157	2.1	7,570	1.1
Total	**908,358**	**100.0**	**1,048,742**	**100.0**	**1,216,944**	**100.0**	**573,044**	**100.0**	**699,357**	**100.0**

Notes:

(1) Others primarily consist of warehousing service.

The following table sets forth a breakdown of our gross profit and gross profit margin by type of brands for the years/periods indicated:

	Year ended December 31,						Six months ended June 30,			
	2023		2024		2025		2025		2026	
	Gross profit (RMB'000)	*Gross profit margin (%)*	*Gross profit (RMB'000)*	*Gross profit margin (%)*	*Gross profit (RMB'000)*	*Gross profit margin (%)*	*Gross Profit (RMB'000)*	*Gross Profit Margin (%)*	*Gross Profit (RMB'000)*	*Gross Profit Margin (%)*
Proprietary Brands	288,546	35.1	345,788	36.3	428,519	37.7	200,972	37.8	262,184	38.8
Licensed Brands	16,516	18.9	20,040	27.0	16,728	29.1	7,098	24.4	6,873	42.4
Others[(1)]	—	0.0	7,554	34.2	6,280	27.6	3,616	29.7	1,896	25.0
Total	**305,062**	**33.6**	**373,382**	**35.6**	**451,527**	**37.1**	**211,686**	**36.9**	**270,953**	**38.7**

Notes:

(1) Others primarily consist of warehousing service.

The following table sets forth a breakdown of our revenue by our proprietary brands for the years/periods indicated:

	Year ended December 31,						Six months ended June 30,			
	2023		2024		2025		2025		2026	
	Revenue (RMB'000)	*% of total Revenue*	*Revenue (RMB'000)*	*% of total Revenue*	*Revenue (RMB'000)*	*% of total Revenue*	*Revenue (RMB'000)*	*% of total Revenue*	*Revenue (RMB'000)*	*% of total Revenue*
ROBOT	422,963	51.5	477,786	50.2	526,382	46.3	254,511	47.9	264,238	39.2
VIVAN	160,099	19.5	170,060	17.9	183,690	16.2	94,498	17.8	88,800	13.1
SAMONO	40,532	4.9	101,222	10.6	169,277	14.9	67,735	12.7	145,859	21.6
RONA	42,334	5.2	58,025	6.1	79,746	7.0	35,441	6.7	58,277	8.6
Other proprietary brands[(1)]	155,170	18.9	145,425	15.2	177,655	15.6	79,620	14.9	118,407	17.5
Total	**821,098**	**100.0**	**952,518**	**100.0**	**1,136,750**	**100.0**	**531,805**	**100.0**	**675,581**	**100.0**

Note:

(1) We categorize proprietary brands that each contribute less than 5.0% of our total revenue as other proprietary brands.

The following table sets forth a breakdown of our gross profit and gross profit margin by our proprietary brands for the years/periods indicated:

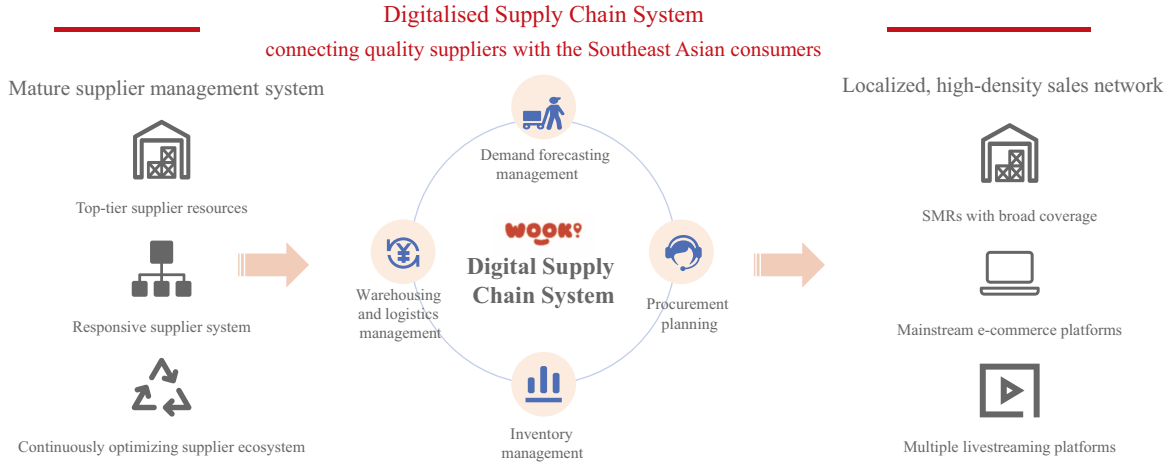
	Year ended December 31,						Six months ended June 30,			
	2023		2024		2025		2025		2026	
	Gross profit (RMB'000)	*Gross profit margin (%)*	*Gross profit (RMB'000)*	*Gross profit margin (%)*	*Gross profit (RMB'000)*	*Gross profit margin (%)*	*Gross Profit (RMB'000)*	*Gross Profit Margin (%)*	*Gross Profit (RMB'000)*	*Gross Profit Margin (%)*
ROBOT	151,948	35.9	181,605	38.0	211,508	40.2	102,039	40.1	108,648	41.1
VIVAN	63,728	39.8	69,810	41.1	74,599	40.6	38,687	40.9	37,196	41.9
SAMONO	13,597	33.5	37,127	36.7	71,285	42.1	27,778	41.0	68,233	46.8
RONA	11,391	26.9	13,874	23.9	16,095	20.2	7,491	21.1	10,590	18.2
Other proprietary brands[(1)]	47,882	30.9	43,372	29.8	55,032	31.0	24,977	31.4	37,517	31.7
Total	**288,546**	**35.1**	**345,788**	**36.3**	**428,519**	**37.7**	**200,972**	**37.8**	**262,184**	**38.8**

Note:

(1) We categorize proprietary brands that each contribute less than 5.0% of our total revenue as other proprietary brands.

As a China-based outbound brand partner, our business model is built on direct purchase and sale of products with our upstream suppliers and downstream customers. We have established our digitalised supply chain system to link our business sectors such as procurement, warehousing, inventory

management and logistics into an integrated system, facilitating internal management and operation efficiency. Rather than functioning as a digital trading platform for third parties, our supply chain system enhances our management capabilities and supports our role as a brand partner. The following diagram depicts a simplified business process of our cross-border retail business underpinned by our digitalised supply chain system:



Upstream suppliers. We operate a mature supplier management system that gives us access to top-tier supplier resources and a responsive supplier network. Through continuous selection and curation, we maintain a resilient supplier ecosystem that meets our quality, cost and lead-time requirements.

Digital supply chain. Major suppliers are connected to our end-to-end digital supply chain system. The system integrates demand forecasting, procurement planning, warehousing and logistics and inventory management into a unified workflow, enabling data-driven planning, agile replenishment and cost-effective fulfillment from factory to market.

Channels to market. Leveraging this digital backbone, we serve a localized and high-density sales network comprising broad-coverage SMRs, e-commerce platforms and diversified livestreaming platforms. This multichannel reach ensures wide market coverage and consistent execution across both online and offline touchpoints.

End customers. By linking premium suppliers to Southeast Asian consumers through our digitalised supply chain and multichannel network, we deliver reliable product availability, fast delivery and a quality customer experience across retail stores, third-party e-commerce platforms and livestreaming platform scenarios.

Our Product Offerings

Since the launch of our cross-border retail business in 2015, we have been selling a selected portfolio of 3C accessories, small appliances and home furnishings & building materials to retail merchants and consumers in Southeast Asia, predominantly in Indonesia. Our comprehensive product portfolio enhances our distributors' market coverage and competitive position. Our product offerings can be classified into 4 categories. Our flagship products are 3C accessories, which mainly include mobile phone accessories, computer accessories, game peripherals, among others. In addition to our core 3C products, we have expanded our product portfolio to small appliances, with our key offerings comprising choppers, ovens and air fryers. Furthermore, we have extended our reach into the home furnishings & building materials, where our principal products include PVC suspended ceiling materials and vinyl flooring. We also engage in sales of other products, such as mop and stationery and household cleaning and daily necessities, among other products.

The following table sets forth a brief description of our product offerings during the Track Record Period:

Major Category	Brief Description of the Product Line	Product sub-categories	Products	Key Brands
3C Accessories	3C accessories are our flagship products. We offer a selected portfolio of 3C accessories, such as mobile phone accessories, computer accessories, game peripherals, among others.	Mobile Phone Accessories	Power banks, Data cables, Chargers, Earphones, Speakers, Screen protectors, etc.	VIVAN (Proprietary Brand) ROBOT (Proprietary Brand)
		Computer Accessories	Keyboards, Computer mice, Adaptors, Storage devices, etc.	
		Internet of Things Products	Smart lighting, Smartwatches, Smart security systems, E-sports accessories, Mobile game accessories, etc.	
Small Appliances	We offer an extensive selection of small appliances designed to enhance everyday living through convenience and innovation.	Small Home Appliances	Kitchen Appliances, Personal Care Appliances	SAMONO (Proprietary Brand)
Home Furnishings & Building Materials	Our Home Furnishings and Building Materials division provides a wide range of products including commonly-used products and materials for home renovation.	Decoration materials	Suspended ceiling, wallpaper, slatted panels, flooring, curtains and window coverings	RONA (Proprietary Brand)
Others	In addition to our core categories, we maintain a diverse portfolio of other products that complement and expand our market reach.	Lifestyle Products	Cleaning supplies, storage containers and shelving units and kitchen utensils	BONBOX (Proprietary Brand)
		Stationery	School and office stationery	M&G (Licensed Brand)
		Household and personal care products	Household cleaning and personal care products	Liby (Licensed Brand)

The following table sets forth certain information of our key brands as of June 30, 2026:

Key brands	Logo	Description
ROBOT	ROBOT (Proprietary Brand)	Top China-based cross-border 3C accessories brand in Indonesia • Indonesian high value-for-money 3C accessories brand • Industry Recognition: SUPER BRANDS award recipient for 2022, 2023 and 2024
VIVAN	VIVAN (Proprietary Brand)	Medium-high end 3C accessories brand • Multi-year winner of Indonesia's most authoritative brand awards by 2016-2025: TOP BRAND • Multi-year winner of Indonesia's most authoritative brand awards by 2022-2024: SUPER BRANDS

Key brands	Logo	Description
SAMONO. . . .	SAMONO (Proprietary Brand)	Fast-growing small kitchen appliances brand • SUPER BRANDS category winner by 2024 and 2025

RONA	RONA (Proprietary Brand)	Fast-growing interior decoration materials brand
		• Delivering premium yet affordable decorative materials through meticulous craftsmanship and customer-centric service
		• Value Proposition:
		  • Precision-engineered product craftsmanship
		  • Strategically priced premium offerings

The following sets forth a description of our key products offered as of June 30, 2026.

3C Accessories

3C accessories have been the key part of our product portfolio since our establishment and we have actively expanded our offering of 3C accessories and strengthened our supply chain capabilities, especially logistics capabilities since 2014. Our offering of 3C accessories primarily consists of power banks, data cables, chargers, earphones, speakers, keyboards, computer mice, adaptors, storage devices, smart lighting, smartwatches, smart security systems, e-sports accessories, and mobile game accessories. In 2023, 2024 and 2025, our revenue generated from sales of 3C accessories amounted to RMB692.6 million, RMB751.6 million and RMB813.4 million, respectively, accounting for 76.2%, 71.7% and 66.8% of our revenue from sales of goods during the same years, respectively. For the six months ended June 30, 2025 and 2026, our revenue generated from sales of 3C accessories amounted to RMB397.6 million and RMB405.6 million, respectively, accounting for 69.4% and 58.0% of our revenue from sales of goods during the same periods, respectively.

The following table sets forth certain key information of our 3C accessories brands and products, presented by sub-categories of mobile phone accessories and computer accessories respectively:[(1)(2)]

3C Accessories — Mobile Phone Accessories

Mobile phone accessories products refer to equipment complementary to mobile phones. The key products under this sub-category are set forth in the following table:

Product	Key Brand	Picture	Product Description and Specifications	Suggested Retail Price
Power bank . .	VIVAN (Proprietary Brand) ROBOT (Proprietary Brand)		• Supporting multiple charging modes, including magnetic wireless charging • High efficiency with 20W+15W fast charging	RMB64–RMB199
Charging cable .	VIVAN (Proprietary Brand) ROBOT (Proprietary Brand)		• Supporting power delivery ranging from 60W to 240W and achieving data transfer speeds of up to 480M • Able to withstand over 20,000 bending cycles • Premium aluminum alloy outer shells	RMB9–RMB54
Bluetooth speaker . . .	ROBOT (Proprietary Brand)		• 10W output power • a dual-diaphragm bass enhancement design • S/PDIF optical connectivity to Liquid Crystal Display televisions	RMB104–RMB673

Product	Key Brand	Picture	Product Description and Specifications	Suggested Retail Price
Earphone	VIVAN (Proprietary Brand)		• Active noise cancellation, enabling high-quality listening experience on high-speed rail and flights • data-intelligence assistance and real-time online translation • A smart display presenting dynamic information in real time	RMB61–RMB189

Note:

(1) Suggested retail price represents the price range of the relevant product categories, instead of the price of the specific product as shown in the picture.

(2) Suggested retail price is calculated based on the exchange rate of Indonesian Rupiah to Renminbi as of June 30, 2026.

3C Accessories — Computer Accessories

Computer accessories products refer to computer equipment designated for gaming or more generally, daily use. The key products within this sub-category are set forth in the following table:[(1)(2)]

Product	Key Brand	Picture	Product Description and Specifications	Suggested Retail Price
Mouse	ROBOT (Proprietary Brand)		• 125 Hz polling rate • silent left- and right-click buttons • precise cursor positioning	RMB24–RMB119
Keyboard	ROBOT (Proprietary Brand)		• 2.4G wireless keyboard-and-mouse set • Silent key structure to reduce disturbance	RMB29–RMB115
Adaptor	ROBOT (Proprietary Brand)		Docking Hub • An 11-in-1 multifunction docking station • Interfaces include HDMI, VGA, RJ45 (Ethernet), SD, TF (microSD), USB 3.0, among others • Comprehensive port coverage to meet diverse laptop connectivity requirements	RMB28–RMB119

Note:

(1) Suggested retail price represents the price range of the relevant product categories, instead of the price of the specific product as shown in the picture.

(2) Suggested retail price is calculated based on the exchange rate of Indonesian Rupiah to Renminbi as of June 30, 2026.

Small Appliances

Small appliances have been part of our product portfolio since 2021. Our offering of small appliances primarily consists of kitchen appliances, and personal care appliances. In 2023, 2024 and 2025, our revenue generated from sales of small appliances amounted to RMB40.1 million, RMB103.7 million and RMB171.0 million, respectively, accounting for 4.4%, 9.9% and 14.1% of our revenue from sales of goods during the same years, respectively. For the six months ended June 30, 2025 and 2026, our revenue generated from sales of small appliances amounted to RMB69.2 million and RMB145.9 million, respectively, accounting for 12.1% and 20.9% of our revenue from sales of goods during the same periods, respectively.

The following table sets forth certain of our small appliances brands and products:[1][2]

Product	Key Brand	Picture	Product Description and Specifications	Suggested Retail Price
Chopper	SAMONO (Proprietary Brand)		• A 350W high-power motor with a 2-liter capacity grinder • Dual safety design with overheat protection and emergency stop function • Glass bowl for easy cleaning • Two speed settings for different ingredients • Four-blade stainless steel cutter	RMB75–RMB125
Rice cooker	SAMONO (Proprietary Brand)		• 500W rated power for rapid rice cooking • Intelligent voice control for hands-free operation • Touch control panel for easy operation • Ten-in-one multi-functional modes • Low-sugar cooking function for a healthier diet • Blue-diamond non-stick inner pot, wear-resistant and easy to clean	RMB137–RMB306
Hair Dryer	SAMONO (Proprietary Brand)		• 900W low power consumption • 110,000 rpm high-speed brushless motor • Digital electronic display • 3-level airflow speed control • Aromatherapy hair-care module • Magnetic attachment nozzle	RMB41–RMB173
Water pumper	SAMONO (Proprietary Brand)		• a 1200mAh large-capacity battery • detachable design for easy cleaning • one-touch on/off operation	RMB20–RMB76

Note:

(1) Suggested retail price represents the price range of the relevant product categories, instead of the price of the specific product as shown in the picture.

(2) Suggested retail price is calculated based on the exchange rate of Indonesian Rupiah to Renminbi as of June 30, 2026.

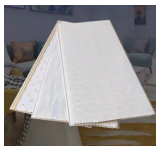
Home Furnishings & Building Materials

Home furnishings & building materials have been part of our product portfolio since 2019. Our offering of home furnishings & building materials primarily consists of wallpaper, PVC suspended ceiling materials and vinyl flooring. In 2023, 2024 and 2025, our revenue generated from sales of home furnishings & building materials amounted to RMB67.7 million, RMB89.0 million and RMB133.5 million, respectively, accounting for 7.5%, 8.5% and 11.0% of our revenue from sales of goods during the same years, respectively. For the six months ended June 30, 2025 and 2026, our revenue generated from sales of home furnishings & building materials amounted to RMB59.9 million and RMB93.8 million, respectively, accounting for 10.5% and 13.4% of our revenue from sales of goods during the same periods, respectively.

The following table sets forth certain of our home furnishings & building materials brands and products:[1][2]

Home Furnishings & Building Materials — Decoration materials

Home furnishings and building materials refer to renovation and decorative materials for household. The key products within this sub-category are set forth in the following table:

Product	Key Brand	Picture	Product Description and Specifications	Suggested Retail Price
PVC suspended ceiling materials .	RONA (Proprietary Brand)		• High-quality PVC base material with a laminated finish • Fine textures and a premium visual effect • Dense, color-stable and fade-resistant lamination layer • Lightweight materials supporting efficient installation and low maintenance, providing moisture, mildew and stain resistance, suitable for a wide range of climate conditions	RMB22-RMB31 per meter
PVC flooring. . . .	RONA (Proprietary Brand)		Interior wall panels • PVC or composite materials with stable structure • Multiple surface textures available • Modular splicing for convenient installation • Water-, moisture- and scratch-resistant	RMB12-RMB26 per meter

Note:

(1) Suggested retail price represents the price range of the relevant product categories, instead of the price of the specific product as shown in the picture.

(2) Suggested retail price is calculated based on the exchange rate of Indonesian Rupiah to Renminbi as of June 30, 2026.

Others

During the Track Record Period, our other product offerings consist of lifestyle products, stationery and electric two-wheelers. In 2023, 2024 and 2025, our revenue generated from sales of other products amounted to RMB108.0 million, RMB104.4 million and RMB99.0 million, respectively, accounting for 11.9%, 9.9% and 8.1% of our revenue from sales of goods during the same years, respectively. For the six months ended June 30, 2025 and 2026, our revenue generated from sales of other products amounted to RMB46.3 million and RMB54.1 million, respectively, accounting for 8.0% and 7.7% of our revenue from sales of goods during the same periods, respectively.[1][2]

The following table sets forth certain of our other products:

Product	Key Brand	Picture	Product Description and Specifications	Suggested Retail Price
Lifestyle products — mop	BONBOX (Proprietary Brand)		• Hand-carry portable design with integrated anti-slip handle • lightweight body • Bucket with integrated dual zones for scraping, washing and spinning • Enhanced cleaning capability for hard-to-reach areas • High-density fiber mop head for strong water and dirt absorption	RMB32–RMB101
Stationery	M&G (Licensed Brand)		0.5 mm black "Da Mo Wang" pen • Fast-dry ink with one-second quick-dry performance • Large-capacity ink cartridge with writing length of up to 1,500 meters	RMB1–RMB5

Note:

(1) Suggested retail price represents the price range of the relevant product categories, instead of the price of the specific product as shown in the picture.

(2) Suggested retail price is calculated based on the exchange rate of Indonesian Rupiah to Renminbi as of June 30, 2026.

Product Development

We are committed to continuous innovation and the development of new products to meet our customers' diverse and evolving needs in line with market trends. This requires coordinated efforts among our marketing, product, procurement and quality functions, together with collaboration with external suppliers, to deliver products that satisfy such market demands. We adopt two development models: the OEM model and the ODM model.

Phase 1 — Conceptual Stage

Upon approval, our product manager defines product requirements based on market demand, providing full design and CMF specifications under OEM projects or core requirements under ODM projects, after which ODM partners proceed with development and supplier onboarding subject to our review of key materials and components.

Phase 2 — Design and Development

Under OEM projects, we enter into mold development agreements, retain mold ownership and file IP where applicable, while OEM partners handle development. Under ODM projects, partners complete design and prototyping based on our requirements, typically with minor customization. For both models, packaging design is jointly approved internally and confirmed through sample production by OEM or ODM partners.

Phase 3 — Verification and Testing

Under OEM projects, the OEM partner conducts EVT and DVT based on our design drawings, with our project team participating in DVT acceptance. Under ODM projects, the ODM partner completes EVT and DVT with design optimisation and submits samples for our approval. For both models, PVT is conducted by the partner in accordance with industry standards, followed by our pilot production orders and inspection.

Phase 4 — Mass Production

During mass production, we may deploy engineers on site to supervise quality and process standards, while OEM/ODM partners manage production and shipment based on our orders, and our procurement and planning teams coordinate delivery schedules and monitor logistics progress.

SUPPLIERS

We primarily procure our products from (i) OEM or ODM suppliers and (ii) our brand partners. The following table sets forth the number of suppliers from which we procured products, excluding logistics service providers, for the years/period indicated:

	As of December 31,			As of June 30,
	2023	2024	2025	2026
ODM suppliers	298	326	336	268
OEM suppliers[(1)]	2	1	7	9
Brand partners	7	13	11	7
Total	307	340	354	284

(1) In certain transactions, some of our OEM suppliers also act as ODM suppliers.

During the Track Record Period, our OEM suppliers, ODM suppliers and brand partners were primarily incorporated and operated in Chinese Mainland, with certain suppliers incorporated and operated outside Chinese Mainland, primarily in Indonesia. The following table sets forth the breakdown of our purchases and number of suppliers by geographical location during the Track Record Period:

	2023	2024	2025	Six months ended June 30, 2026
As a percentage of total purchases				
Chinese Mainland	91.6%	93.2%	92.0%	91.4%
Outside Chinese Mainland	8.4%	6.8%	8.0%	8.6%
Total	100.0%	100.0%	100.0%	100.0%
As a percentage of total number of suppliers				
Chinese Mainland	89.2%	91.4%	87.9%	88.6%
Outside Chinese Mainland	10.8%	8.6%	12.1%	11.4%
Total	100.0%	100.0%	100.0%	100.0%

Transaction amounts, which represent our purchase amounts from the supplier, from our five largest suppliers in each year/period during the Track Record Period represented 25.8%, 21.1%, 22.6% and 23.3% of our total transaction amounts for the years ended December 31, 2023, 2024 and 2025 and the six months ended June 30, 2026, respectively. In addition, transaction amounts from our largest supplier in each year/period during the Track Record Period represented 7.5%, 5.7%, 5.3% and 5.5% of our total transaction amount for the years ended December 31, 2023, 2024 and 2025 and the six months ended June 30, 2026, respectively. The following tables set forth the details of our five largest suppliers by transaction amount in each year during the Track Record Period:

Year ended December 31, 2023

Supplier	Nature	Transaction amounts	% of total transaction amounts	Background	Main products / services purchased	Credit terms / payment arrangement	Year of commencing business relationship
		(RMB'000)					
Supplier A	ODM	47,616	7.5	A manufacturer and distributor of electronic components and related products incorporated and operating in China	Power banks	Within 45 days	2021
Supplier B	ODM	38,278	6.0	A designer, manufacturer and distributor of high-efficiency interconnect products incorporated and operating in China	Data cables	Within 80 days	2020
Supplier C	ODM	32,778	5.2	A wholesale distributor of non-road recreational vehicles and related components incorporated and operating in China	Electric two-wheelers	30% deposit upon order confirmation, with the remaining 70% due prior to shipment	2023
Supplier D	ODM	23,095	3.6	A provider of technical services incorporated and operating in China	Chargers	Within 45 days	2018

Supplier	Nature	Transaction amounts	% of total transaction amounts	Background	Main products / services purchased	Credit terms / payment arrangement	Year of commencing business relationship
		(RMB'000)					
Supplier E	ODM	21,549	3.5	An operator of MINISO retail stores incorporated and operating in Indonesia	Beauty products, home goods, stationery, digital accessories, etc.	Within 7 days	2022
Total		**163,315**	**25.8**				

Year ended December 31, 2024

Supplier	Nature	Transaction amounts	% of total transaction amounts	Background	Main products / services purchased	Credit terms / payment arrangement	Year of commencing business relationship
		(RMB'000)					
Supplier A	ODM	41,626	5.7	A manufacturer and distributor of electronic components and related products incorporated and operating in China	Power banks	Within 45 days	2021
Supplier B . . .	ODM	39,155	5.4	A designer, manufacturer and distributor of high-efficiency interconnect products incorporated and operating in China	Data cables	Within 80 days	2020
Supplier D	ODM	27,096	3.7	A provider of technical services incorporated and operating in China	Chargers	Within 45 days	2018
Supplier F	ODM	22,778	3.1	A high-tech enterprise incorporated and operating in China	Data cables	Within 80 days	2018
Supplier G . . .	ODM	22,246	3.2	A PVC and plastics business incorporated and operating in Indonesia	Ceiling	Payment shall be made within seven days after the reconciliation statement has been approved and confirmed by both parties	2023
Total		**152,901**	**21.1**				

Year ended December 31, 2025

Supplier	Nature	Transaction amounts	% of total transaction amounts	Background	Main products / services purchased	Credit terms / payment arrangement	Year of commencing business relationship
		(RMB'000)					
Supplier B . . .	ODM	43,657	5.3	A designer, manufacturer and distributor of high-efficiency interconnect products incorporated and operating in China	Data cables	Within 80 days	2020
Supplier G . . .	ODM	41,395	5.0	A PVC and plastics business incorporated and operating in Indonesia	Ceiling	Payment shall be made within seven days after the reconciliation statement has been approved and confirmed by both parties	2023
Supplier H . . .	ODM	38,261	4.6	A manufacturer of communication, display and specialized electronic equipment, and a distributor and exporter of computer software and hardware, incorporated and operating in China	Phone screens	50% in advance, with the remaining 50% within 90 days	2024
Supplier A	ODM	32,113	3.9	A manufacturer and distributor of electronic components and related products incorporated and operating in China	Power banks	Within 45 days	2021
Supplier I	ODM	31,443	3.8	A manufacturer of household applications, hardware and PVC products, and an importer and exporter, incorporated and operating in China	Small applications	Within 20 days	2022
Total		**186,869**	**22.6**				

Six months ended June 30, 2026

Supplier	Nature	Transaction amounts	% of total transaction amounts	Background	Main products / services purchased	Credit terms / payment arrangement	Year of commencing business relationship
		(RMB'000)					
Supplier H	ODM	26,875	5.5	A manufacturer of communication, display and specialized electronic equipment, and a distributor and exporter of computer software and hardware, incorporated and operating in China	Phone screens	50% in advance, with the remaining 50% within 90 days	2024

Supplier	Nature	Transaction amounts	% of total transaction amounts	Background	Main products / services purchased	Credit terms / payment arrangement	Year of commencing business relationship
		(RMB'000)					
Supplier G	ODM	26,459	5.4	A PVC and plastics business incorporated and operating in Indonesia	Ceiling	Payment shall be made within seven days after the reconciliation statement has been approved and confirmed by both parties	2023
Supplier B	ODM	24,919	5.1	A designer, manufacturer and distributor of high-efficiency interconnect products incorporated and operating in China	Data cables	Within 80 days	2020
Supplier A	ODM	18,347	3.7	A manufacturer and distributor of electronic components and related products incorporated and operating in China	Power banks	Within 45 days	2021
Supplier D	ODM	18,277	3.7	A provider of technical services incorporated and operating in China	Chargers	Within 45 days	2018
Total		**114,877**	**23.3**				

During the Track Record Period, we entered into framework agreements with our major suppliers for more than two years, under which specific purchases were made pursuant to purchase orders. The framework agreements with our OEM and ODM suppliers generally have a term of two years and are automatically renewed for one year upon expiry unless either party objects. For our brand partners, the cooperation arrangements generally have a term of one to two years and may be renewed upon expiry. Save as disclosed above, we had not entered into any other long-term partnership agreement with our suppliers during the Track Record Period. During the Track Record Period and up to the Latest Practicable Date, we did not have any material dispute with our suppliers.

As of the Latest Practicable Date, none of our Directors, their associates or any of our shareholders (who owned or, to the knowledge of our Directors, had owned more than 5% of our issued share capital) had any interest in any of our five largest suppliers in each year during the Track Record Period.

Our OEM and ODM Suppliers Models

The relationship between us and OEM and ODM manufacturers operates under a purchaser-principal model, where we source customized products from OEM suppliers or ODM suppliers.

OEM manufacturers are required to strictly follow our technical specifications, design blueprints and product samples. Before trial production, OEM manufacturers must submit all product design files, including identification data and 2D/3D drawings and specifications, to us, and we retain all IP rights. OEM manufacturers are not allowed to manufacture identical products for third parties to protect our proprietary designs. This cooperation is characterized by OEM manufacturers handling production while we control research and development and maintain ownership of product designs, representing a customized procurement model. We possess the ownership of the mold and have the option to decide whether to proceed to mass production of the products concerned.

The relationship between us and ODM manufacturers is substantially identical to that of OEM manufacturers, while we also engage our ODM manufacturers for product design. We specify mold specifications and the ODM manufacturers are required to develop the same accordingly.

Our Selection Criteria for OEM and ODM Suppliers

We select OEM and ODM suppliers based on stringent criteria covering compliance, risk controllability, sustainability, quality and delivery capability, cost competitiveness, technological innovation and ESG performance, including requirements such as valid licences, no adverse tax or credit records, ISO9001 or equivalent certification, satisfactory testing results, consistent on-time delivery, capacity flexibility, competitive pricing supported by BOM analysis, R&D capability and ESG compliance. Our procurement team leads a multi-department onboarding audit, with a jointly issued supplier audit report and remediation requirements for non-compliant suppliers, followed by framework agreements prior to onboarding. Supplier performance is continuously monitored through a multi-dimensional evaluation system, and Tier-S suppliers further support cost optimisation through scale advantages, BOM collaboration and joint supply chain efficiency improvements.

Salient Terms of Procurement Agreements with Our OEM and ODM Suppliers

The following table sets forth the key terms of our typical procurement agreement with OEM and ODM suppliers.

Scope of Services	Pursuant to the agreement, the product suppliers are responsible for delivering products to us within a specific period set forth in purchase orders. The suppliers undertake to prioritize our procurement demands.
Pricing	The price of the product is generally determined through negotiation between suppliers and us as stated in purchase orders.
Geographical or Sales Channel Restrictions	Under ODM model, we typically are exclusively entitled to sell the products procured from suppliers in Indonesia, Vietnam, Thailand and the Philippines. While, under OEM model, we are not subject to any geographical or sales channel restrictions.
Credit Periods	We typically make monthly payment to the suppliers within 60 days after acceptance.
Product Liability	The products shall comply with applicable national and industry standards and the agreed product specifications. The supplier shall bear full responsibility for any remedial actions, compensation and legal liabilities arising from personal injury or property damage caused by product quality issues attributable to the supplier.
Sales Return	If any products fail inspection, the suppliers shall recall the defective products within 5 days after our notification. In case of any quality defects, we may require the suppliers to remake, repair or recall the products or to reduce the price.

Indemnification and Warranty	Where the suppliers already committed to provide the products upon acceptance of our order, they shall be liable for any damage we incurred arising out of their inability to deliver the products in accordance with the order we place. In addition, suppliers shall indemnify us for any liability from product quality and IP infringement matters.
Duration and Renewal	The agreement typically has an initial term of two years, and is automatically renewable for one year upon expiration. Neither party shall unilaterally terminate the agreement without legitimate cause during its performance period.
Dispute Resolution	The agreement is governed by the laws of PRC and each party may bring suit in a PRC court with exclusive jurisdiction.

Our Brand Partners Supply Model

Our supply agreements with brand partners are diversified, and the specific arrangements and cooperation models vary from one partner to another. We primarily engage with our brand partners under the distributorship model. Our brand partners grant us the right, to distribute products in Indonesia through our offline and online channels. Our profit margin arises from the spread between the resale price they set and our cost. Under our purchase agreements with third party brand partners, we are responsible for the costs and expenses incurred after domestic delivery in China, including applicable tariffs, taxes and logistics costs for the sale of the products in Indonesia. Branding control is firmly maintained by the brand partner, requiring products to carry their branding exclusively. During the Track Record Period, in respect of the products referred to in "Business — Our Product Offering", we serve as the exclusive distributors for M&G in designated areas and non-exclusive distributors for Liby.

Our Brand Partners Selection Criteria

We consider partnering with established brands to distribute their products based on the following criteria: (i) alignment with our strategic objectives and positioning; (ii) possession of strong brand reputation, preferably occupying leading position in their respective industries and (iii) commitment to jointly developing the distributorship with us and ensuring our profit margins at a reasonable level.

Procurement and Sales Arrangement

Under our brand partners supply model, we procure branded products from our brand partners in agreed quantities and are subject to certain annual sales targets. Such arrangements are typically determined with reference to a range of commercial and operational indicators, including market size within the relevant regions, market share relative to competing products, expected annual sales growth, inventory turnover days and historical sales performance.

Salient Terms of Our Agreements with Brand Partners

For partners from whom we undertake overseas distribution contracts, we ensure compliance with international trade regulations while optimizing supply chain efficiency.

Scope of Services	Pursuant to the contract, the brand partner grants us an exclusive or non-exclusive right to distribute branded products in agreed regions within a specific period set forth in the distribution contract, as the case may be.

Pricing	Typically, the wholesale or retail pricing shall be determined based on negotiations between the brand partner and the distributor by reference to market conditions, while leaving a profit margin to the distributor as separately agreed.
Geographical or Sales Channel Restrictions	We are authorized to sell the branded products through offline channels in designated regions in Indonesia and, with the brand partner's written consent, to operate online proprietary stores in such regions.
Credit Period	We shall generally make pre-payment to the brand partner, and shall sometimes make payment to the brand partner within 30 days.
Indemnification and Warranty	The brand partner assumes liability for third-party IP infringement claims arising from unmodified products or materials it provides, while we bear responsibility for damages caused by unauthorized use or manner of use of brand partners' trademarks when distributing the products, unauthorized modifications of products including without limiting to altering the trademarks attached to the products concerned, or violations of sales territory restrictions. Both parties must protect each other's confidential information during and after the contract term. We are expressly excluded from liability for third-party infringement claims not resulting from its actions.
Product Liability	The brand partner undertakes to return or replace any defective products identified and shall be liable for any personal injuries and economic losses caused by such defects.
Return and Exchange of Products	Upon verification of our brand partner, products confirmed to have quality defects shall be subject to replacement by the brand partner.
Duration and Renewal	The initial contract term is typically one year, with automatic expiration unless renewed. Neither party is obligated to renew, but continuation requires mutual written agreement.
Dispute Resolution	The contract is governed by the laws of PRC. The contract requires negotiations for all disputes; and if unresolved, each party may bring suit in a competent court.

SUPPLY CHAIN MANAGEMENT

Warehousing Infrastructure

As of June 30, 2026, we operate an extensive warehousing system strategically located across Southeast Asia, comprising nine warehouses in Indonesia, two in Vietnam, three in Thailand and two in the Philippines, encompassing over 40,000 sq.m. of storage space across a three-tier structure of central warehouses, regional hubs and branch facilities. Our network includes six central warehouses, with three located in Java Island and the others spread across Vietnam, Thailand and the Philippines, serving as primary distribution centers for our full product range. Supporting these are six regional warehouses situated in key locations such as Medan, Palembang, Surabaya, Makassar, Banjarmasin, Samarinda and other key locations, which enable efficient regional distribution. Additionally, we maintain multiple branch warehouses co-located with our regional offices, allowing us to respond quickly to local customer demands.

Each warehouse in our network has specialized operational roles tailored to geographic markets. For instance, the Karawang central warehouse manages nationwide distribution throughout Indonesia. The Surabaya regional hub serves East Java. Regional warehouses in Palembang and Medan focus on Sumatra and surrounding areas. The Banjarmasin sub-warehouse specializes in delivering products to the Kalimantan markets. This structured and specialized warehousing system ensures seamless logistics and efficient fulfillment across the diverse Southeast Asian region.

Our branch warehouses typically share the same address of our branches offices, enabling us to respond promptly to customer needs and provide fast service. Overall, our warehouse layout aims to provide customers with comprehensive and convenient services through an efficient multi-level warehouse distribution system, meeting their needs in different regions.

Inventory management

We have established an effective inventory management mechanism guided by a tiered, dynamic and data-driven strategy.

On a weekly or monthly basis, we start from forecasting our monthly demands and also take into account a number of factors, such as current inventory levels, the procurement lead time, supplier dispatching timelines, products lifecycle and tiering, as well as first-mile delivery timelines in determining the weekly or monthly dispatching requirements. Then, based on the said weekly dispatching requirements, and considering the product procurement lead time and the product minimum order quantity, we prepare the weekly or monthly requisition requests for the Strategic Procurement Department's onward release of purchase orders to supplier.

In a longer-term perspective, we monitor the actual monthly sales data, inputs from product managers regarding promotional strategies and new product launches to project the sales forecast in the next three to six months, and accordingly adjusting our outward shipments.

We implement a unified-standards, tiered-control warehousing management model across origin and localized facilities. At origin warehouses, we emphasize inbound inspection, batch identification, inventory ledgers and outbound verification to ensure all products meet quality, safety and documentation requirements prior to dispatch. At localized warehouses, in accordance with applicable local laws and market needs, we employ a rolling inventory cycle mechanism, adhere to the principle of the first-in-first-out (FIFO), and enforce standardized stacking, environmental management, loss-prevention controls. Through systemized management and periodic audits and counts, we achieve end-to-end traceability, inventory controllability and risk mitigation, thereby ensuring stability of our warehouse operations.

Logistics Management

Our online sales are fulfilled in accordance with the policies of third-party e-commerce platforms. Logistics service providers are generally designated by these third-party e-commerce platforms. This arrangement ensures conformity with platform requirements while enabling efficient fulfillment to end consumers. For offline sales, we employ a hybrid distribution model combining self-operated delivery and third-party logistics. Orders located near our warehouses, branch offices or central regions are fulfilled by our in-house delivery fleet, ensuring timely and reliable delivery. Specifically, we utilize a self-operated delivery team to directly fulfill orders across 1,220 sub-districts in Indonesia, representing approximately 30.2% of our total covered distribution areas. Orders destined for more remote or dispersed locations are handled by third-party logistics providers. We do not maintain an in-house delivery fleet in Vietnam, Thailand, the Philippines, or Chinese Mainland. Our reliance on third-party logistics providers is limited. During the Track Record Period, we principally engaged 12 third-party logistics service providers, which are mutually interchangeable and can be replaced on a timely manner in the event that any of them terminates its cooperation with us.

We entered into agreements with our logistics service providers on terms that are designed to mitigate losses arising from breaches by such service providers. The principal terms of these agreements include: (i) the logistics service providers are required to maintain valid operational qualifications and transportation permits, and to ensure that their vehicles and personnel comply with applicable transportation safety standards; (ii) the logistics service providers shall bear the risks of, and be liable for, any loss, damage, misdelivery or delay in delivery of goods and shall compensate us for any losses arising therefrom and (iii) the logistics service providers shall make payments in local currency on a periodic basis and provide valid invoices.

Under the relevant arrangements with OEM suppliers, ODM suppliers and third party brand owners, the majority of suppliers are responsible for delivery to designated delivery points in the PRC, and we bear the sea freight costs upon delivery. Under the arrangements with our distributors, we generally provide door-to-door delivery and bear the transportation costs from ports to customers' designated locations. Such transportation costs are taken into account when determining the selling prices of our products. Most customers purchasing home furnishings and building materials arrange their own logistics service providers to collect goods from us or designated pickup points. In respect of online sales, the majority of online stores participate in platform sponsored free shipping programmes, under which we bear the relevant free shipping service fees, and end consumers are not required to pay for delivery services.

As advised by our Indonesian Legal Adviser, the use of our in-house delivery fleet for the transportation and distribution of our own products does not constitute commercial freight forwarding services under applicable Indonesian laws and regulations, provided that such delivery operations are conducted solely for our internal business purposes and are not offered to third parties. Accordingly, the existing business licences under the relevant NIBs are sufficient for us to carry out such delivery activities, and we are not required to obtain a specific freight forwarding business licence or register a freight forwarding KBLI code solely for such internal delivery operations. However, one of our Indonesian subsidiaries has nevertheless registered KBLI Code 52291 (Freight Forwarding Activities) under its NIB and obtained the corresponding Verified Standard Certificate required for carrying out such activities in Indonesia.

SALES AND DISTRIBUTION NETWORK

During the Track Record Period, we generated a substantial part of revenue from our offline sales channels. The following table sets forth a breakdown of our revenue by type of sales channels for the years/periods indicated:

	Year ended December 31,						Six months ended June 30,			
	2023		2024		2025		2025		2026	
	Revenue RMB'000	*% of Revenue*	*Revenue RMB'000*	*% of Revenue*	*Revenue RMB'000*	*% of Revenue*	*Revenue RMB'000*	*% of Revenue*	*Revenue RMB'000*	*% of Revenue*
Offline channels										
SMRs	750,812	82.8	767,843	73.2	821,756	67.5	400,942	70.1	440,453	63.0
MRCs	1,134	0.1	5,400	0.5	12,543	1.0	4,818	0.8	10,320	1.5
Proprietary stores	—	—	31	0.0	3,492	0.3	259	0.0	1,301	0.2
Online channels										
SHOPEE	97,952	10.8	139,126	13.3	193,623	15.9	84,528	14.8	127,468	18.2
TIKTOK/TOKOPEDIA	34,881	3.8	98,260	9.4	150,711	12.4	64,681	11.3	109,134	15.6
LAZADA	17,675	1.9	11,726	1.1	7,377	0.6	4,237	0.7	2,048	0.3
Other online channels[(1)]	5,904	0.6	4,270	0.4	4,690	0.4	1,422	0.2	1,063	0.2
Others[(2)]	—	—	22,086	2.1	22,752	1.9	12,157	2.1	7,570	1.0
Total	**908,358**	**100.0**	**1,048,742**	**100.0**	**1,216,944**	**100.0**	**573,044**	**100.0**	**699,357**	**100.0**

Note:

(1) Other online channels consisted of four online sales channels during the Track Record Period.

(2) Others primarily consist of warehousing service.

The following table sets forth a breakdown of our gross profit and gross profit margin by type of sales channels for the years/periods indicated:

	Year ended December 31,						Six months ended June 30,			
	2023		2024		2025		2025		2026	
	Gross profit RMB'000	*Gross profit margin (%)*	*Gross profit RMB'000*	*Gross profit margin (%)*	*Gross profit RMB'000*	*Gross profit margin (%)*	*Gross Profit RMB'000*	*Gross Profit Margin (%)*	*Gross Profit RMB'000*	*Gross Profit Margin (%)*
Offline channels										
SMRs	244,200	32.5	256,356	33.4	270,860	33.0	134,428	33.5	138,981	31.6
MRCs	405	35.7	2,112	39.1	4,753	37.9	1,910	39.6	3,860	37.4
Proprietary stores	—	—	18	58.1	1,181	33.8	95	36.7	561	43.1
Online channels										
SHOPEE	39,115	39.9	60,388	43.4	91,284	47.1	39,223	46.4	67,362	52.8
TIKTOK/TOKOPEDIA	13,366	38.3	39,563	40.3	71,668	47.6	29,892	46.2	56,870	52.1
LAZADA	6,432	36.4	4,726	40.3	3,218	43.6	1,816	42.9	990	48.3
Other online channels[1]	1,544	26.2	2,665	62.4	2,283	48.7	706	49.6	433	40.7
Others[2]	**—**	**—**	**7,554**	**34.2**	**6,280**	**27.6**	**3,616**	**29.7**	**1,896**	**25.0**
Total	**305,062**	**33.6**	**373,382**	**35.6**	**451,527**	**37.1**	**211,686**	**36.9**	**270,953**	**38.7**

Notes:

(1) Other online channels consisted of four online sales channels during the Track Record Period.

(2) Others primarily consist of warehousing service.

The table below sets forth a breakdown of our annual/semi-annual GMV generated through the E-commerce platforms for the years/period indicated:

	Year ended December 31,			Six months ended June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
SHOPEE	108,488	154,084	214,271	141,105
TIKTOK/TOKOPEDIA	34,881	98,260	150,711	120,528
LAZADA	19,468	12,948	8,143	2,245
Other E-commerce platforms	6,507	4,714	5,186	1,179
Total	**169,344**	**270,006**	**378,311**	**265,057**

Over the years, we have established an extensive customer base in Southeast Asia, primarily in Indonesia. Our distributors, who are predominantly SMRs, such as local stores and shops selling electronics and appliances, are our primary direct customers. During the Track Record Period, we primarily sell our products through such distributors. In addition, we sell our products directly to end consumers through e-commerce platforms and livestreaming platforms, which further broadens our market coverage and complements our offline distribution network.

The following table sets forth a breakdown of revenue from product sales by customer type for the years/periods indicated:

	Year ended December 31,						Six months ended June 30,			
	2023		2024		2025		2025		2026	
	Revenue (RMB'000)	*% of total revenue*	*Revenue (RMB'000)*	*% of total revenue*	*Revenue (RMB'000)*	*% of total revenue*	*Revenue (RMB'000)*	*% of total revenue*	*Revenue (RMB'000)*	*% of total revenue*
Sales to distributors	751,946	82.8	773,243	73.7	834,299	68.5	405,760	70.7	450,773	64.4
Direct customers	156,412	17.2	253,413	24.2	359,893	29.6	155,127	27.2	241,014	34.5
Others[(1)]	—	—	22,086	2.1	22,752	1.9	12,157	2.1	7,570	1.1
Total	**908,358**	**100.0**	**1,048,742**	**100.0**	**1,216,944**	**100.0**	**573,044**	**100.0**	**699,357**	**100.0**

Note:

(1) Others consist of our warehousing services.

We have a dedicated sales team which is generally responsible for expanding our sales and distribution networks and overseeing all sales and marketing activities. Its activities include formulating sales strategy, conducting product demand analysis and providing product development recommendations, as well as managing various business locations. On an individual level, our sales personnel are responsible for expanding our sales and distribution networks and overseeing all sales and marketing activities. Our sales personnel are deployed in each of our 42 branches in Indonesia. These personnel are responsible for managing relationship with distributors and providing them with necessary support.

We established a sales and distribution network with nationwide coverage in Indonesia, together with our presence through other distributors in various Southeast Asian countries, and primarily sold our products via distributors that are located in different regions. The following table sets forth a breakdown of revenue of our product sales by geographical region of our customers in absolute amounts and as a percentage of our total revenue from product sales for the years/periods indicated:

	Year ended December 31,						Six months ended June 30,			
	2023		2024		2025		2025		2026	
	Revenue (RMB'000)	*% of total revenue*	*Revenue (RMB'000)*	*% of total revenue*	*Revenue (RMB'000)*	*% of total revenue*	*Revenue (RMB'000)*	*% of total revenue*	*Revenue (RMB'000)*	*% of total revenue*
							(Unaudited)			
Indonesia	871,036	95.9	1,004,839	95.8	1,143,543	94.0	538,177	93.9	650,728	93.0
Others[(1)]	37,322	4.1	43,903	4.2	73,401	6.0	34,867	6.1	48,629	7.0
Total	**908,358**	**100.0**	**1,048,742**	**100.0**	**1,216,944**	**100.0**	**573,044**	**100.0**	**699,357**	**100.0**

Note:

(1) Others primarily consist of Vietnam, Thailand and the Philippines.

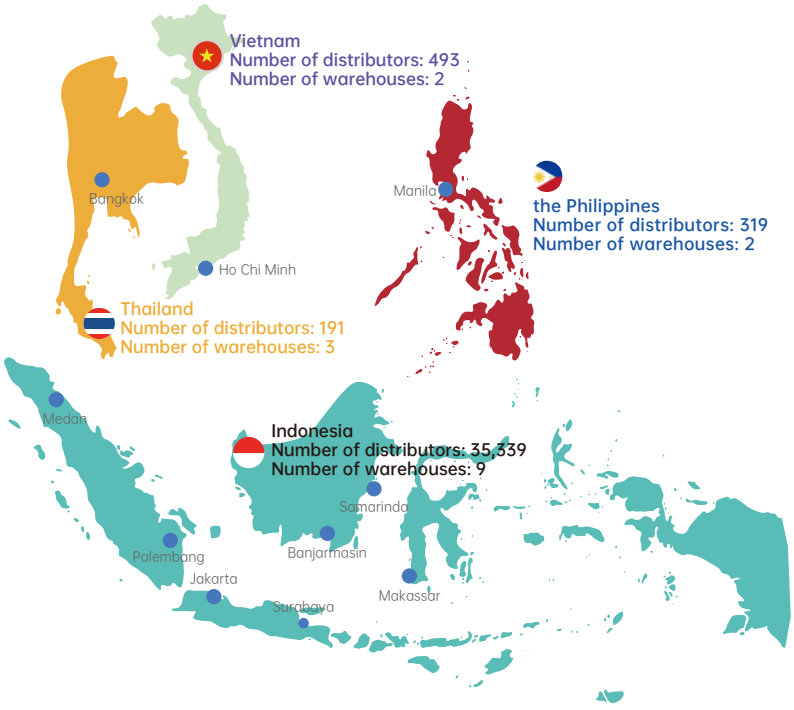
The following table sets forth a breakdown of our gross profit and gross profit margin of our products sales by geographical region of our customers for the years/periods indicated:

	Year ended December 31,						Six months ended June 30,			
	2023		2024		2025		2025		2026	
	Gross profit *(RMB'000)*	Gross profit margin *(%)*	Gross profit *(RMB'000)*	Gross profit margin *(%)*	Gross profit *(RMB'000)*	Gross profit margin *(%)*	Gross Profit *(RMB'000)*	Gross Profit Margin *(%)*	Gross Profit *(RMB'000)*	Gross Profit Margin *(%)*
Indonesia	294,514	33.8	356,631	35.5	418,513	36.6	196,358	36.5	246,815	37.9
Others[(1)]	10,548	28.3	16,751	38.2	33,014	45.0	15,328	44.0	24,138	49.6
Total	**305,062**	**33.6**	**373,382**	**35.6**	**451,527**	**37.1**	**211,686**	**36.9**	**270,953**	**38.7**

Note:

(1) Others primarily consist of customers of Vietnam, Thailand and the Philippines.

The following map illustrates the scale and locations of our distribution networks and warehouses as of June 30, 2026.



Note: The blue points represent locations of our warehouses in each jurisdiction where we operate.

Our overall gross profit margins of our products for each geographical region have increased throughout the Track Record Period, primarily due to (i) the optimization of our product portfolio with a focus on high-margin products; (ii) the optimization of our customer portfolio and (iii) the enhanced economies of scale contributing to lower procurement cost.

For details in relation to the changes in our gross profit and gross margin during the Track Record Period, see "Financial Information — Period-to-Period Comparison of Results of Operations."

Distributorship

We conduct our offline sales through distributors covering four countries: Indonesia, Vietnam, Thailand and the Philippines. In Indonesia, our marketing network spans the entire country. Each regional branch deploys a localized marketing team to conduct local retailer surveys, acquiring customers by introducing to them our products and encouraging them to register an account on our WOOK APP for future orders through site visits, providing advertising materials such as stickers and posters, training the distributors' staff members, advising on sales strategies, providing coupons based on the performance of the distributors, and handling after-sales matters. Additionally, we run brand promotional campaigns through social media and outdoor advertising, among others.

According to Frost & Sullivan, the use of distributors as a primary channel for product promotion and sales is a common industry practice for companies operating retail businesses in Southeast Asia. Consistent with the industry norm, we primarily rely on our distributors, mainly local SMRs, to promote and sell our products, who together form an extensive sales network across Southeast Asia where we operate for us to rapidly scale our business presence in different geographic areas in a cost-effective manner. As our distributor customers have greater access to local consumers by virtue of their geographical proximity, familiarity with the local markets as well as local consumer connections, we believe that they are better positioned to help us penetrate into and sustain our growth in those markets by serving local consumers in a more responsive way.

The relationships between us and our distributors are categorized as seller-buyer relationships. For our revenue recognition policy with respect to our distributors, see "Financial Information — Material Accounting Policies and Estimates — Revenue from Contracts with Customers." The following table sets forth a breakdown of our revenue by type of distributors for the years/period indicated:

	Year ended December 31,						Six months ended June 30,	
	2023		2024		2025		2026	
	Revenue (RMB'000)	*% of Revenue*	*Revenue (RMB'000)*	*% of Revenue*	*Revenue (RMB'000)*	*% of Revenue*	*Revenue (RMB'000)*	*% of Revenue*
Distributors								
SMRs	750,812	99.8	767,843	99.3	821,756	98.5	440,453	97.7
MRCs	1,134	0.2	5,400	0.7	12,543	1.5	10,320	2.3
Total	**751,946**	**100.0**	**773,243**	**100.0**	**834,299**	**100.0**	**450,773**	**100.0**

The following table sets forth a breakdown of the number of our SMR customers by geographical region for the years/period indicated:

	Year ended December 31,			Six months ended June 30,
	2023	2024	2025	2026
Indonesia	40,813	42,453	42,109	35,315
Vietnam	1,303	923	778	493
Thailand	755	401	327	191
the Philippines	165	298	455	319
Total	**43,036**	**44,075**	**43,669**	**36,318**

Management of Our Distributors

An effective distribution network is essential for enhancing our sales performance and ensuring customer satisfaction.

Geographical and Channel Restrictions

Our distributors are only permitted to sell products within their authorized regions and are not allowed to engage in any cross-regional or cross-border distribution activities, including through e-commerce platforms or third-party channels. Our distributors are also required to comply with our pricing policies and channel management policies. We do not impose restrictions on whether our SMR customers sell our products through offline stores or online platforms, provided that they comply with our pricing policies.

Selection Criteria

We maintain a rigorous selection process for distributor candidates. Our qualified distributors are typically SMRs with rich experience in their local markets. The principal criteria we adopt in selecting distributors include the locations of their stores, scale of sales, business reputation, financial strength and operational capabilities.

Our Empowerment to Distributors

We focus on empowering our distributors to achieve mutual growth. We assign experienced sales teams to work with our distributors to improve their distribution capabilities, enhance sales skills, facilitate business efficiency, optimize sales strategies, implement our promotion policies and marketing resources. We regularly conduct training sessions, customer consultation meetings and order workshops. where we share market data, information, and industry knowledge with our distributors. Our sales team also works with the local distributors within their sales regions to enhance customers' engagement and

promote retail sales through strategic marketing initiatives. We also provide our distributors with extensive support in terms of sales and promotion, such as lightboxes, shelves, product catalogues and promotion posters. This support enables our distributors to draw the potential end customers' attention. These are also conducive to our mutual growth objective.

Store Renovation and Brand Enhancement

Our targeted support provided to SMRs to strengthen brand integration and operational effectiveness includes two categories: (i) SMR store renovation support, which primarily comprises costs relating to in-store display upgrades, including display cabinets, storefront lightboxes and other terminal visual merchandising enhancements; and (ii) SMR promotional activity support, which mainly includes sample support fees, small-scale exhibitions, and advertising and promotional materials for marketing activities. These initiatives aim to increase brand visibility, enhance shopping experience and improve overall store performance. During the Track Record Period, the total amount of such incentives provided to distributors was RMB24.0 million in 2023, RMB19.3 million in 2024, RMB24.6 million in 2025, and RMB8.7 million during the six months ended June 30, 2026 respectively. In 2023, SMR store renovation support amounted to RMB15.7 million, representing 65% of total incentives, while SMR promotional activity support amounted to RMB8.3 million, representing 35%. In 2024, SMR store renovation support amounted to RMB11.8 million, representing 61%, while SMR promotional activity support amounted to RMB7.5 million, representing 39%. In 2025, SMR store renovation support amounted to RMB13.8 million, representing 56%, while SMR promotional activity support amounted to RMB10.8 million, representing 44%. During the six months ended June 30, 2026, SMR store renovation support amounted to RMB4.0 million, representing 46%, while SMR promotional activity support amounted to RMB4.7 million, representing 54%.

Performance Management

We have established measures and policies to manage our distributors and improve their sales performance. Our sales team conducts periodic communication with our distributors to understand their sales performance and ensure their conformity with our measures, policies and distribution agreements. To ensure we understand the sales practice, sales performance and inventory levels of our distributors, we closely monitor the sales activities of our distributors by (i) regularly arranging follow-up calls by our operations team and customer service team to understand sales and related matters and (ii) regularly arranging on-site follow- up visits by our sales team.

Distributor Incentive Management

We implement a rebate incentive mechanism primarily through a points-based system. Under this system, points granted to our distributors are determined based on the formula of the actual payment amount received by us for the relevant order multiplied by the applicable points accrual rate. The applicable points accrual rate is determined with reference to factors including the distributor's customer tier and the designated product categories. Such points may be applied to offset part of the purchase price payable at the time of order placement and settlement. In addition, certain key distributors and strategic partners may participate in periodic incentive programs, including monthly or peak-season campaigns, pursuant to which additional rebates may be granted subject to the achievement of specified performance targets. During the Track Record Period, the amount of rebate granted to distributors was RMB26.1 million, RMB30.7 million, RMB32.5 million and RMB16.6 million in 2023, 2024 and 2025 and the six months ended June 30, 2026, respectively, representing 3.5%, 4.0%, 3.9% and 3.7% of our revenue generated from distributors in the corresponding years. Points granted to distributors are subject to our applicable usage rules and cannot be fully consumed in one single transaction. In addition, we did not impose mandatory minimum sales targets on our distributors during the Track Record Period. Considering the relatively low percentage of points granted and consumed, the usage restrictions on points and the absence of mandatory minimum sales targets, our Directors believe that the points-based incentive mechanism did not materially increase channel stuffing risk during the Track Record Period.

Compliance Management

To maintain responsible business practices, we urge our distribution network to adhere to high standards of integrity and compliance with applicable laws and regulations. During selection, we verify that distributor candidates meet basic conditions and operating qualifications under relevant regulations.

For the purpose of managing our distribution network, we classify our existing distributors into WOOK Agents and WOOK Customers in the WOOK APP. In determining whether to allow a distributor to develop sub-distributors, we primarily consider such customer's distribution capability and ability to develop sub-distributors. In practice, WOOK Agents are distributors with strong distribution capability, established downstream channels and customer resources, and the ability to serve dispersed and small-scale downstream customers. To enhance our coverage of such downstream customers, upon our approval, WOOK Agents may register their downstream customers as Agent Customers in the WOOK APP. Such Agent Customers are the sub-distributors of the relevant WOOK Agents and may place orders with such WOOK Agents through the WOOK APP. During the Track Record Period, the number of WOOK Agents was 268, 292, 415 and 243 as of December 31, 2023, 2024 and 2025 and June 30, 2026, respectively, and the number of Agent Customers was 2,273, 2,767, 3,547 and 2,456 as of December 31, 2023, 2024 and 2025 and June 30, 2026, respectively.

Leveraging their established downstream customer network and local service capabilities, WOOK Agents are able to reach customers that may otherwise be difficult to cover efficiently by our direct sales personnel. WOOK Agents have commercial incentives to register their downstream customers as Agent Customers in the WOOK APP. Under our rebate incentive mechanism, Agent Customers place orders with the relevant WOOK Agents through the WOOK APP, rather than purchasing products directly from us. The relevant order volume attributable to such Agent Customers is recorded under the accounts of the corresponding WOOK Agents for the purpose of calculating their purchase volume, points and rebates. As such, WOOK Agents may benefit from their downstream customer coverage while maintaining a profit margin through resale of products to their Agent Customers. See "Business — Sales and Distribution Network — Distributor Incentive Management" for further details of our rebate incentive mechanism.

Based on our observations of the registration and purchasing patterns of our SMR customers, WOOK Customers and potential new customers generally tend to register or remain registered with us as WOOK Customers in the WOOK APP. By registering with us directly as WOOK Customers, as mentioned above, they are able to purchase our products directly through the WOOK APP under our unified pricing policy, receive our sales support, including marketing and logistics support, and have their purchase volume recorded under their own accounts for the purpose of calculating points and rebates under our distributor incentive mechanism. Such arrangement allows them to retain the commercial benefits associated with their own purchases.

As our distributor management measures were primarily applied at the distributor level rather than the sub-distributor level, we require our distributors to manage their sub-distributors and ensure that such sub-distributors comply with our geographic restrictions. Our distributors are also required to assume responsibility for any non-compliance by their sub-distributors.

To the best of our knowledge, during the Track Record Period and up to the Latest Practicable Date, all of our distributors were Independent Third Parties. To the best of our knowledge and based on publicly available information, as of the Latest Practicable Date, there was no employment, financing or family relationship between our distributors and us.

Movement of Distributors

The following table sets forth the total number and movement of our distributors, including SMRs and MRCs, during the years/periods indicated:

	Year ended December 31,			Six months ended June 30,	
	2023	2024	2025	2025	2026
Number of distributors at the beginning of the year/period	38,413	43,040	44,084	44,084	43,687
Addition in number of distributors	13,814	10,226	8,467	4,504	4,236
Reduction in number of distributors[(1)]	9,187	9,182	8,864	10,910	11,581
Number of distributors at the end of the year/period	43,040	44,084	43,687	37,678	36,342

Note: Reduction in number of distributors represents distributors which had placed orders with us in the previous period but did not place any orders during the relevant period.

In 2023, 2024 and 2025 and the six months ended June 30, 2025 and 2026, the number of new distributors that joined us was 13,814, 10,226, 8,467, 4,504 and 4,236, respectively, while the number of distributors that ceased to distribute our products was 9,187, 9,182, 8,864, 10,910 and 11,581, respectively.

The number of new distributors onboarded decreased by 3,588 from 2023 to 2024 and further decreased by 1,759 from 2024 to 2025. The number of new distributors onboarded further decreased by 268 for the six months ended June 30, 2026 as compared with the corresponding period in 2025. Such decreases were primarily attributable to our continuous enhancement of the distributor network and the optimisation of our customer acquisition strategies, with a focus on improving sales efficiency. The number of our distributors decreased from 43,687 as of December 31, 2025 to 36,342 as of June 30, 2026, primarily due to the shorter measurement period, as certain distributors may place orders exclusively during the second half of the calendar year. Accordingly, the movement for the six months ended June 30, 2026 may be less indicative than full-year movements and may not provide a comprehensive view of our operating performance. The number of distributors that terminated their relationships with us remained broadly stable from 2023 to 2025, and increased from 10,910 in the six months ended June 30, 2025 to 11,581 in the six months ended June 30, 2026. Termination of distribution relationships was generally attributable to (i) deterioration in the distributors' creditworthiness, (ii) the distributors' non-compliance with our pricing policies, (iii) our ongoing refinement of customer acquisition policies aimed at enhancing customer experience, (iv) changes in certain distributors' business focus or operating strategy and (v) the closure of certain distributors' stores. As the historical data of terminated distributors does not materially impact the Group's ongoing operational oversight or strategic decision making, we did not maintain records categorising terminated distributors by the underlying reasons for termination during the Track Record Period.

After-sales Services and Product Liability

In the event of any product quality issues, we provide after-sales services in accordance with our established policies, including product replacement where applicable. In circumstances where any personal injury or property damage arises from inherent product defects, we may be subject to product liability in accordance with the applicable laws and regulations of the relevant jurisdictions. We seek to mitigate such risks by maintaining quality control procedures.

Salient Terms of Our Agreements with Distributors

We typically enter into standard distribution agreements with our distributors. The salient terms of our standard distribution agreements used during the Track Record Period are set out below:

Term	The agreements typically remain in full force unless either we or the distributors exercise the respective termination rights as provided in the agreement.
Designated Distribution	We reserve the right to appoint third-party agents to act as our local representatives to liaise with the distributors to promote our products and manage our distribution channels.
Logistics	We shall deliver the products to the locations designated by our distributors.
Delivery	Orders shall be delivered to the address designated by the distributors within a specified timeframe.
Risk Transfer	The risk of loss of or damage of the products shall pass to the distributors upon confirmation of receipt. The distributors are required to confirm receipt within 48 hours after the products are received.
Inspection of Products	The distributors are required to inspect the products upon receipt to verify the quantity and quality of the products delivered. Any discrepancies or defects must be notified to us within 48 hours of receipt. If no such notification is received within this period, the products shall be deemed to have been accepted by the distributors as delivered.
Promotion, Point of Sales and Marketing Support	We may provide our distributors and their points of sales with product promotion and marketing information and support them with brand materials for product display, including display cabinets, glass cabinets, signage, lightboxes and LED screens. All brand materials are owned by us and may only be used for the promotion of our products.
Warranty and Replacement	We generally do not allow returns of products sold to distributors except for quality issues caused by us. We provide after-sales services, including warranty and replacement services. The detailed terms applicable to returns and exchanges are governed by our separate after-sales policy. We typically grant our distributors a warranty period of 18 months.
Retail Prices	The distributors shall not sell any products at prices lower than the purchasing prices paid by them to us. The distributors are required to follow our recommended retail prices or, if they intend to deviate from such prices, must first consult with us and provide supporting data.

Termination	This agreement may be terminated under the following circumstances: (i) mutual agreement; (ii) breach by the distributors of the pricing policy; (iii) failure by the distributors to make payment for a period exceeding 30 days; (iv) provision by the distributors of false registration information; or (v) failure by the distributors to remedy any breach within 30 days after receiving notice from us.

Channel Stuffing Risk

We have implemented a comprehensive set of measures to mitigate channel stuffing risk, as set out below:

— We adhere to the principle of "growth with cash flow" and proactively refrain from pursuing short-term performance indicators at the expense of channel health. This strategic discipline removes the incentive for channel stuffing from the top down.

— We primarily adopt a Cash-On-Delivery ("**COD**") model for our distributors. During the Track Record Period, the number of distributors which settled payments with us under the COD model was 38,564, 39,366, 40,556 and 32,430 in 2023, 2024 and 2025 and the six months ended June 30, 2026, respectively, representing 89.6%, 89.3%, 92.8% and 89.2% of our total number of distributors. Under the COD model, timely payment is a prerequisite for customers to obtain corresponding benefits granted by us, such as pricing discounts, volume-based rebates and certain marketing or logistical support. In a channel stuffing scenario, customers would not only face cash flow pressure but also risk forfeiting certain benefits, thereby reducing their incentive to engage in channel stuffing.

— We implement a stringent credit "circuit-breaker" mechanism. If a customer has a payment overdue for more than 14 days, its payment method will be automatically downgraded to CBD, which operates as an immediate penalty for default and mitigates the risk of channel stuffing by such customer.

— The commission of our sales personnel and branch managers is directly linked to the timing of payment collection. We do not accept product returns except in limited circumstances where the goods fail to meet contractual requirements, including discrepancies in quality, specifications, quantity, packaging or labelling as compared with purchase orders or approved samples, non-conformity with agreed environmental or safety standards, or other material defects such as short shipment, wrong shipment or over-delivery.

— Our IT system assists our sales personnel in monitoring key customer information relevant to channel management, including customer profiles, purchase records, accounts receivable and customer feedback. Based on such information, our IT system helps our sales personnel identify unusual purchase or payment patterns and prioritise follow-up actions, thereby enabling us to monitor our distributors in a more systematic manner and reduce the risk of abnormal inventory accumulation or channel stuffing.

— We maintain regular communication with key distributors regarding their sales and inventory levels to ensure healthy inventory levels and to identify any abnormal accumulation or return patterns in a timely manner, and any abnormal returns will be subject to follow-up review. Violations of channel discipline or pricing policies may result in penalties or termination of distribution rights. This mechanism encourages our localized marketing team to proactively avoid channel stuffing.

Under our distributorship model, we typically grant credit terms to eligible distributors such as chain or large retailers selling small appliances and home furnishings & building materials, and record accounts receivable upon the distributors' receipt of our products. We manage the collection risk of trade receivables from distributors through a set of internal controls and risk management measures,

including: (i) a prudent credit approval process with upfront due diligence and the assignment of credit limits and payment terms based on distributors' financial condition, operating history and other risk indicators; (ii) ongoing monitoring of receivables (e.g. aging analysis and periodic re-assessments) with the ability to tighten terms, suspend shipments or adjust credit limits where risk levels increase and (iii) disciplined collection and escalation procedures, such as regular reminders, dedicated follow-up on past-due balances and the use of contractual remedies where appropriate.

Direct Sales

We maintain an active online e-commerce presence by operating Shopee and Tokopedia official brand stores on major Southeast Asian e-commerce platforms. These flagship stores serve as key sales channels, providing customers with direct access to our branded products.

The third-party e-commerce platforms generally charge the commission fees which primarily include (i) category commission fee, (ii) transaction fees, (iii) free shipping program and (iv) affiliate marketing solution commission fee. In 2023, 2024 and 2025 and the six months ended June 30, 2026, our average commission fee rates were 8.7%, 11.3%, 14.9% and 16.8%, respectively, which were calculated by dividing the commission fees incurred during the Track Record Period by the corresponding GMV generated for the same period. To mitigate the impact of increasing commission fee rates charged by third-party e-commerce platforms, we have implemented a number of operational measures. We optimized our pricing strategies, including making selective price adjustments and refining product offerings and price presentation, optimized our product mix by focusing marketing resources on higher-margin products, and refined our promotional strategies to improve overall profitability. In addition, we enhanced the efficiency of our online store operations and advertising placements through more targeted marketing and data-driven analysis. Through these measures, we were able to partially offset the impact of rising commission fee rates on our profit margins.

Livestreaming is another key component of our e-commerce strategy, primarily conducted through TikTok. We host brand and product livestreams using a dedicated in-house team, while also collaborating with popular KOL to conduct promotional broadcasts. This livestreaming approach helps engage viewers in real-time and drives product awareness and sales. In connection with livestreaming activities conducted on livestreaming platforms, we do not enter into separate agreements with such platforms and instead operate in accordance with the platforms' standard terms and policies.

We primarily conduct livestreaming activities on TikTok through two models, namely KOL livestreaming and brand-operated livestreaming. Under the KOL livestreaming model, we engage KOLs to promote and sell our products through livestream sessions or short-form video content by leveraging their follower base and influence. Under the brand-operated livestreaming model, we conduct livestream sessions through our own social media accounts, where our in-house hosts carry out regular product demonstrations, brand promotion and sales activities.

To support our livestreaming operations and online sales growth, we incur affiliate marketing solution commission fees in connection with our collaborations with KOLs, which are generally calculated as a percentage of sales generated through the relevant promotional activities. We also incur advertising expenses paid to social media platforms for traffic acquisition and exposure, which are generally not directly linked to sales generated. In addition, we incur content promotion expenses in connection with pre-heating and product promotion short-form videos, which are produced either in collaboration with KOLs or by our in-house team, to increase content exposure, drive traffic to our livestream sessions and online stores and facilitate product sales.

The table below sets forth, during the Track Record Period, our promotional expenses incurred for online sales channels, the corresponding revenue generated and the relevant promotional expense rates:

	Year ended December 31,			Six months ended June 30,
	2023	2024	2025	2026
Promotional Expenses *(RMB'000)*	13,732	23,860	46,078	37,349
Revenue Generated from Direct Customers *(RMB'000)*	156,412	253,413	359,893	241,014
Promotional Expense Rate *(%)*	8.8	9.4	12.8	15.5

Note: The above expenses cover costs incurred from e-commerce platforms and live-streaming channels.

We implement a standardised pricing policy across our online sales channels to ensure price consistency and to avoid channel conflicts, with discounts and promotional activities centrally managed and subject to internal approval. We also manage potential cannibalisation between our online and offline sales channels through product portfolio management and pricing control. Compared with our offline sales channels, we maintain a more limited range of SKUs for online sales to reduce the potential impact on offline sales, and have developed certain online-exclusive products. Our pricing monitoring team monitors online pricing, and in the event of any breach of our pricing policies, we have the right to require the relevant distributor or SMR customer to remove the relevant products from online platforms or suspend supply to such distributor or SMR customer.

Orders placed through our online channels are fulfilled through third-party logistics providers in collaboration with us, achieving efficient order processing, warehousing management and delivery on time. We also cooperate with third-party platform operators in accordance with their terms and policies and continuously optimise our online sales strategy in response to evolving market conditions and customer needs.

Under our direct sales model, we implement a robust marketing approach that leverages paid traffic advertisements targeted at our online stores. Our partnerships with influencers and KOLs support product promotions by enhancing brand visibility and attracting customer engagement. Together, these tactics form an integrated strategy to maximize online sales and brand reach. The following table sets forth a breakdown of our online direct sales orders and average order value for the years/period indicated:

	As of December 31,			As of June 30,
	2023	2024	2025	2026
Online direct sales orders	3,438,417	5,329,977	7,647,361	5,629,083
Average order value (RMB)	45	48	47	43

KOLs and livestreaming hosts

We collaborate with KOLs through three main models: (i) platform-based collaborations, (ii) agency-based collaborations, and (iii) direct engagements with individual KOLs. For platform-based collaborations, our KOL business development personnel identify and engage suitable KOLs through e-commerce platforms in line with our marketing objectives and selection criteria. In such cases, KOLs promote our products through platform-generated promotional links, and commissions are determined by us, with settlement conducted through the relevant e-commerce platforms based on actual completed sales attributable to such promotional links. For agency-based collaborations, we engage KOLs through marketing agencies with which we have established cooperation arrangements. In a limited number of cases, we also enter into direct contractual arrangements with individual KOLs, including certain well-known KOLs, under which collaboration fee and promotional terms are agreed directly between us and the relevant KOLs.

In addition, we operate our own livestreaming team, comprising over 58 livestreaming hosts and supporting personnel as of June 30, 2026, primarily based in Jakarta, Indonesia. Our self-operated livestreaming team is responsible for promoting and selling products through livestreaming channels and supporting our online direct sales activities. Our relationship with livestreaming hosts is predominantly employment-based. We also engage a limited number of part-time livestreaming hosts with whom we enter into service agreements.

Salient Terms of Our Agreements with Marketing Agencies and KOLs

Term	The agreements typically remain in full force for a specified period unless either we or the KOLs exercise termination rights as provided in the agreement.
KOL Deliverables and Services	The KOLs are typically required to deliver a specified number of exclusive live-streaming sessions and promotional video content within a fixed timeframe, such as on a monthly basis. The promotional content is usually required to be published on the official social media platforms of the KOL with direct links to our products.
Product Placement and Visibility	During live-streaming sessions, the KOLs are required to ensure our products and brands receive premium placement or display within the top designated visibility slots.
Fees and Payment Schedule	We typically agree to pay a fixed collaboration fee, which is payable in installments upon the completion of specified milestones, such as contract signing and designated dates during the term.
Performance Targets and Incentives	The agreements may include internal sales and GMV targets. While failure to meet these internal targets generally does not result in penalties for either party, the KOL may be entitled to an additional performance bonus if the target is successfully achieved.
Intellectual Property and Content Rights	We retain the usage and re-editing rights for all video and promotional content generated from the collaboration. The KOLs are required to provide us with the complete, raw video footage within a specified period following the completion of each session or shoot.
Order Authenticity and Fraud Prevention	We are required to ensure that all transaction orders generated are genuine and valid. The KOLs reserve the right to verify transaction data, and they may immediately terminate the agreement, withhold incentives, or seek damages if any order falsification or unauthorized transaction methods are discovered.
Remedies for Non-Performance	If a KOL fails to fulfill the mandated live streaming duration or required volume of promotional content, they are allowed to remedy the shortfall within a specified timeframe. If the shortfall is not cured within the designated period, we reserve the right to withhold final payments and claw back previously paid amounts based on our losses.

Compliance with Indonesian Regulations on Sales through Social Media Platforms

We conduct livestreaming activities in multiple platforms, such as TikTok, Tokopedia and Lazada. Only TikTok is a "social-commerce" platform, other platforms are "e-commerce platforms" in nature.

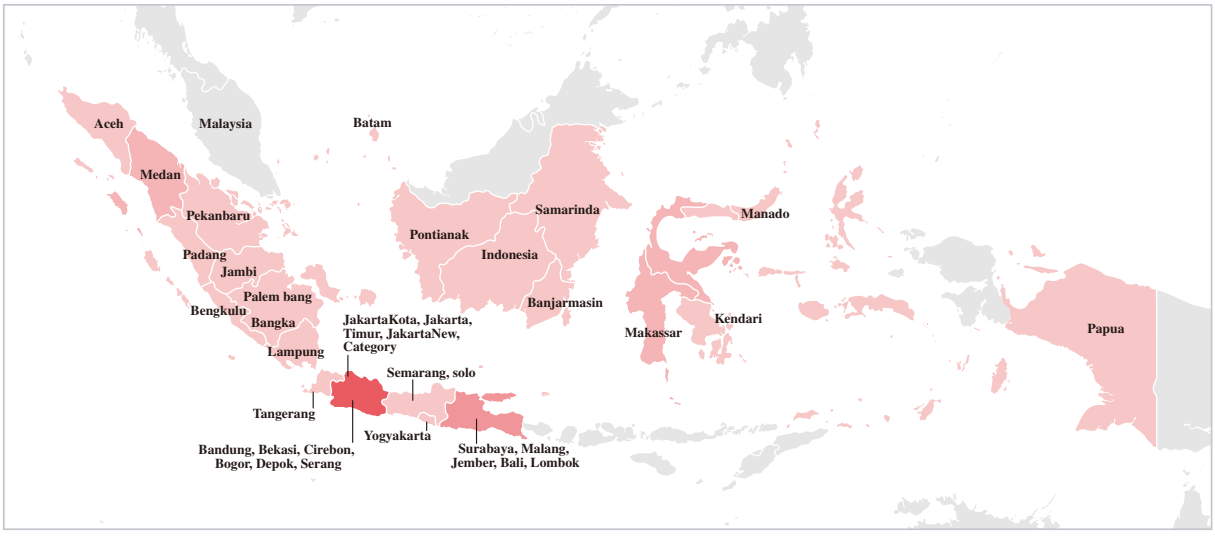
In Indonesia, MOT Regulations on Trade Through Electronic Systems provides that, in respect of "social-commerce" activities, social media platforms that facilitate the offering of goods or services are prohibited from facilitating payment transactions through their systems. As advised by our Indonesian Legal Adviser, our Indonesian subsidiaries conduct livestreaming promotional activities through the TikTok platform, a social media platform, where products are marketed via the platform but all sales transactions, including payment processing, are completed through e-commerce platforms, which operate separately from the social media platform and facilitate the actual transaction process. As such, these activities are promotional in nature and do not involve the facilitation of payment transactions through social media platforms, and therefore we are not subject to the regulatory restrictions on "social-commerce" activities. Our Indonesian subsidiaries also conduct livestreaming activities through established e-commerce platforms, including Shopee, Tokopedia and Lazada, where transactions are completed through the platforms' integrated checkout systems. As these platforms are e-commerce platforms rather than social media platforms, such activities do not fall within the scope of the relevant restrictions, and are in compliance with applicable Indonesian laws and regulations.

In addition, we conduct our sales and promotional activities in compliance with the broader regulatory framework governing electronic offerings in Indonesia. For details, see "Regulatory Overview — Business Licensing — Social Media Platforms". In this regard, we have implemented contractual arrangements with relevant marketing agencies engaged in connection with our promotional activities. Such arrangements include, among others, requiring such counterparties to comply with applicable laws and regulations and platform policies, to ensure the accuracy and non-misleading nature of promotional content, to refrain from making unsubstantiated or false statements regarding our products, and to maintain proper records of promotional activities where applicable. We also allocate contractual responsibility to the relevant marketing agencies for any non-compliance arising from the KOLs engaged by them in connection with such activities. As advised by our Indonesian Legal Adviser, during the Track Record Period and up to the Latest Practicable Date, we have not received any material notices, warnings, sanctions or complaints from relevant platforms or competent regulatory authorities in relation to our electronic offerings activities.

Our Offline Sales Network

Overview

As of June 30, 2026, we had established an extensive offline distribution network in Indonesia, comprising over 36,000 SMRs, covering 35 provinces and 489 cities and towns across the country. These SMRs are our distributors but not the end customers.



Geographical Coverage of Distribution in Indonesia[(1)]

Note:

(1) Darker shading indicates a higher concentration of customers in the relevant areas.

Our offline presence is primarily anchored in SMR-operated stores, complemented by a limited number of strategically positioned proprietary stores aimed at enhancing brand recognition and gathering consumer insights. During the Track Record Period, we operated a total of five proprietary stores in Indonesia. We also distribute our products through cooperation with MRCs. During the Track Record Period, we established collaboration with 4, 9, 18 and 24 MRCs as of December 31, 2023, 2024 and 2025 and as of June 30, 2026, respectively.

Our Operating Model

Our proprietary stores are managed under a highly standardized operational and visual identity framework, encompassing uniform store design, consistent product displays and aligned sales policies. Each store occupies approximately 12-20 sq.m. and is typically located in high-traffic premium shopping malls. These stores serve as brand flagship outlets, designed to establish service benchmarks and deliver a consistent customer experience.

Design sketches of the store fronts, shelves and product displays of our proprietary stores

The SMR-operated stores are generally small-scale and localized retail stores located across different provinces, cities and towns in Indonesia. These stores primarily serve local communities, focusing on retail sales to individual consumers, and are managed by individual entrepreneurs or small and medium-sized business owners. The majority of the SMR-operated stores are physical stores, with a small portion being online stores. An SMR may operate one or more stores, and we do not systematically track the number of stores operated by each SMR.

During the Track Record Period, these SMR-operated stores were mainly engaged in the sale of 3C accessories, home furnishings & building materials, small appliances, groceries, stationery products and other daily consumer products. 3C accessories stores represented the substantial majority of the SMR-operated stores during the Track Record Period. The following table sets forth the breakdown of the major types of SMR-operated stores during the Track Record Period:

	Year ended December 31,						Six months ended June 30,	
	2023		2024		2025		2026	
	Number	*%*	*Number*	*%*	*Number*	*%*	*Number*	*%*
3C accessories stores	36,027	83.7	36,984	83.9	36,922	84.5	31,735	87.4
Home furnishings & building materials stores	3,441	8.0	3,063	6.9	2,583	5.9	1,652	4.5
Small appliance stores	1,098	2.6	1,269	2.9	1,447	3.3	1,295	3.6
Others[(1)]	2,470	5.7	2,759	6.3	2,717	6.2	1,636	4.5
Total	**43,036**	**100.0**	**44,075**	**100.0**	**43,669**	**100.0**	**36,318**	**100.0**

Note:

(1) Others primarily consist of lifestyle product, stationery, electric two-wheeler and other localized retail outlets.

Our products are generally not sold on an exclusive basis in these stores; however, a small number of stores do sell our products on an exclusive basis.

Based on the purchase records of our SMR customers, substantially all of our SMR customers had an annual purchase amount from us of less than RMB1 million during the Track Record Period, with only an insignificant number of SMR customers having an annual purchase amount of RMB1 million or above. The majority of our SMR customers had maintained a relationship with us for less than seven years during the Track Record Period. The following tables set forth the movement of our SMR customers by annual purchase amount from us and years of relationship with us during the Track Record Period:

For the year ended December 31, 2023

Movement of SMRs	Years of relationship with us	Annual purchase amount of RMB1.0 million or above	Annual purchase amount of less than RMB1.0 million	Total
Number of SMRs at the beginning of the year	Less than 1 year	11	14,925	14,936
	1 to 2 years	17	7,314	7,331
	2 to 3 years	13	4,308	4,321
	More than 3 years	46	11,776	11,822
Number of SMRs at the end of the year	Less than 1 year	7	9,587	9,594
	1 to 2 years	16	12,827	12,843
	2 to 3 years	9	5,774	5,783
	More than 3 years	40	14,776	14,816

For the year ended December 31, 2024

Movement of SMRs	Years of relationship with us	Annual purchase amount of RMB1.0 million or above	Annual purchase amount of less than RMB1.0 million	Total
Number of SMRs at the beginning of the year	Less than 1 year	7	9,587	9,594
	1 to 2 years	16	12,827	12,843
	2 to 3 years	9	5,774	5,783
	More than 3 years	40	14,776	14,816
Number of SMRs at the end of the year	Less than 1 year	3	6,238	6,241
	1 to 2 years	10	8,368	8,378
	2 to 3 years	17	10,668	10,685
	More than 3 years	45	18,726	18,771

For the year ended December 31, 2025

Movement of SMRs	Years of relationship with us	Annual purchase amount of RMB1.0 million or above	Annual purchase amount of less than RMB1.0 million	Total
Number of SMRs at the beginning of the year	Less than 1 year	3	6,238	6,241
	1 to 2 years	10	8,368	8,378
	2 to 3 years	17	10,668	10,685
	More than 3 years	45	18,726	18,771
Number of SMRs at the end of the year	Less than 1 years	6	5,353	5,359
	1 to 2 years	17	4,941	4,958
	2 to 3 years	8	6,983	6,991
	More than 3 years	58	26,303	26,361

For the six months ended June 30, 2026

Movement of SMRs	Years of relationship with us	Annual purchase amount of RMB1.0 million or above	Annual purchase amount of less than RMB1.0 million	Total
Number of SMRs at the beginning of the year	Less than 1 year	6	5,353	5,359
	1 to 2 years	17	4,941	4,958
	2 to 3 years	8	6,983	6,991
	More than 3 years	58	26,303	26,361
Number of SMRs at the end of The period	Less than 1 year	7	4,431	4,438
	1 to 2 years	7	3,810	3,817
	2 to 3 years	1	4,149	4,150
	More than 3 years	21	23,892	23,913

Stores that exclusively sell our products

Stores that do not exclusively sell our products

MRCs are typically operated by large-scale, professionally managed enterprises, primarily serving mass-market consumers through extensive store networks. Such MRCs constitute our distributors, but do not exclusively sell our products.

Shelves and product displays of our MRCs

Management to our Sales Personnel

We categorize our sales personnel by product category and assign them to the corresponding branches to ensure that each branch is staffed with category-specific sales personnel. We primarily manage our sales personnel by assessing both their processes and results along the following dimensions: (i) sales performance of the stores under their responsibility; (ii) compliance with and execution of our sales policies; (iii) progress of assigned tasks, such as SKU management and reactivation of inactive customers; (iv) management of customers' accounts receivable; and (v) customer visits.

In respect of customer visits, our system enables real-time recording of information such as arrival time, duration of stay and in-store photographs. Our system also allows us to monitor the coverage and frequency of customer visits conducted by each salesperson. We have established a clear assessment mechanism for customer visits and apply differentiated visit requirements based on the priority level of customers.

Sales Personnel's Management to SMR Customers

We manage our SMR customers primarily by reference to individual customers, rather than on a store-by-store basis. Certain SMR customers may operate more than one store. Accordingly, we do not systematically track the number of stores operated by each SMR customer. Our sales personnel manage and support individual customers, including customer visits and SKU management. Based on our observations of the operating scale and purchasing patterns of our SMR customers, most of our SMR customers are generally small-scale operators. Therefore, our sales personnel are able to manage and support such customers through customer visits, SKU management, customer maintenance and channel management.

To implement the above management measures, we assign dedicated sales personnel to serve and maintain our SMR customers, taking into account geographical proximity to ensure that each salesperson can efficiently cover a concentrated cluster of customers within his or her designated area. Our IT system links each salesperson with his or her designated customers and enables over 900 sales staff to centrally manage a network of over 36,000 SMR customers across Southeast Asia. In managing our SMR customers, our sales personnel focus on key information relevant to customer maintenance and channel management, including customer profile, purchase records, accounts receivable, customer feedback and the display cabinets and other branding materials installed or provided by us. Based on such information, our IT system assists our sales personnel in prioritizing customer visits and follow-up actions, including recommending visits to newly registered customers which have not yet been converted into purchasing customers and have been visited fewer than three times, as well as star-rated customers. We adopt a differentiated customer management approach by focusing our sales and customer maintenance resources on high-value and star-rated customers, while ordinary SMR customers with relatively low transaction contribution are subject to periodic visits on a lower-frequency basis. Together with regular on-site visits conducted on a rotational basis, this enables us to manage a large and geographically dispersed SMR customer base in a systematic manner, provide regular customer service and relationship maintenance, and monitor SMR customers' compliance with applicable requirements, including our pricing policies, geographical restrictions and channel management policies.

Operating Performance

The following table sets forth key operating metrics of our distribution network for the years/periods indicated:

	Year ended December 31,			Six months ended June 30,	
	2023	2024	2025	2025	2026
Total revenue *(RMB'000)*	751,946	773,243	834,299	405,760	450,773
Sales per distributor *(RMB'000)*	17	18	19	11	12
Number of orders	419,110	444,725	447,304	220,239	220,689
Revenue per order *(RMB)*	1,794	1,739	1,865	1,842	2,043

Our revenue per order decreased from RMB1,794 in 2023 to RMB1,739 in 2024 , primarily due to changes in our business mix, as the contribution from newly expanded categories such as small appliances and home furnishings & building materials increased, which generally have lower average selling prices compared to our 3C products, thereby lowering our revenue per order. Our revenue per order increased from RMB1,739 in 2024 to RMB1,865 in 2025. For the six months ended June 30, 2025 and 2026, our revenue per order increased from RMB1,842 to RMB2,043, respectively, primarily due to the increase in the value of product combinations per order attributable to (i) our optimization of product portfolio; (ii) the effective implementation of product bundling and recommendation policies and (iii) the adjustment of our marketing strategy towards customers with higher purchasing power, with a particular focus on customers with home furnishings & building material demands and a high budget.

Coordination Among Distributors

We generally manage and operate our distributors across different regions from a holistic perspective. To minimize such cross-regional sales among distributors, we typically implement the following measures:

— *Regional Pricing Structure*. We categorize Indonesia market into distinct territories based on differential regional logistics costs. We maintain uniform transfer pricing to distributors within each designated territory;

— *Standardized Promotional Policies.* We establish consistent promotional policies and promotional pricing applicable to all distributors;

— *Uniform Online Pricing Mandate.* We mandate identical online retail pricing for all distributors authorized to engage in online sales;

— *Governance & Compliance Framework.* We maintain an effective governance framework over distributors, conducting regular communications to promptly identify and escalate non-compliant sales activities to senior management. We retain contractual rights, including termination of agreements, to address breaches by distributors.

Our Marketing Strategy

We acquire our customers through both physical and online sales channels, and through both distributorship and direct sales models. Our localized marketing team will reach out to potential distributors directly via onsite visits or phone calls. They also obtain contacts with potential customers through participating in physical events such as industry conferences. We also solicit customers through billboards and other types of physical advertising. Additionally, we acquire customers through online channels such as short video platforms, search engines, e-commerce platforms and social media.

Our marketing investments allocate the largest portion of offline expenditure to providing branding services for high-potential customers. These services include storefront signage, light boxes, display cabinets and advertising boards. For mainstream e-commerce platforms and livestreaming channels, the primary costs consist of platform commissions and promotional fees.

Our marketing and sales efforts are deeply integrated with an end-to-end digital supply chain system that connects manufacturers, supply networks and retail endpoints. This market-driven approach supports product selection and development mechanisms that are responsive to real-time market demands. We utilize comprehensive market trend capture methods, which include continuous market intelligence monitoring to track competitor activities and uncover new opportunities. We systematically evaluate niche market segments to iterate and enhance our product categories. Critical to our approach is leveraging direct demand signals from tens of thousands of retail partners and hundreds of contracted suppliers, ensuring our resource utilization aligns with actual market needs. Our new product development process is tightly woven into this integrated system, making us agile and responsive in a dynamic market environment.

Pricing

In line with industry norm, we adopt a market-oriented pricing approach. We principally offer products at competitive prices. We price our products based on, to the extent practicable, a series of factors including: (i) product purchase costs; (ii) transportation costs; (iii) expected profit margin; (iv) competitors' pricing models and (v) foreign exchange rate.

For a vast majority of our products, we adopt a cost-plus pricing methodology, which calculates product prices by reference to a gross profit margin targets to cover overheads and back-office and middle-office operational costs. This approach ensures that all costs are effectively covered while

allowing for consistent profit margins. Alternatively, for certain products of which we aim to increase our sales volume, we generally set the prices by benchmarking prices of products offered by our competitors. Such pricing strategies allow us to strike a balance between our profitability and market share.

Payment

As of June 30, 2026, we accept three forms of payment method, namely, Cash Before Delivery ("**CBD**"), where payment is made prior to shipment; COD, where payment occurs upon arrival of goods; and Terms of Payment ("**TOP**" or "**TEMPO**"), allowing for payment a specified number of days after delivery, under a credit arrangement. New customers are generally limited to CBD or COD. We generally grant credit terms to hypermarkets or large-scale retailers, while small retailers do not qualify for credit terms. Exceptions to these rules require a formal approval process, including branch manager to verify business conditions, submission of a payment method application, and documented approval opinions. For TEMPO or COD applications, we follow a "small steps, quick iteration" approach: initial credit limits are based on projected sellout amounts, with adjustments made after three to six months based on actual order history. Changes in payment methods for existing customers are also assessed using order data from the past 3 to 6 months. All customer payment terms and credit limits are reviewed biannually, with adjustments made according to actual performance in orders and payments.

CUSTOMERS

We regard our distribution network and customer base as valuable assets that have contributed to our business development. During the Track Record Period, our distributors were mainly SMRs and accounted for the majority of our product sales. We also sell our products directly to end consumers through third-party e-commerce platforms and livestreaming e-commerce platforms, which further enhances our market coverage and provides data and market feedback to support our operations. During the Track Record Period, we did not have any third-party payment arrangements with any of our customers.

We have continued to expand our business and deepen our market coverage during the Track Record Period. As a result, the number of our distributor customers increased during the Track Record Period, reflecting, among others, our continued efforts in customer acquisition and channel expansion.

Customer Onboarding and Contracting

Our customer contract signing process begins with our localized marketing team conducting in-person visits to customer stores. During these visits, they engage in business discussions to confirm the customer's intent to cooperate and agree on payment terms. The customer submits registration and contract execution requests online and uploads the required documents, including identification, business license, and tax registration certificate. The request then undergoes our formal internal approval process. Upon approval, the customer completes our contract execution stage.

Five Largest Customers

During the Track Record Period, our customers were mainly distributors, which primarily consist of local SMRs purchased and distributed our products. Individual end-consumers who buy our product through third-party e-commerce platforms also form part of our customer base. Revenue from our five largest customers in each period during the Track Record Period represented 4.2%, 6.4%, 5.0% and 4.4% of our total revenue for the years ended December 31, 2023, 2024 and 2025 and the six months ended June 30, 2026, respectively. Revenue from our largest customer in each period during the Track Record Period represented 1.4%, 2.0%, 1.6% and 1.1% of our total revenue for the years ended December 31, 2023, 2024 and 2025 and the six months ended June 30, 2026, respectively. Our major customers operated stores as distributors rather than end-customers.

The following tables set forth the details of our five largest customers by revenue in each year during the Track Record Period:

Year ended December 31, 2023

Customer	Customer type	Revenue	% of total revenue	Main products sold	Credit terms	Year of commencing business relationship	Background
		(RMB'000)					
Customer A	SMR	13,062	1.4	Digital Accessories	COD	2023	A company engaged in the sale of digital accessories incorporated in Indonesia.
Customer B	SMR	7,206	0.8	Digital Accessories	COD	2020	An individual business operator engaged in the sale of digital accessories incorporated in Indonesia.
Customer C	SMR	7,062	0.8	Digital Accessories	COD	2021	An individual business operator engaged in the sale of digital accessories incorporated in Indonesia.
Customer D	SMR	5,406	0.6	Digital Accessories	COD	2022	A company engaged in the sale of digital accessories incorporated in Indonesia.
Customer E	SMR	5,295	0.6	Digital Accessories	COD	2015	A company engaged in the sale of digital accessories incorporated in Indonesia.
Total		**38,031**	**4.2**				

Year ended December 31, 2024

Customer	Customer type	Revenue	% of total revenue	Main products sold	Credit terms	Year of commencing business relationship	Background
		(RMB'000)					
Customer F	Customer of our warehousing services	21,366	2.0	General category	Within 45 days	2024	A company engaged in the sale of a wide range of general merchandise incorporated in Indonesia.
Customer A	SMR	14,526	1.4	Digital Accessories	COD	2023	A company engaged in the sale of digital accessories incorporated in Indonesia.
Customer B	SMR	13,129	1.3	Digital Accessories	COD	2020	An individual business operator engaged in the sale of digital accessories incorporated in Indonesia.
Customer G	SMR	10,653	1.0	Building Materials	Within 60 days	2023	A company engaged in the sale of soft furnishing and building materials incorporated in Indonesia.
Customer D	SMR	7,173	0.7	Digital Accessories	COD	2022	An individual business operator engaged in the sale of digital accessories incorporated in Indonesia.
Total		**66,847**	**6.4**				

Year ended December 31, 2025

Customer	Customer type	Revenue	% of total revenue	Main products sold	Credit terms	Year of commencing business relationship	Background
		(RMB'000)					
Customer F	Customer of our warehousing services	19,087	1.6	General category	Within 45 days	2024	A company engaged in the sale of a wide range of general merchandise incorporated in Indonesia.
Customer B	SMR	13,509	1.1	Digital Accessories	COD	2020	An individual business operator engaged in the sale of digital accessories incorporated in Indonesia.
Customer G	SMR	9,781	0.8	Building Materials	Within 60 days	2023	A company engaged in the sale of soft furnishing and building materials incorporated in Indonesia.
Customer A	SMR	9,633	0.8	Digital Accessories	COD	2023	A company engaged in the sale of digital accessories incorporated in Indonesia.
Customer C	SMR	9,073	0.7	Digital Accessories	COD	2021	A company engaged in the sale of digital accessories incorporated in Indonesia.
Total		**61,083**	**5.0**				

Six months ended June 30, 2026

Customer	Customer type	Revenue	% of total revenue	Main products sold	Credit terms	Year of commencing business relationship	Background
		(RMB'000)					
Customer G	SMR	7,496	1.1	Building Materials	Within 60 days	2023	A company engaged in the sale of soft furnishing and building materials incorporated in Indonesia.
Customer C	SMR	7,086	1	Digital Accessories	COD	2021	A company engaged in the sale of digital accessories incorporated in Indonesia.
Customer B	SMR	6,148	0.9	Digital Accessories	COD	2020	An individual business operator engaged in the sale of digital accessories incorporated in Indonesia.
Customer H	MRC	5,348	0.8	Digital Accessories	Within 30 days	2023	A company engaged in the sale of digital accessories incorporated in Indonesia.
Customer A	SMR	4,661	0.7	Digital Accessories	COD	2023	A company engaged in the sale of digital accessories incorporated in Indonesia.
Total		**30,739**	**4.4**				

Considering we had over 36,000 downstream distributors as of June 30, 2026, and we had established online sales channels, we believe that should any portion of our existing customers terminate their business relationships with us, we would be able to sell our products to other customers on reasonable terms. Given the dispersed nature of our customers, we do not have a concentration risk and our Directors believe that we do not have material dependence on any particular customer.

As of the Latest Practicable Date, none of our Directors, their associates or any of our shareholders (who owned or, to the knowledge of our Directors, had owned more than 5% of our issued share capital) had any interest in any of our five largest customers in each year during the Track Record Period.

To the best knowledge of our Directors, none of our top five suppliers were also our customers, and none of our top five customers were also our suppliers during the Track Record Period.

Our Product Return Policy

We generally provide our customers with a free replacement service for functional defects of our products within warranty periods from the date of purchase, subject to our after-sales policies. For our goods sold to distributors, we allow the end users to obtain their requested replacement from the distributors directly and the distributors will then exchange those defected products with us. During the Track Record Period and up to the Latest Practicable Date, we did not experience any material sales returns or product quality issues.

IMPACT OF EXCHANGE RATE FLUCTUATIONS OF INDONESIAN RUPIAH AGAINST RENMINBI

We primarily procure products in Renminbi in the PRC while our revenue in Indonesia is denominated in Indonesian Rupiah. As a result, movements in the exchange rate between Indonesian Rupiah and Renminbi have affected our results of operations. During the Track Record Period, the Indonesian Rupiah fluctuated against Renminbi and exhibited an overall depreciation trend. According to Frost & Sullivan, the monthly average IDR/RMB exchange rate , expressed as RMB per 100 IDR, showed a general downward trend during the Track Record Period and up to July 2026. The exchange rate decreased from approximately RMB0.0445 per 100 IDR in January 2023 to approximately RMB0.0384 per 100 IDR in June 2026, representing a depreciation of the Indonesian Rupiah against Renminbi of approximately 13.7% during the Track Record Period. It further decreased to approximately RMB0.0381 per 100 IDR in July 2026, representing a further depreciation of approximately 0.8% after the Track Record Period and up to July 2026. For further details, see "Industry Overview — Monthly IDR/RMB Exchange Rate Trend And Reasons For Depreciation." We recorded net foreign exchange gains of RMB6.1 million in 2023, losses of RMB2.0 million and RMB18.2 million in 2024 and 2025, respectively, and losses of RMB4.2 million and RMB17.9 million for the six months ended June 30, 2025 and 2026, respectively.

Our major products refer to products under our key product categories, namely 3C accessories, small appliances and home furnishings & building materials. Our major 3C accessories products primarily include power banks, charging cables, Bluetooth speakers and earphones; our major small appliance products primarily include choppers, rice cookers, hair dryers and water pumps; and our major home furnishings & building materials products primarily include PVC suspended ceiling materials and PVC flooring. Despite the depreciation of Indonesian Rupiah, from 2023 to 2025, the average selling prices of our major products in Indonesia increased by approximately 4% to 7% in aggregate. Our business exhibits certain resilience against the impact of exchange rate fluctuations, which is primarily supported by (i) our brand positioning as mid- to high-end brands in the Indonesian market, which affords us some pricing premium; (ii) the competitive landscape, as major competing products are likewise subject to higher import costs, allowing a certain degree of price adjustments across the industry and (iii) our localized operations in Indonesia, including local warehousing, operations, sales and marketing teams, which help absorb part of the cost pressures.

During the Track Record Period, our procurement costs accounted for a stable proportion of cost of sales, which was 89.7%, 89.1% and 90.1% in 2023, 2024 and 2025, respectively, and 89.7% and 91.2% for the six months ended June 30, 2025 and 2026, respectively. This stability was primarily attributable to the fact that we conduct our procurement and settlement mainly in the PRC. In addition, our gross profit margin increased steadily from 33.6% in 2023 to 35.6% in 2024 and further to 37.1% in 2025, and increased from 36.9% for the six months ended June 30, 2025 to 38.7% for the six months ended June 30, 2026. During the Track Record Period, we adopted measures to mitigate the impact of exchange rate fluctuations on our profitability. In particular, we optimized our pricing strategy by taking expected exchange rate movements into account at the product planning stage and adjusting the prices of selected products from time to time after considering market conditions, procurement costs, exchange rate movements, competitor analysis, product lifecycle and expected sales volume. Such pricing strategy enabled us to reduce the potential impact of exchange rate fluctuations on our gross profit margin and maintain profitability stability.

We also conducted spot foreign exchange transactions based on our monthly foreign currency collection forecasts to reduce exchange losses on collections and smooth monthly foreign exchange gains and losses, and arranged forward foreign exchange transactions based on rolling forecasts of payables exposure of our overseas entities to hedge against unrealized exchange losses arising from such payables. These measures reduced the impact of exchange rate fluctuations on our financial performance and supported the stability of our gross profit margin during the Track Record Period. In addition, we continued to optimize our channel mix, product mix and supply chain cost management, including increasing the contribution from higher-margin direct customer channels, improving the sales contribution of higher-margin products and categories, and leveraging procurement scale benefits to optimize upstream supplier costs. Together with our pricing strategy optimization and foreign exchange management measures, these operational initiatives contributed to the increase in our gross profit margin during the Track Record Period.

Pursuant to the above pricing strategy, after product launch, we review the pricing of selected products from time to time with reference to exchange rate movements in the preceding month and expected exchange rate trends for the following month, as well as the relevant product lifecycle and expected sales volume. Based on such review, we may adjust the selling prices of selected products where appropriate. In particular, products approaching the end of their lifecycle may not be subject to price adjustments, while products with stronger market demand or a longer expected sales cycle may be considered for price adjustments after taking into account their competitiveness and expected sales volume. The increase in the average selling prices of our major products and our gross profit margin during the Track Record Period as mentioned above reflects that we were able to effectively pass through increased procurement cost pressure to customers through pricing adjustments.

In addition, according to Frost & Sullivan, the local manufacturing capacity for 3C accessories and small home appliances in Indonesia remains relatively limited, while the Indonesian market for such products relies to a significant extent on imported supply chains, particularly those from China. In 2025, products exported from China to Indonesia accounted for approximately 39.6% of Indonesia's 3C accessories market, while Chinese exports of small home appliances to Indonesia accounted for approximately 36.0% of the relevant market. Although Indonesia has developed certain local manufacturing and assembly capabilities, according to Frost & Sullivan, local production remains relatively less competitive in 3C accessories, small home appliances and related components in terms of SKU diversity, economies of scale, supply chain integration, product iteration speed and quality consistency. In addition, certain local brands and assembly companies may also rely on imported components, moulds, batteries, motors, chips, plastic parts or packaging materials, and therefore they are also subject to similar procurement cost pressure arising from exchange rate fluctuations. Accordingly, the related procurement cost pressure is not borne solely by us, but may be transmitted along, and shared by participants across the industry chain, including importers, brand owners, distributors, retailers and consumers.

Leveraging our brand recognition, channel coverage and product portfolio management capabilities in Indonesia's 3C accessories market, we believe that we are able to adjust average selling prices and product mix in response to procurement costs, inventory levels, competitive dynamics and consumer affordability. Together with the industry-wide transmission of procurement cost pressure across the industry chain as mentioned above, these factors support our ability to effectively shift the increased procurement cost pressure arising from the depreciation of Indonesian Rupiah to customers through flexible pricing adjustments. For sensitivity analysis on foreign currency fluctuations based on the actual percentage movements of each relevant foreign currency during the Track Record Period, see Note 34 of Accountants' Report set out in Appendix I to this document.

OUR R&D INVESTMENTS AND ACHIEVEMENTS

We hold national recognition as a High-Tech Enterprise and have been designated as a Shenzhen Specialized, Refined, Distinctive and Innovative Enterprises ("專精特新企業"). We maintain a strong commitment to independent research and technological innovation. Our technical team possesses deep expertise in platform development, cloud computing and data analytics, supported by extensive experience in the internet industry. Our IP portfolio demonstrates significant technological advancements, particularly in patents. As of the Latest Practicable Date, we held 211 patents registered with the National Intellectual Property Administration of the PRC and three patent applications pending in Chinese Mainland, as well as ten registered patents and eight pending patent applications in Indonesia.

During the Track Record Period, we recorded total research & development expenses of RMB61.1 million, a significant portion of which had been applied in our digital advancement efforts. This investment has enabled the development of several proprietary operational, sales and management systems that form the technological backbone of our integrated digitalised business model.

Our technological infrastructure includes several proprietary systems that drive operational efficiency, including the advanced digital systems such as the Multiple Dimension Intelligent Value Promotion Management System, the Intelligent Customer Visit Management System, the Customer Points Reward Management System and the Monthly Sales Policy System. These platforms collectively support our innovative business model and facilitate the practical application of our R&D outcomes.

DATA PRIVACY

During our daily business operations, we process customer personal information, including names, postal addresses and phone numbers. We are dedicated to safeguarding personal information and privacy. For example, in offline sales scenarios, we collect personal information from our retail customers, including names, addresses and phone numbers, for the purposes of warranty registration and after-sales services for specific products, including product repair and replacement. Such information is limited to data necessary for these purposes and is collected with the consent of the relevant customers and in compliance with applicable legal requirements. For online sales, we obtain order-related data, such as order numbers, transaction times, amounts and product details, indirectly from our third-party e-commerce platform partners. To ensure efficient delivery, customer information is handled according to the logistics model in use: when utilizing a platform's integrated delivery service, we receive only the order number and regional location details; however, if delivery is managed by a separately entrusted third-party logistics provider, necessary personal information such as name, contact number and full delivery address may be shared.

Cross-border Transfer of Personal Information

During the Track Record Period, we acted as a personal information processor and transferred personal information from the PRC to overseas jurisdictions in the following scenarios: (i) in supplier and supply chain management, we transferred suppliers' business contact information to our WOOK Admin and supplier system system deployed in Indonesia for supplier profile management, business communication and overseas supply chain operations; (ii) in human resources and internal management, we transferred employment-related information to our HR system deployed in Hong Kong for

centralized HR management and further synchronised a limited subset of such data to our WOOK Admin system in Indonesia for authorization and system configuration purposes; and (iii) in financial management, we synchronised suppliers' contact information and employment-related information from Indonesia to our financial management system in Singapore for financial analysis and reporting. During the Track Record Period, such cross-border transfers involved approximately 1,600 supplier responsible persons and contacts and approximately 200 employees. As of the Latest Practicable Date, we have ceased the cross-border transfer of such personal information.

With respect to the provision by suppliers of business contact information of their relevant personnel, the suppliers have obtained the consent of the relevant employees in accordance with applicable data protection laws. In addition, where we transfer such business contact information to our WOOK Admin system in Indonesia and further synchronise such information to our financial management system in Singapore, we have informed suppliers of the categories of personal information, the recipients, the purposes and means of transfer, and the rights of the relevant individuals involved in such transfer, and have obtained their consent. Based on the foregoing, we obtain such business contact information from suppliers on a consent basis.

During the Track Record Period, there was no cross-border transfer of personal data in relation to any customers including distributors and retail customers in connection with our Indonesian operations.

Compliance with Applicable Data Protection Laws and Regulations

As advised by our PRC Legal Adviser, during the Track Record Period, we complied with applicable PRC data protection laws in relation to cross-border transfer of personal information.

The transfer of suppliers' business contact information was conducted as necessary for the purposes of internal supplier and supply chain management and coordination, which is consistent with the ordinary course and did not involve important or sensitive personal information or exceed the relevant regulatory thresholds. As advised by our PRC Legal Adviser, pursuant to the Provisions on Promoting and Regulating Cross-Border Data Flow, such transfers were not subject to filing requirements for security assessment for cross-border data transfer, standard contract for cross-border transfer of personal information or personal information protection certification. The cross-border transfer of employment-related information was conducted for cross-border human resources management purposes and was necessary for human resources and internal management. As advised by our PRC Legal Adviser, such transfers were exempt from the relevant security assessment, standard contract or certification requirements.

We had implemented security measures including encryption, access control and network security protection to safeguard the security of cross-border data transfers conducted during the Track Record Period.

One of our Indonesian subsidiaries, as the operator of the WOOK APP, has obtained the consent of the relevant data owners when collecting personal data through the WOOK APP. Users are required to consent to the applicable terms and conditions during the registration process and are informed of the purposes for which their personal data will be collected and processed, including verification, order fulfilment and delivery purposes. In addition, such subsidiary has obtained ISO/IEC 27001:2022 certification in respect of the operation of the WOOK APP and has implemented various information security and data governance measures, including policies and procedures relating to information security, access control, information security incident management, data leakage prevention, information deletion, confidentiality obligations and personal data protection. In addition to these measures, such subsidiary has implemented specific internal procedures governing employees' handling and use of workstations and computer equipment to further safeguard information confidentiality and security. These measures help ensure the security and confidentiality of personal data and support our compliance with the PDP Law and other applicable data protection requirements in Indonesia. In addition, our Indonesian subsidiaries have not conducted any cross-border transfer of personal data relating to any customers, including distributors and retail customers, during the Track Record Period.

As advised by our Indonesian Legal Adviser, we have complied with the applicable personal data protection laws and regulations in Indonesia in relation to the collection, processing, and protection of personal data under the WOOK APP during the Track Record Period and up to the Latest Practicable Date.

Internal Control Policies and Measures on Collecting and Handling Personal Data

We have implemented multiple measures in safeguarding our online sales operations against cyberattacks. Our system for data privacy protection adheres to the core principles of "minimization and fairness" throughout the entire lifecycle of personal data collection, retention, use and protection process. During data collection, it is explicitly stipulated that data may only be obtained for legitimate purposes. Data subjects must be fully informed of the scope, purpose and retention period of the collected data. Users are required to provide information during registration for customer authenticity verification. Regarding data storage, we will regularly have data backups and integrity checks are conducted, with backup data physically segregated from production data. For usage, the "principle of least privilege" is implemented. Through a Role-Based Access Control system, employees are assigned data access permissions. Only relevant personnel may view and utilize data within their authorized scope, with sensitive information displayed in a de-identified format. For data transmission, all sensitive information must be transmitted through encrypted HTTPS channels.

Internal Control Policies on Data Security Breaches

We are committed to prevent the leakage or unauthorized use of personal data, which includes customer data, we have collected. Our cybersecurity risk prevention employs a multi-layered defense system at the technical level to counter external attacks and internal risks at their source. For the internal network environment, perimeter protection devices are deployed to monitor and intercept abnormal network traffic in real time. This includes blocking malicious access from high-risk IP addresses and filtering emails containing viruses or phishing links. Concurrently, an "isolation by partitioning" strategy is implemented for internal networks, logically segregating office networks, business system networks and data storage zones. All terminal computers are equipped with anti-virus software, regularly conducting vulnerability scans, and benefit from real-time virus interception defenses. System vulnerabilities are promptly patched to minimize attack exposure. For cloud platform environments, a combination of Content Distribution Network and Web Application Firewall is employed alongside stringent security group policies. At management control level, we have established robust internal cybersecurity management policies, clearly defining responsibilities and procedural standards.

We highly value the protection of our customers' personal information and privacy. We believe it is crucial that our customers understand how we handle their information so that they can make informed choices in deciding how such information is used and shared. During the Track Record Period and up to the Latest Practicable Date, we had complied with all applicable data privacy laws and regulations in material jurisdictions where we operate.

COMPETITION

We primarily compete in the cross-border retail sector for 3C accessories, small appliances and home furnishings & building materials in the Southeast Asian market. According to Frost & Sullivan, in terms of retail sales value in 2025, we were the No. 1 company in Indonesia in the 3C accessories sector, with a market share of approximately 2.2%, and we ranked No. 6 as a China-based cross-border company in the small appliances sector, with a market share of approximately 3.7% of the China-to-Indonesia small appliances export market.

We believe that the principal competitive factors in our industry include control over distribution and sales channels, customer base, accumulation of brand partners, domestic and cross-border supply chain management capabilities, customer service capabilities, financial or technical and marketing resources, the ability to respond to constantly changing technologies, regulations or customer

requirements and reputation. Leveraging our established position, we believe we are well-equipped to seize the market opportunities with our advantages in terms of sales channels, brand recognition, cost-effectiveness, and supply chain management.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG)

ESG Governance Structure

We place a high priority on ESG governance and have established a governance structure with clear delineation of responsibilities and management hierarchy. This structure ensures the thorough integration of ESG considerations into our strategy, risk management, and day-to-day operations, thereby providing a robust foundation for the systematic management of ESG risks and the achievement of sustainable development objectives.

— The Board of Directors is the highest decision-making body for our ESG matters and bears ultimate responsibility for ESG strategy, risk management, target setting, progress monitoring and overall ESG performance. The Board regularly oversees the implementation of ESG strategies and the achievement of relevant targets, evaluates ESG-related risks and opportunities, and maintains ongoing communication and collaboration with shareholders on ESG-related issues.

— An ESG working group, comprising responsible persons from various functioning departments and subsidiaries, has been established to identify and manage ESG risks arising from our daily operations. The working group is responsible for advancing the implementation of ESG initiatives and executing our ESG strategies, policies, and targets.

ESG Risk Management and Identification

We are committed to establishing and maintaining long-term communication channels with both internal and external shareholders, actively listening to and responding to their views and expectations, and systematically incorporating such feedback into our ESG strategy formulation, the implementation of our objectives and our operational management. Based on a comprehensive analysis of our business characteristics, industry trends, regulatory requirements and shareholder concerns, we have identified and determined the following material ESG issues and have conducted prudent assessments of the associated risks.

Substantial issues	Potential Risks
Distributor management	• Although we assess suppliers' ESG performance at the onboarding stage, it remains difficult to entirely eliminate the risk of non-compliant conduct during the course of cooperation. If a supplier's ESG performance falls below required standards, such deficiencies may be transmitted along the supply chain and could adversely affect our reputation and compliance status.
Product Liability	• Although we have established stringent supplier onboarding and quality control systems, we may be subject to the risk that product defects may not be identified in a timely manner due to system failures or external uncontrollable factors, which could adversely affect our business.
Commercial ethics	• Any acts in violation of business ethics, including commercial bribery, corruption, unfair competition or the provision of improper benefits, may adversely affect our brand value and increase the risk of litigation and regulatory penalties.

Environment Protection

As a digital new retail enterprise, we do not directly engage in manufacturing processes. However, we consistently place emphasis on resource conservation and ecological compliance throughout our operations. We strictly comply with applicable environmental laws and regulations of the PRC and the jurisdictions in which we operate. In our operation, we have comprehensively implemented green office initiatives and promote low-carbon collaboration across various business functions, thereby effectively reducing the environmental impact of our operations. We have established a Waste Management Policy to guide the classification and temporary storage of operational wastes across our offices and warehouses, including general principles for managing obsolete inventories with electronic and non-electronic components through coordination with third-party service providers for backend disposal. We did not incur any administrative penalties and we were not involved in any material non-compliance incidents or litigation relating to health, safety or environmental laws and regulations during the Track Record Period.

Climate Change Response

We have comprehensively incorporated climate change considerations into our core sustainable development strategy. Through the ongoing implementation of systematic assessments of climate-related risks and opportunities, we leverage low-energy logistics solutions and lean operational practices aimed at reducing resource consumption, thereby proactively constructing our risk management framework.

Climate-related Risks and Opportunities and Our Response Measures

Risk categories	Description of risks	Measures
Physical risk	Our principal areas of operation (such as Southeast Asia), predominantly tropical and coastal regions, are susceptible to extreme weather events, including heavy rainfall, flooding and typhoons. Such events may disrupt maritime transportation, result in water ingress at warehousing facilities and cause delays in distribution, thereby giving rise to risks of supply chain disruptions and inventory impairment due to moisture damage.	We have established a prediction and warning mechanism for extreme weather events and have undertaken the scientific planning of our warehousing network to avoid flood-prone areas. In parallel, we collaborate with its logistics partners to formulate alternative transportation routes and have arranged appropriate cargo insurance to mitigate potential financial losses arising from physical disruptions and logistics interruptions.
Transition Risk	Tightening low-carbon regulatory requirements across the supply chain may lead to increased compliance costs for our cross-border logistics operations. At the same time, growing consumer preference for environmentally friendly packaging and green products may weaken our brand competitiveness if we fail to make timely adjustments and optimisations.	We actively promote the low-carbon transformation of our logistics operations by progressively introducing electric vehicles into our logistics network and, for long-distance transportation, prioritising shipping models with comparatively lower carbon emissions. In addition, we have deepened green collaboration with our suppliers by implementing lightweight packaging solutions and increasing the procurement of energy-efficient products, thereby mitigating dual risks.

Risk categories	Description of risks	Measures
Opportunities	The development of a low-carbon economy in our target markets is driving consumers toward sustainable retail platforms and energy-efficient electronic products, thereby creating commercial opportunities for us to expand into incremental markets and enhance our brand premium.	We leverage intelligent algorithms to optimise cross-border warehousing and distribution routes, with a view to reducing costs and carbon emissions. In addition, we promote green recycling initiatives among consumers, thereby reinforcing our competitive advantages.

Packaging Material Management

We are committed to integrating environmental principles into resource management across the product lifecycle and adheres to avoiding excessive packaging. Taking into account our operational processes, packaging material management primarily covers two critical stages: (i) primary packaging, which is procured in coordination with products by the procurement department, and (ii) secondary transportation packaging, which is centrally managed by the logistics department for daily delivery (primarily including corrugated cartons, bubble mailers, stretch film, adhesive tapes and thermal paper for protective and labelling purposes).

With respect to primary packaging, we require that packaging design be strictly tailored to product volume during the procurement and design stages, in order to effectively reduce packaging volume and minimise material consumption. At the same time, we continuously optimise the design of colour boxes in alignment with brand positioning, thereby reducing packaging usage at the source.

For secondary transportation packaging, we actively encourage its warehousing and logistics partners to adopt environmentally friendly and recyclable packaging materials, with a view to minimising the use of single-use plastics to the greatest extent practicable.

Energy Management

To comprehensively advance energy conservation and carbon reduction, we actively explore environmentally friendly practices across two critical dimensions: our own overseas warehouse operations and our external supply chain.

By improving warehousing and turnover efficiency, and by implementing digitalised warehouse management through intelligent business systems and ERP platforms, we effectively reduce electricity and energy consumption in the daily operations of our overseas warehouses. We maximise vehicle load utilization to reducing the frequency of logistics movements. We actively promote the adoption of low-energy transportation modes and progressively introduce electric vehicles into our overseas last-mile logistics network. In addition, we prioritise the use of sea freight—whose carbon emissions per tonne-kilometre are substantially lower than those of air transport—without compromising overall operational efficiency, thereby achieving meaningful emissions reductions across our global supply chain.

Water Resource Management

In terms of infrastructure maintenance, we conduct routine inspections of pipeline networks and various water-use facilities on a regular basis. Through refined management practices, we seek to prevent and eliminate leakage at the source, thereby minimising unnecessary water loss to the greatest extent practicable. At the same time, we actively carry out internal awareness initiatives to promote water conservation among all employees, continuously strengthening environmental responsibility across our workforce.

Environmental and Climate-related Indicators and Targets

Environmental Targets[(1)]:

Greenhouse gas emissions target	We aim to maintain total carbon emissions per unit of revenue by 2030 at a level below that of 2024.
Energy efficiency target	Using 2025 as the base year, we aim to achieve a downward trend in energy intensity by 2026.

(1) The Company plans to incorporate its branch offices into the environmental data management framework after **[REDACTED]** and will update its greenhouse gas emissions and energy efficiency targets as appropriate.

Our environmental performance indicators[(1)] as of December 31, 2023, 2024 and 2025 and June 30, 2026 is set out below:

Indicators	Unit	As of December 31, 2023	As of December 31, 2024	As of December 31, 2025	Six months ended June 30, 2026
Emissions					
Greenhouse gas emission[(2)] .					
Greenhouse gas emissions (Scope 1)	Tonnes of CO2 equivalent	231.8	193.33	162.04	94.94
Greenhouse gas emissions (Scope 2)	Tonnes of CO2 equivalent	513.28	592.24	589.87	273.82
Total greenhouse gas emissions (Scope 1 & Scope 2)	Tonnes of CO2 equivalent	745.08	785.57	751.91	368.76
Greenhouse gas emission intensity	Tonnes of CO2 equivalent	0.82	0.75	0.62	0.53
Greenhouse gas emissions (Scope 3)[(3)]	Tonnes of CO2 equivalent	/	/	904.41	333.29
Resources used					
Water resources					
Total water consumption	Tonnes	21,842.52	26,302.07	31,686.23	13,581.66
Water consumption intensity .	Tonnes/RMB million of revenue	24.05	25.08	26.04	19.42
Electricity					
Total electricity consumption .	MWh	641.6	740.3	737.34	342.27
Electricity consumption intensity	MWh per RMB million of revenue	0.71	0.71	0.61	0.49
Packaging materials					
Total packaging materials' consumption	Tonnes	129.94	301.57	354.17	287.02

Indicators	Unit	As of December 31, 2023	As of December 31, 2024	As of December 31, 2025	Six months ended June 30, 2026
Packaging materials' consumption intensity	Tonnes/RMB million of revenue	0.14	0.29	0.29	0.41
Comprehensive energy consumption[4]					
Total energy consumption	MWh	691.03	781.48	771.85	362.49
Comprehensive energy consumption intensity	MWh per RMB million of revenue	0.76	0.75	0.63	0.52

(1) The reporting scope of the Company's environmental performance indicators includes all subsidiaries and warehouses in China, Indonesia, Vietnam, Thailand and the Philippines, excluding branch offices in Indonesia.

(2) Scope 2 greenhouse gas emissions primarily arise from purchased electricity at our operations in Indonesia. The greenhouse gas emissions data for Indonesia are calculated based on the grid emission factor of Java, the representative region of our operations, as set out in the Faktor Emisi GRK Tahun 2019 (2019 Greenhouse Gas Emission Factors) published by the Kementerian Energi dan Sumber Daya Mineral Republik Indonesia.

(3) With respect to Scope 3 greenhouse gas emissions, we have collected and calculated emissions data relating to employee commuting. We will progressively enhance the data collection and calculation for other categories of Scope 3 greenhouse gas emissions and improve the completeness and transparency of our Scope 3 disclosures in the future.

(4) The calculation of our total energy consumption indicators is carried out with reference to the General Principles for Calculation of Comprehensive Energy Consumption (GB/T 2589-2020) and other applicable standards.

Product Responsibility

We have established a comprehensive quality control system covering the entire value chain, including product selection, supplier management, warehousing, logistics and sales services. We have formulated and strictly implemented a series of internal policies with a view to providing consumers with reliable and high-quality products. Through stringent supplier audits, standardised new product validation and delivery inspections, and joint inspections conducted by dedicated quality personnel at each stage, we prevent quality risks at the source. In addition, we conduct regular quality training to enhance the quality awareness and professional capabilities of our employees, thereby ensuring the effectiveness and sustainability of our quality management system.

We have formulated the Product Recall Management Policy, which sets out a comprehensive recall process covering issue identification, traceability analysis, solution formulation and implementation follow-up, to ensure timely response and effective implementation, thereby largely minimising risks and safeguarding consumer rights. During the Track Record Period, we did not experience any material product recalls.

Supply Chain Management

To build a reliable supply chain system, we have established internal management policies such as the Supplier Classification and Grading Management Control Procedures and the New Supplier Onboarding Process, and have implemented full lifecycle management covering supplier admission, audit, evaluation, cooperation and exit. As of June 30, 2026, we had a total of 327 suppliers, including 277 domestic suppliers and 50 suppliers from Hong Kong, Macau, Taiwan and overseas regions.

— Supplier Admission: We conduct comprehensive assessments focusing on quality assurance systems, new product development capabilities, service and supply chain management standards, as well as environmental, social and governance (ESG) performance (including labour rights, health and safety, environmental management and hazardous substances control). Only suppliers that have passed our preliminary review and met the required standards are admitted into our supplier pool.

— Supplier Management: We conduct monthly multiple-dimension supplier performance evaluations. Based on the evaluation results, we implement a graded management system, classifying suppliers into S-level (strategic suppliers), A-level (preferred suppliers), B-level (under evaluation suppliers) and C-level (observation/elimination candidates). This mechanism enables us to continuously optimise our supplier structure and strengthen supply chain risk management and performance enhancement.

— Supplier Exit: Suppliers that consistently fail to meet performance standards or do not satisfy our evaluation requirements are subject to elimination, with a view to continuously optimising our supplier base and maintaining the stability and overall quality of our supply chain.

Employees

We strictly comply with applicable laws and regulations of the PRC and the jurisdictions in which we operate, and regulate our employment relationships in accordance with internal policies such as our Employee Handbook. In our overseas operations, we respect local labour laws, cultural practices and religious beliefs, and have established and implemented employment management systems tailored to local conditions. We have put in place standardised recruitment and onboarding procedures, adhere to the principle of equal employment and prohibit any form of discrimination based on gender, age, race, religion or any other grounds. We also implement stringent identity verification and other control measures to firmly prohibit the employment of child labour and any form of forced labour.

Our employee composition as of December 31, 2023, 2024 and 2025 and June 30, 2026 is set out below:

Indicators	Unit	2023	2024	2025	Six months ended June 30, 2026
Employment					
Total number of employees	Person	1,315	1,493	1,541	1,471
Number of employees in genders					
Male	Person	921	1,023	1,039	997
Female	Person	394	470	502	474
Employee Turnover Rate[(1)]					
Employee turnover rate		19	12	16	8
Employee turnover rate in genders					
Male	%	17	13	16	8
Female	%	23	8	16	8

(1) Employee turnover rate is calculated as (number of employees terminating employment / total number of employees) × 100%.

Occupational Health and Safety

Given the nature of our industry and positions, our operations do not involve occupational health hazard factors such as dust, noise, toxic or hazardous chemicals, or working at height. We strictly comply with applicable laws and regulations relating to production safety, labour protection and occupational health in the jurisdictions in which we operate, and remain committed to providing a safe and healthy working environment for our employees. We organise annual health examinations for our employees and actively conduct a variety of cultural and sports activities to promote their physical and mental well-being and enhance team cohesion.

Business Ethics

We comply with applicable laws and regulations relating to business ethics in the jurisdictions in which we operate, and have established internal policies such as the Anti-Fraud and Whistleblower Complaint and Protection Policy. These policies are designed to strictly monitor and prevent any form

of illegal commercial bribery involving our employees, whether within the PRC or overseas, in their dealings with customers and suppliers. We also conduct regular company-wide training on business ethics to strengthen employees' integrity, self-discipline and anti-corruption awareness. During the Track Record Period, we were not involved in any litigation or cases relating to corruption, conflicts of interest, breaches of business ethics or unfair competition.

We have also established a comprehensive whistleblowing and complaint handling mechanism, and have publicly disclosed reporting hotlines and email addresses on our website to ensure that internal and external parties are able to provide feedback in an open and transparent manner. We implement a whistleblower protection mechanism, under which all information relating to reports is kept strictly confidential during receipt and investigation. We prohibit any form of unlawful discrimination or retaliation and safeguard the legitimate rights and interests of whistleblowers.

INTELLECTUAL PROPERTY

We regard our IP rights critical to our business operations. We rely primarily on a combination of patents, copyrights, trademarks, trade secret and unfair competition laws and contractual rights, such as confidential agreements, to protect our IP rights. We clearly state all rights and obligations regarding the ownership and protection of intellectual properties in all employment agreements and in most commercial agreements we enter into.

To identify, prevent and manage potential intellectual property risks, we have established internal procedures and management mechanisms. We maintain an internal intellectual property management system under which different departments are responsible for monitoring and managing intellectual property matters relevant to their business operations, while our legal and compliance functions oversee the implementation of intellectual property protection policies. We maintain internal registers to track our patents, trademarks and copyrights and monitor their registration status, renewal and use.

We have also implemented risk prevention measures in our business operations. For example, we actively apply for and register intellectual property rights relating to our technologies, products and brands. In addition, we conduct intellectual property compliance reviews in relevant business processes, including research and development, procurement and branding activities, and review intellectual property ownership and authorization arrangements where appropriate. We also provide periodic training to relevant employees to enhance their awareness of intellectual property protection and compliance.

In the event that potential intellectual property infringement risks are identified, we follow internal reporting and handling procedures. Relevant personnel are required to promptly report such matters to our legal and compliance functions for assessment and handling. Where necessary, we will take appropriate remedial measures, including suspending the use of the relevant materials, conducting internal investigations, and seeking legal advice. Our legal and compliance functions are responsible for handling intellectual property disputes, including litigation, arbitration or settlement negotiations.

As of the Latest Practicable Date, we had 211 patents registered with the National Intellectual Property Administration of the PRC, and three pending patent applications in Chinese Mainland. There are also ten registered patents and eight pending patent applications in Indonesia. As of the Latest Practicable Date, we had 58 trademarks registered in Chinese Mainland and 9 pending trademark applications, along with 272 registered trademarks and 18 pending trademark applications in overseas countries and regions such as Indonesia and Thailand. As of the Latest Practicable Date, we had 175 copyrights registered with and 2 pending copyright applications in the National Copyright Administration of the PRC, along with 1 registered copyright in Indonesia. See "Appendix VI — Statutory and General Information — Further Information about Our Business — Intellectual Property Rights" for details of our material IP rights.

As of the Latest Practicable Date, we have not been involved in any material infringement of IP rights by third parties in respect of IP rights owned by us. or by us in respect of IP rights owned by third parties, in Indonesia, Vietnam, Thailand and the Philippines.

PROPERTIES

Our corporate headquarter is located at Shenzhen, China. As of the Latest Practicable Date, our owned and leased premises were located in Chinese Mainland, Indonesia, the Philippines, Thailand and Vietnam.

As of June 30, 2026, we did not have any single property with a book value accounting for 15% or more of our total assets. According to section 6(2) of the Companies (Exemption of Companies and Documentes from Compliance with Provisions) Notice, this document is exempt from the requirements of section 342(1)(b) of the Companies (Winding up and Miscellaneous Provisions) Ordinance to include all interests in land or buildings in a valuation report as described under paragraph 34(2) of the Third Schedule to the Companies (Winding up and Miscellaneous Provisions) Ordinance.

Owned properties

As of June 30, 2026, we owned five properties in Indonesia with a GFA of approximately 11,609 sq.m., which were mainly used for offices, warehouses and staff quarters. All of these land parcels and buildings have been granted land use right certificates and ownership certificates. As of the Latest Practicable Date, we had not received any claims from third parties disputing the ownership of our properties.

Leased properties

As of June 30, 2026, we had entered into 87 lease agreements of properties with a GFA of over 45,000 sq.m., for offices, warehouses and staff quarters. In terms of geographical locations, 69 of these leasehold properties were located in Indonesia, while there were also four, three, seven and four in Chinese Mainland, Vietnam, Thailand and the Philippines.

According to applicable PRC administrative regulations, the lessor and the lessee to a lease agreement are required to file the lease agreement with relevant government authorities within 30 days after the execution of the lease agreement. As of June 30, 2026, we had not filed our lease agreements for three properties we leased with the local housing administration authorities. As advised by our PRC Legal Adviser, the failure to complete the requisite filing in respect of the properties may subject us to a maximum administrative penalty of up to RMB10,000 under the applicable PRC laws and regulations. As advised by our PRC Legal Adviser, the potential penalties involved are relatively minor, we have not been subject to any administrative penalties in this regard and there are no existing or ongoing disputes or controversies, the absence of registrations will not affect the validity of the lease agreements, nor materially and adversely affect our business operations.

As of June 30, 2026, one of the properties we leased in Chinese Mainland had not provided us with valid title certificates evidencing their rights to lease the property concerned to us. As a result, the lease may not be valid, and there are risks that we may not be able to continue to use the property concerned.

As of the Latest Practicable Date, we were not aware of any challenge being made by a third party or government authority on the title of such leased properties. As advised by our PRC Legal Adviser, the relevant laws and regulations do not expressly stipulate that we would be subject to any administrative penalty as the lessees by the competent government authorities due to the title defects in such leased properties, and such title defects are not expected to give rise to any potential liabilities, penalties or sanctions against us. The leased premise with defects in title is currently used as our offices. If we are required to vacate such premise, the relocation arrangement will not have material and adverse effect on our operations, given that there are sufficient alternative premises available and most employees currently working at the premise reside in surrounding areas. We have already identified suitable alternative premises. See "Risk Factors — Risks Relating to Our Business and Industry — Failure to comply with laws and regulations regarding certain of our leased properties may adversely

affect our business, financial condition and results of operations." We believe we could find comparable leased properties as alternatives, and such relocation would not have a material adverse effect on our business, financial condition and results of operations.

LICENSES AND REGULATORY APPROVALS

We are required to obtain various licenses, permits and approvals for our operations. During the Track Record Period and up to the Latest Practicable Date, we have obtained all licenses and permits which were material to the operation of our business in the material jurisdictions where we operate and such licenses and permits were valid and remained in effect. We usually apply for renewal of the material permits and licenses prior to their respective expiry dates. We also are in the process of application or renewal of certain licenses for the Indonesian subsidiaries, which are currently pending issuance by the relevant authorities as part of the ordinary administrative process. As advised by our Indonesian Legal Adviser, there was no material impediments to renew the licenses and permits that will expire in 2026. We usually renew all licenses in a timely manner, unless delays occur which due to technical maintenance or internal issues by the government licensing system, which are beyond our control. Nevertheless, any administrative delays solely attributable to the relevant authorities would not result in any material adverse legal implications for the Indonesian subsidiaries, provided that the renewal applications have been duly submitted and accepted for processing by the relevant government authorities, as evidenced by the relevant proof of submission or receipt.

Our Directors were of the view that during the Track Record Period and up to the Latest Practicable Date, we obtained all licences and permits material to the operation of our businesses in all jurisdictions where we operate. See "Appendix IV — Material Licenses and Permits of the Indonesian Subsidiaries" for our key licenses or permits of the Indonesian Entities under the applicable laws and regulations.

INTRA-GROUP TRANSACTIONS

The Organization for Economic Cooperation and Development (the "**OECD**"), an international organization of international cooperation, promulgated the transfer pricing guidelines for multinational enterprises and tax administrations (the "**OECD Transfer Pricing Guidelines**"). According to the OECD Transfer Pricing Guidelines, our intra-Group transactions should be carried out on an arm's-length basis.

During the Track Record Period, we carried out our operations mainly in Chinese Mainland and Indonesia. We have engaged a tax service firm (the "**transfer pricing adviser**") to conduct benchmarking studies on the intra-Group transactions during the Track Record Period in accordance with the OECD Transfer Pricing Guidelines and applicable rules and laws on transfer pricing and provide transfer pricing review on cross border intra-Group transactions during the Track Record Period from the perspectives of the material jurisdictions where we operate, namely, the Chinese Mainland, Hong Kong and Indonesia. During the Track Record Period and up to the Latest Practicable Date, we were not subject to any penalties, investigations, inquiries or transfer pricing audits carried out by local tax authorities in relation to these intra-Group transactions. As advised by our transfer pricing adviser, the above-mentioned intra-Group transactions were in line with the arm's length principle and we were in compliance with the relevant transfer pricing laws and regulations during the Track Record Period and up to the Latest Practicable Date.

Our Directors were of the view that we were in compliance with the OECD Transfer Pricing Guidelines and the applicable rules and regulations of transfer pricing arrangements in all material jurisdictions where we operate during the Track Record Period and up to the Latest Practicable Date.

SEASONALITY

Our results of operations are subject to seasonal fluctuations as a result of the impact of a number of factors, including consumer spending patterns, product categories, promotional activities and extreme or unusual weather conditions. Based on past experience, we typically carry out more sales and

marketing activities before and during key promotional events in the countries where we operate in the second half of the year, such as 99 Shopping Festival, Double Eleven Festival, Double Twelve Festival and Christmas. As a result, we may maintain higher revenue and higher levels of inventory to satisfy market demand before and during promotional seasons and relevant shopping events compared to other times of the year. On the other hand, our businesses are vulnerable to extreme or unusual weather conditions. For example, extreme weather conditions such as torrential rain and floods may disrupt marketing activities. See "Risk Factors — Risks Relating to Our Business and Industry — Our sales are subject to seasonality, which could cause our results of operations and financial condition to fluctuate."

EMPLOYEES

As of June 30, 2026, we had a total of 1,471 employees, the majority of whom are based in Indonesia and China. The following table sets out the number of our employees by function as of June 30, 2026:

Function	Number of Employees	% of Total
Product development and supply chain	134	9.1
Marketing management	32	2.2
Online sales	195	13.3
Offline sales	902	61.3
After-sales and warehousing	91	6.2
IT development	21	1.4
Back office	96	6.5
Total	**1,471**	**100**

As of June 30, 2026, we had 1,213, 145, 46, 26 and 41 employees in Indonesia, China, Vietnam, Thailand and the Philippines, respectively. The current staffing profile exhibits a balanced age distribution and gender ratio. Educational attainment reveals that 57.8% of employees hold bachelor's degrees or higher qualifications.

We place significant emphasis on recruiting, staff training and development. Our internal training programs, encompassing induction training for new employees, skills enhancement and sharing of best practices, facilitate rapid team integration for new hires while fostering knowledge retention and internal collaboration. Concurrently, based on business development needs and employee potential, staff are periodically selected to attend high-quality external courses. External training costs are borne by us, requiring only that employees sign an external training agreement to ensure learning outcomes and service duration. This establishes a comprehensive training system covering induction, development and advancement.

We have established a labor union for our employees in China. We have maintained a good working relationship with our employees and labor unions. During the Track Record Period and up to the Latest Practicable Date, we have not experienced any labor disputes that could have a material and adverse effect on our business, financial conditions, or results of operations.

LEGAL PROCEEDINGS AND COMPLIANCE

Legal Proceedings

During the Track Record Period and up to the Latest Practicable Date, our Directors were of the view that in all jurisdictions where we operate, we had not been involved in any material legal, arbitration or administrative proceedings and we were not aware of any pending or potential legal, arbitration or administrative proceedings against us or our Directors that may, individually or in the aggregate, have a material adverse effect on our business, financial condition and results of operations.

Compliance

During the Track Record Period and up to the Latest Practicable Date, our Directors were of the view that in all jurisdictions where we operate, we had complied with all applicable laws and regulations in all material aspects and we were not imposed any material administrative penalties. We did not experience any material or systemic non-compliance incidents, which, taken as a whole, are likely to have a material and adverse effect on our business, financial condition or results of operations.

Social Insurance and Housing Provident Funds

During the Track Record Period, social insurance and housing provident fund contributions for some of our employees had not been made in full in accordance with the relevant PRC laws and regulations. The shortfall amount of contributions of social insurance and housing provident funds was RMB4.7 million, RMB4.9 million, RMB5.7 million and RMB2.1 million in 2023, 2024 and 2025 and the six months ended June 30, 2026, respectively. Pursuant to relevant PRC laws and regulations, if there is a failure to pay the full amount of social insurance as required, the relevant authority may require payment of the outstanding amount within a prescribed period, and it may charge a late fee of 0.05% per day of the delayed payment amount. If such payment is not made within the stipulated period, the competent authority may further impose a fine of one to three times the overdue amount. Pursuant to relevant PRC laws and regulations, if there is a failure to pay the full amount of housing provident fund as required, the housing provident fund management center may require payment of the outstanding amount within a prescribed period. If the payment is not made within such time limit, an application may be made to the PRC courts for compulsory enforcement. Since June 2026, we have begun making social insurance and housing provident fund contributions in full for certain eligible employees based on their actual salary levels. Based on the communications with the relevant government authorities, the adjustment of the contribution base is usually made in a designated time each year and such time varies in different regions. Therefore, we expect to make full contributions of social insurance and housing provident funds for all of our employees on an adjusted contribution bases by December 31, 2026. Going forward, we will conduct regular reviews and ensure that our social insurance and housing provident fund contributions are made in full in accordance with applicable PRC laws and regulations. We have enhanced our internal policies and designated our human resources department to monitor such contributions on a monthly basis, and we are communicating with employees to adjust the contribution base in compliance with applicable requirements. We aim to progressively rectify the historical non-compliance within the timeframe permitted under applicable PRC laws and regulations.

Our PRC Legal Adviser are of the view that the possibility of us being required to settle historical outstanding social insurance and housing provident funds is remote, considering that: (i) the competent regulatory authorities confirmed during our interviews with them that they will not conduct centralized collection of our historical social insurance and housing provident fund arrears unless they receive a complaint from our employees, and we will not be penalized if we rectify such non-compliance within the prescribed period following a complaint; (ii) we had not been the subject of any administrative penalties for not making full payment of the social insurance and housing provident funds, or received any notice to pay the shortfall, by relevant social insurance and housing provident fund bureaus during the Track Record Period and up to the Latest Practicable Date; (iii) according to the credit reports issued by the competent authorities, during the Track Record Period and up to the Latest Practicable Date, such authorities did not impose administrative penalties on us for failure to make full social insurance or housing provident fund contributions; (iv) during the Track Record Period and up to the Latest Practicable Date, there were no pending disputes or controversies between our employees and us in connection with labor and employment matters including in respect of social insurance and housing provident fund contributions; (v) we have issued a letter of commitment pledging that: should the social insurance or housing provident fund authorities require us to make up for historically unpaid fees, we will promptly make such payments in accordance with the regulations and requirements of the competent regulatory authorities.

In Indonesia, we participate in the mandatory social security programs administered by the Manpower Social Security Agency (*Badan Penyelenggara Jaminan Sosial Ketenagakerjaan*), which covers work accidents, old-age benefits, pension, death benefits and loss of employment, and the Health Social Security Agency (*Badan Penyelenggara Jaminan Sosial Kesehatan*). During the Track Record Period, our Indonesian subsidiaries have complied with the applicable Indonesian laws on employment and labor matters in all material respects, including maintaining valid participation certificates for our employees in the requisite social security programs and remitting the regulatory contributions monthly.

PRC Tax Residency Status of Offshore Subsidiaries

During the Track Record Period and up to the Latest Practicable Date, we have complied, in all material respects, with the relevant PRC tax laws and regulations, including the Enterprise Income Tax Law of the People's Republic of China and its implementation rules. As advised by our PRC legal adviser, having considered the relevant criteria and the actual circumstances of our offshore subsidiaries, our Directors are of the view that our offshore subsidiaries do not constitute PRC tax resident enterprises. Our PRC legal adviser has further confirmed with the competent tax authority that the requisite conditions must be satisfied in full for such classification to apply, and that our offshore subsidiaries do not fall within such scope under their current circumstances.

Compliance with Indonesian LARTAS Framework

As advised by our Indonesian Legal Adviser, certain products imported by one of our Indonesian subsidiaries fall within Indonesian LARTAS framework. Such products primarily comprise electronic goods, textile, and makeup products and are subject to additional import regulatory requirements under the applicable Indonesian import regulations. For details of the LARTAS framework, see "Regulatory Overview — Importation Licensing". Based on the advice of our Indonesian Legal Adviser, we have obtained the requisite licences, approvals and supporting documentation, where applicable, and complied with the applicable requirements under the LARTAS framework in all material respects during the Track Record Period and up to the Latest Practicable Date.

During the Track Record Period and up to the Latest Practicable Date, we did not experience any material customs clearance delays, disruptions or other customs clearance issues in connection with the importation of products subject to the LARTAS framework.

TRADE POLICIES

We are subject to risks associated with changes in international trade policies, tariffs, trade restrictions, import controls, customs compliance requirements and product certification requirements. See "Risk Factors — Risks Relating to Our Business and Industry — Our business and financial position may be adversely affected if we are not able to continue servicing the Indonesian market effectively or if there is any adverse change in the regulatory environment, international trade policies or macroeconomic situation in Indonesia, given we derived 93.0% of revenue from Indonesian market in the six months ended June 30, 2026."

Our Directors have assessed the impact of international trade policies on our operations with reference to, among others, the major jurisdictions involved in our procurement and sales activities, the applicable import licensing requirements, tariffs, trade restrictions and import controls in Indonesia, the allocation of tariffs and import-related costs under our procurement arrangements, and the quantitative impact of customs duties and import taxes on our procurement costs, profitability and results of operations during the Track Record Period.

The following table sets out, for each of our principal product categories, the import tariff rates applicable in Indonesia prior to and following the implementation of preferential tariff arrangements under the ACFTA and the RCEP, including the corresponding Most-Favoured-Nation ("**MFN**") tariff rates and the preferential tariff rates available under such trade agreements.

Product Category	BTKI (MFN) Tariffs	ACFTA Tariffs	RCEP Tariffs
Consumer Electronics	0.0%–10.0%	0.0%–5.0%	0.0%–10.0%
Cosmetic Products	0.0%–15.0%	0.0%–5.0%	0.0%–15.0%
Home Appliances	0.0%–20.0%	0.0%	0.0%–10.0%
Hardware, Tools & Cutlery	5.0%–20.0%	0.0%	0.0%–20.0%
Textiles, Apparel & Footwear	5.0%–30.0%	0.0%–5.0%	0.0%–30.0%
Automotive Parts	5.0%–40.0%	5.0%–50.0%	0.0%–20.0%
Leather Goods	15.0%–20.0%	0.0%–5.0%	0.0%–20.0%
Plastic Products	5.0%–22.5%	0.0%–5.0%	0.0%–15.0%
Rubber Products	5.0%–15.0%	0.0%	0.0%–10.0%
Paper Products	0.0%–10.0%	0.0%	0.0%–5.9%
Optical Instruments & Timepieces	5.0%–10.0%	0.0%	0.0%–5.9%
Toys & Miscellaneous Products	5.0%–20.0%	0.0%–5.0%	0.0%–15.0%

Following the implementation of the ACFTA and the RCEP, a number of our product categories have become eligible for preferential tariff treatment, including reduced or nil tariff rates, compared with the corresponding MFN tariff rates that would otherwise have applied in the absence of such trade agreements. The extent of tariff reductions varies across product categories, with certain categories benefiting from a reduction to nil tariff rates. Our Directors are of the view that the availability of such preferential tariff treatment has reduced, and continues to reduce, our import tariff burden in respect of the relevant product categories and helps mitigate our exposure to import-related costs.

As advised by our Indonesian Legal Adviser, during the Track Record Period and up to the Latest Practicable Date, we had complied with the applicable import licensing and regulatory requirements in all material respects. Most of our product categories are not subject to import quota requirements. However, certain textile products imported by one of our Indonesian subsidiaries are subject to import quota requirements under the LARTAS framework. The relevant subsidiary has obtained the necessary approvals and documentation in respect of the importation of such textile products. In addition, none of our product categories are subject to import prohibitions. We have not experienced any material customs clearance delays, disruptions or other customs-related issues in connection with the importation of our products. Taking into account the foregoing, our Directors are of the view that international trade policies, including applicable tariffs, trade restrictions and import controls, did not have any material adverse effect on our business, financial condition or results of operations during the Track Record Period.

Taking into account that (i) a substantial portion of our products are eligible for preferential tariff treatment under the ACFTA and the RCEP, (ii) most of our product categories are not subject to import quota requirements and none are subject to import prohibitions, (iii) we have complied with applicable import licensing and customs requirements in all material respects and have not experienced any material customs clearance issues during the Track Record Period, and (iv) we have the ability to adjust pricing and product mix in response to changes in procurement costs, our Directors are of the view that the international trade policies applicable to our product categories did not have, and are not expected to have, a material adverse effect on our business, financial condition or results of operations.

RISK MANAGEMENT AND INTERNAL CONTROL

We are exposed to various risks in the operations of our business and we believe that risk management is important to our success. We established and maintain a robust risk management and internal control system. We have adopted and continuously improved our internal control mechanisms to ensure the compliance of our business operations. In particular, in view of our Groups' geographical reach in respect of our cross-border retail business, we have established a set of extensive internal

policies for our cross-border retail business. We maintain dedicated teams responsible for cross-border customs matters and local legal matter to ensure that product import qualifications and sales comply with applicable local laws and regulations. We conduct regular trainings and require employees to be familiar with the legal and regulatory requirements governing the sale and distribution of consumer goods in our target markets, and we adhere to such requirements when selecting product categories for sale in specific markets. Our policies also established internal selection procedures for local logistic service providers, including conducting site visits if necessary, to ensure they are familiar with local laws and regulations with appropriate capacities and manpower in handling regulatory matters, and to include provisions in the agreements with logistic service providers that they will be responsible for the compliance of such local laws and regulations in the jurisdictions to which we sold and deliver products. We have been committed to promoting a compliance culture and will adopt policies and procedures on various compliance matters, including the Stock Exchange's requirements on corporate governance and matters. Our Board has established an Audit Committee responsible for the establishment and ongoing enhancement of our internal control and risk management systems. Our Internal Control and Audit Department conducts routine sampling inspections and implements dynamic audit projects to supervise and ensure the effective execution of internal control procedures and measures across our subsidiaries and functional departments.

In addition, in light of our expansion into emerging markets such as Vietnam, Thailand and the Philippines, we have implemented targeted measures to manage the risks associated with operating in such jurisdictions. We engage local legal and compliance advisers and maintain localised operating teams to monitor regulatory developments and ensure compliance with applicable laws and regulations in such markets. We also adopt a localised operating model, under which we tailor our product offerings, pricing strategies and marketing approaches to local consumer preferences and market conditions. Furthermore, we leverage our digitalised supply chain system and local warehousing and logistics capabilities to address infrastructure constraints and enhance operational efficiency. We also implement prudent treasury and cash flow management policies to mitigate foreign exchange and capital repatriation risks. Through these measures, we aim to enhance the resilience of our operations in emerging markets.

AWARDS AND RECOGNITION

As of the Latest Practicable Date, we had received a number of prestigious awards and rankings in recognition of our business success, the quality of our products and services. Certain of such awards and recognitions we received in recent years are set out below.

Year	Awards and Recognitions	Awarding Authority
2025	Globalization Investment Value Brand TOP10 (2025福布斯中國出海全球化投資價值品牌 TOP10)	Forbes China
2025	Ram Charan Management Practice Award — Globalization Enterprise Practice Award: Pioneer in Southeast Asia Brand Globalization and New Retail (拉姆·查蘭管理實踐獎：全球化企業實踐獎 — 東南亞品牌出海與新零售先鋒)	Harvard Business Review China Annual Conference
2025	Excellent Cases of Guangdong Cross-Border E-Commerce Brands Going Global (廣東跨境電商品牌出海優秀案例)	Guangdong Provincial Department of Commerce (廣東省商務廳)

Year	Awards and Recognitions	Awarding Authority
2024	2024 Top 100 Benchmark Specialised, Refined, Distinctive, Innovative Enterprises in Science and Technology (2024粵港澳大灣區科創專精特新標杆企業TOP100)	Shenzhen-Hong Kong-Macao Science and Technology Innovation Conference Organizing Committee (深港澳科創大會組委會)
2024	China's Top 100 Industrial Internet Enterprises 2024 (2024年中國產業互聯網百強企業)	2024 China Industrial Internet Industry Awards Selection Committee (2024年中國產業互聯網行業獎項評選組委會)
2022–2025	2022–2023 VIVAN and ROBOT Brands; 2024–2025 VIVAN/ROBOT/SAMONO Brands — Indonesia SUPERBRANDS Award (2022–2023年VIVAN及ROBOT品牌, 2024年–2025年VIVAN/ROBOT/SAMONO品牌印尼SUPERBRANDS獎)	SUPERBRANDS
2023	2023 Shenzhen Specialised, Refined, Distinctive and Innovative SMRs (2023年深圳市專精特新中小企業)	Shenzhen Municipal Bureau of Small and Medium Enterprises Services (深圳市中小企業服務局)
2019, 2022	National High-Tech Enterprise (2019–2021 and 2022–2024) (2019年至2021年及2022年至2024年國家高新技術企業)	Shenzhen Municipal Science, Technology and Innovation Commission, Shenzhen Municipal Finance Bureau, and Shenzhen Municipal Taxation Bureau of the State Taxation Administration (深圳市科技創新委員會、深圳市財政局、國家税務總局深圳市税務局)

OUR CONTROLLING SHAREHOLDERS

As at the Latest Practicable Date, Qianhai Hailu and Mr. Xu directly hold 44.0605% and 4.8578% equity interest of our Company, respectively.

Qianhai Hailu is a limited liability company established in the PRC on April 18, 2017. The equity interest of Qianhai Hailu is owned and controlled as to 99.99% by Mr. Xu and 0.01% by Ms. Xu Fangchun (許芳春) ("**Ms. Xu FC**"), who is the sister of Mr. Xu.

As a result, Mr. Xu, directly and indirectly, through Qianhai Hailu, controls an aggregate of approximately 48.92% shareholding of our Company as at the Latest Practicable Date, and approximately **[REDACTED]**% shareholding of our Company immediately following the completion of the **[REDACTED]** (assuming the **[REDACTED]** or any option that may be granted under the **[REDACTED]** Share Option Scheme is not exercised). Accordingly, upon **[REDACTED]**, Mr. Xu and Qianhai Hailu will be considered as a group of Controlling Shareholders for the purpose of the Listing Rules.

Ms. Xu FC is not and has never been involved in the day-to-day operations and management of our Group. Save for being a supervisor of our Company (during the period from the establishment of our Company until the abolition of the board of supervisors of our Company in December 2025), the role of which was non-managerial and non-executive in nature, she has never assumed and will not assume any directorship, managerial or executive role and/or positions in our Group.

Ms. Xu FC is not considered as part of the Controlling Shareholders Group with Mr. Xu and Qianhai Hailu on the basis that:

(i) Ms. Xu FC holds a trivial amount (merely 0.01%) of equity interest in Qianhai Hailu as her personal investment in our Company, and as confirmed by Mr. Xu and Ms. Xu FC, (i) despite their sibling relationships, Mr. Xu and Ms. Xu FC are independent of each other in respect of their respective equity interest holdings in Qianhai Hailu and investments in our Company; (ii) there is no and has never been any acting-in-concert agreement or arrangement between Mr. Xu and Ms. Xu FC in relation to their respective equity interests holdings in Qianhai Hailu, or at all; (iii) Mr. Xu holds 99.99% of equity interest in and is the sole director of Qianhai Hailu, and has at all times been the sole decision maker for Qianhai Hailu's investment in our Company; and (iv) Ms. Xu FC has not involved in any consensus building process with Mr. Xu when Qianhai Hailu casts its votes at the general meeting of our Company. Therefore, Ms. Xu FC is not in a position to control Qianhai Hailu's voting interests in our Company.

(ii) Ms. Xu FC is not and has never been involved in the day-to-day operations and management of Qianhai Hailu and/or our Group. As disclosed above, she has never assumed and will not assume any directorship, managerial or executive role and/or positions in our Group. Save for her indirect interest in our Company through Qianhai Hailu, Ms. Xu FC does not hold any equity interest/shareholding in our Company or its subsidiaries, and is only a passive investor.

INDEPENDENCE FROM OUR CONTROLLING SHAREHOLDERS

Having considered the following factors, our Directors are satisfied that we are capable of carrying on our business independently of our Controlling Shareholders and their respective close associates after **[REDACTED]**.

Management Independence

Our Board comprises four executive Directors and three independent non-executive Directors. Mr. Xu, being one of our Controlling Shareholders, also serves as our executive Director, the chairman of our Board and the general manager of our Company. Our Directors, collectively with the support of our senior management of our Company, are responsible for the day-to-day management of our business. For details, please see "Directors and Senior Management" in this document.

Our Directors consider that our Board and senior management are able to perform the management role in our Group independent of our Controlling Shareholders for the following reasons:

(a) each Director is aware of his/her fiduciary duties as a Director which require, amongst others, that he/she acts for the benefit and in the best interests of our Company and does not allow any conflict between his/her duties as a Director and his/her personal interests;

(b) in the event that any Director or any of his/her close associates has a material interest in any transaction or arrangement or there is an actual or potential conflict of interest arising out of any transaction or arrangement to be entered into between our Group and any of our Directors or their respective associates, such Director(s) shall fully disclose such matters to our Board and abstain from voting at the relevant meeting of our Board in respect of such transactions and shall not be counted in the quorum. Our Group has also adopted certain corporate governance measures for situations involving conflict of interests, details of which are set out in the paragraph headed "Corporate Governance Measures" in this section;

(c) three out of seven Directors are independent non-executive Directors with extensive experience in various professions. They are appointed pursuant to the requirements of the Listing Rules, who will bring independent judgment to the decision-making process of our Board;

(d) connected transactions between our Group and our Controlling Shareholders are subject to the rules and regulations under the Listing Rules including the rules relating to annual reporting, review, announcement, circular and independent shareholders' approval (where applicable); and

(e) our Board's main functions include the approval of our Group's overall business plans and strategies, monitoring the implementation of such business plans, strategies and policies, and the management of our Company. Our Board acts collectively by majority decisions in accordance with the Articles and the applicable laws, and no single Director is supposed to have any decision-making power unless otherwise authorized by our Board.

Operational Independence

We have established our own organizational structure consisting of individual departments with different functions for, among others, sales, operations, marketing and after-sales services. Each department is assigned specific areas of responsibility. We have implemented a set of internal control mechanisms to enhance the efficiency of our business operations. In addition to our sufficient assets, capital and employees, we have obtained and possess all relevant licenses, permits, approvals and intellectual properties required to conduct our business independently. Furthermore, we have independent access to our suppliers and customers.

Based on the above, our Directors are of the view that our Group can operate independently of our Controlling Shareholders and their close associates upon **[REDACTED]**.

Financial Independence

Our financial management department is responsible for handling the major finance operations of our Group and is capable of making financial decisions independently according to our own business needs. We manage our bank accounts independently, and do not share any bank accounts with our Controlling Shareholders or their close associates. In addition, we have sufficient capital to operate our business independently and have adequate internal resources to support our daily operations.

During the Track Record Period, we had been capable of obtaining financing from third parties without relying on any security provided by the members of our Controlling Shareholders or their respective associates. Save for the personal guarantee given by our Controlling Shareholders for our

bank borrowings, there were no loans, or other forms of collateral or security obtained from our Controlling Shareholders as at the Latest Practicable Date. All guarantees provided by our Controlling Shareholders and their respective close associates for our borrowings will be fully released upon **[REDACTED]**.

Based on the above, our Directors consider that our Group is able to operate with financial independence from our Controlling Shareholders and their close associates upon **[REDACTED]**.

NO COMPETITION AND CLEAR DELINEATION OF BUSINESS

Our Controlling Shareholders, our Directors and their respective close associates confirm that they do not have any interest in a business apart from our Group's business which competes or is likely to compete, directly or indirectly, with our Group's business and would require disclosure under Rule 8.10 of the Listing Rules.

CORPORATE GOVERNANCE MEASURES

Our Company will comply with the provisions of the Corporate Governance Code set out in Appendix C1 to the Listing Rules, which sets out principles of good corporate governance. We recognize the importance of good corporate governance in the protection of our Shareholders' interests. We have adopted the following measures to safeguard good corporate governance standards and to avoid potential conflict of interests between our Group and our Controlling Shareholders:

(a) where a Shareholders' meeting is to be held for considering proposed transactions in which our Controlling Shareholders or any of his/its associates has a material interest, our Controlling Shareholders will not vote on the resolutions and shall not be counted towards the quorum in the voting;

(b) our Group has established internal control mechanisms to identify connected transactions. Our Company will comply with the requirements in relation to connected transactions under the Listing Rules upon **[REDACTED]**;

(c) we are committed that our Board should include a balanced composition of executive and independent non-executive Directors. We have appointed three independent non-executive Directors and we believe our independent non-executive Directors possess sufficient experience and they are free of any business and/or other relationship which could interfere in any material manner with the exercise of their independent judgment and will be able to provide an impartial and external opinion to protect the interests of our **[REDACTED]**. For details of our independent non-executive Directors, please see "Directors and Senior Management — Directors" in this document;

(d) our Board will operate in accordance with the Articles which require the interested Director not to vote (nor be counted in the quorum) on any resolution of our Board approving any contract or arrangement or other proposal in which he/she or any of his/her close associates is materially interested except as permitted by the Articles;

(e) where our Directors reasonably request the advice of independent professionals, such as financial advisers, the appointment of such independent professionals will be made at our Company's expenses; and

(f) we have appointed Somerley Capital Limited as our compliance adviser, which will provide advice and guidance to us in respect of compliance with the applicable laws and the Listing Rules, including various requirements relating to directors' duties and internal controls.

Based on the above, our Directors are satisfied that sufficient corporate governance measures have been put in place to manage conflicts of interest that may arise between our Group and our Controlling Shareholders, and to protect our minority Shareholders' interests after the **[REDACTED]**.

OVERVIEW

Upon the **[REDACTED]**, our Board will consist of seven Directors, among which, four will be executive Directors and three will be independent non-executive Directors. Our Board is responsible, and has general authority for, the management and operation of our Group. Our Directors are appointed for a term of three years and are eligible for re-election upon expiry of their term of office.

Our senior management is responsible for the day-to-day operations of our Company.

All of our Directors and senior management have met the qualification requirements under the relevant PRC laws and regulations and the Listing Rules for their respective positions.

BOARD OF DIRECTORS

The following table sets forth general information regarding the members of our Board:

Name	Age	Position	Date of first appointment as Director	Date of joining our Group	Roles and responsibilities	Relationship with other Directors and/or senior management
Mr. Xu Longhua (許龍華).	46	Founder, chairman of the Board, executive Director, and general manager	May 6, 2014	May 6, 2014	Responsible for overseeing the overall strategic planning, business direction and management of our Group	Mr. Xu is the brother-in-law of Mr. Wang Feng (an executive Director).
Mr. Wang Feng (王楓).	49	Executive Director	September 22, 2017	May 6, 2014	Responsible for overseeing the strategic procurement management of our Group	Mr. Wang Feng is the brother-in-law of Mr. Xu (an executive Director).
Mr. Yao Hongbin (姚洪彬).	39	Executive Director	May 28, 2021	February 28, 2015	Responsible for overseeing the IT system management of our Group	Nil
Ms. Dai Hong (戴紅).	34	Executive Director	May 28, 2021	May 6, 2014	Responsible for overseeing the accounting, investment and financing, and corporate governance of our Group	Nil
Mr. Tao Zhigang (陶志剛).	61	Independent non-executive Director	December 18, 2025	December 18, 2025	Responsible for supervising and providing independent opinion and judgment to our Board	Nil
Ms. Leung Bik San (梁碧珊).	55	Independent non-executive Director	December 18, 2025	December 18, 2025	Responsible for supervising and providing independent opinion and judgment to our Board	Nil
Mr. Han Bin (韓斌).	58	Independent non-executive Director	December 18, 2025	December 18, 2025	Responsible for supervising and providing independent opinion and judgment to our Board	Nil

Executive Directors

Mr. Xu Longhua (許龍華), aged 46, is our founder, and the chairman of our Board, an executive Director and the general manager of our Company. He has served as an executive Director since the establishment of our Company in May 2014, and was re-designated as an executive Director in

September 2025. Mr. Xu is primarily responsible for overseeing the overall strategic planning, business direction and management of our Group. Mr. Xu also serves as director of our certain subsidiaries, namely including Wook Global (Indonesia) and Maritime Silk (HK). Mr. Xu is the brother-in-law of Mr. Wang Feng (an executive Director).

Mr. Xu has more than 22 years of experience in marketing and business management. Prior to founding our Company in May 2014, from July 2003 to March 2010, Mr. Xu worked at Huizhou TCL Electric Appliance Sales Co., Ltd.* (惠州TCL電器銷售有限公司), an associate of TCL Technology Group Corporation (TCL科技集團股份有限公司) (a company listed on the Shenzhen Stock Exchange, stock code: 000100.SZ), a company principally engaged in semiconductor displays, renewable energy photovoltaics and other silicon materials business, with his last position being a manager of operation department. Between 2010 and 2014, Mr. Xu conducted business exploration of the computer hardware, mobile phone and electronics and 3C products industry before founding of our Company in May 2014.

Since January 2019, he serves as the general manager of Hunan Shaoyang Wugang City Nanmenkou Rice Noodle Co., Ltd.* (湖南邵陽武岡市南門口米粉有限公司), a company principally engaged in sales of rice flour products, where he was primarily responsible for overall management and operations.

Mr. Xu obtained a bachelor's degree in Tourism Management from Xiangtan University* (湘潭大學) in the PRC in June 2004. Mr. Xu completed the course of Executive Master of Business Administration (EMBA) at Cheung Kong Graduate School of Business (長江商學院) in the PRC in September 2019. Beginning in November 2024, he has been pursuing the Entrepreneurial Scholar Programme (Doctor of Business Administration course) at the same institution.

Mr. Wang Feng (王楓), aged 49, joined our Group in May 2014 as a vice president in charge of strategic procurement management, and was appointed as a Director on September 22, 2017. Mr. Wang is primarily responsible for overseeing the strategic procurement management of our Group. Mr. Wang also serves as executive director of our certain subsidiaries, including Shenzhen Vivan Cloud Chain and Yiwu Wook Household. Mr. Wang is the brother-in-law of Mr. Xu.

Prior to joining our Group, from February 2006 to May 2012, he worked as a senior specialist in the department of education & culture at Qingyuan Guangshuo Footwear Co., Ltd.* (清遠市廣碩鞋業有限公司), a company principally engaged in shoe manufacturing, where he acted as the editor of internal publications. Between 2012 and 2014, Mr. Wang conducted business exploration in the electronic products industry.

Mr. Wang obtained a college diploma in Chinese education from Shaoyang Normal College* (邵陽師範專科學校) in the PRC in June 2000. He obtained Logistics Professional Manager Management Certificate (senior level) issued by China Federation of Logistics & Purchasing* (中國物流與採購聯合會) in January 2013. He obtained a Certificate of Completion on business management issued by Renmin University of China (中國人民大學) in October 2019.

Mr. Yao Hongbin (姚洪彬) aged 39, joined our Group in February 2015 as a senior IT technology director, and was appointed as a Director on May 28, 2021. Mr. Yao is primarily responsible for overseeing the IT system management of our Group. Mr. Yao also serves as supervisor of Shenzhen Vivan Cloud Chain.

Prior to joining our Group, from July 2011 to March 2014, Mr. Yao worked at Tencent Technology (Shenzhen) Company Limited* (騰訊科技(深圳)有限公司), a company principally engaged in the technical development of computer software and hardware, where he served as a marketing department staff. From April 2014 to February 2015, he worked as a software engineer at Beijing Jingdong Shangke Information Technology Co., Ltd.* (北京京東尚科信息技術有限公司), a company principally engaged in providing technology services.

Mr. Yao obtained a bachelor's degree in Computer Science and Technology from Guangdong University of Technology* (廣東工業大學) in the PRC in June 2011.

Ms. Dai Hong (戴紅) aged 34, joined our Group as an executive assistant to CEO and treasury manager on May 6, 2014. She was elected as the employee representative Director in December 2025 and was appointed as a Director on May 28, 2021. Ms. Dai is primarily responsible for overseeing the accounting, finance and investment affairs, corporate governance, planning corporate cash flows, optimizing capital allocation, managing and securing efficient operation of the cash flow of our Group.

Ms. Dai obtained a college diploma in International Economy and Trade from Hunan Women's University (湖南女子學院) in the PRC in June 2013. Ms. Dai also obtained a bachelor's degree in Finance from Shenzhen University (深圳大學) in the PRC in June 2020.

Independent non-executive Directors

Mr. Tao Zhigang (陶志剛), aged 61, is our independent non-executive Director. He joined our Company and was appointed as our independent non-executive Director on December 18, 2025. He is primarily responsible for supervising and providing independent opinion and judgment to our Board.

Prior to joining our Group, from August 1992 to June 1998, Mr. Tao served as an assistant professor of economics at the Hong Kong University of Science and Technology (香港科技大學). From July 1998 till August 2023, he served at The University of Hong Kong (香港大學), where he was a professor at the Faculty of Business and Economics. Since August 2021, Mr. Tao has served as a professor of strategy and economics at Cheung Kong Graduate School of Business (長江商學院) in the PRC. Mr. Tao is also an independent non-executive director of China Lesso Group Holdings Limited (a company listed on the Hong Kong Stock Exchange, stock code: 02128.HK).

Mr. Tao received a degree of Bachelor of Science in Management Science from Fudan University (復旦大學) in the PRC in July 1986. He also obtained a degree of Doctor of Philosophy (PhD) in Economics at Princeton University in June 1992.

Ms. Leung Bik San (梁碧珊), aged 55, is our independent non-executive Director. She joined our Company and was appointed as our independent non-executive Director on December 18, 2025. She is primarily responsible for supervising and providing independent opinion and judgment to our Board.

Prior to joining our Group, from February 1993 to January 1997, Ms. Leung served as audit assistant, audit semi-senior, audit senior, audit supervising senior and audit supervisor in Grant Thornton Byrne Hong Kong, an accounting firm, where she was primarily responsible for providing audit services. From January 1997 to April 2001, Ms. Leung served as a manager at KPMG, an international accounting firm, where she was primarily responsible for preparing audit management and financial reports. From April 2001 to October 2009, Ms. Leung served at Fox-Pitt Kelton (Asia) Limited, an investment bank, with her last position as the chief operating officer, where she was primarily responsible for overseeing business operations. From November 2009 to October 2012, Ms. Leung served as the chief operating officer at Keefe, Bruyette & Woods Asia Limited, an investment bank. Since January 2013, Ms. Leung has worked at Canaccord Genuity Hong Kong, a financial service firm. Ms. Leung is also an independent non-executive director of Lushang Life Services Co., Ltd. (a company listed on the Hong Kong Stock Exchange, stock code: 02376.HK).

Ms. Leung obtained a bachelor's degree in Commerce from the University of New South Wales in Australia in April 1993 and a master's degree of business administration from Warwick University in the United Kingdom in June 2009. Ms. Leung was certified as a certified practicing accountant of the CPA Australia in May 1996 and as an accountant of the Hong Kong Institute of Certified Public Accountants (香港會計師公會) in September 1996.

Mr. Han Bin (韓斌), aged 58, is our independent non-executive Director. He joined our Company and was appointed as our independent non-executive Director on December 18, 2025. He is primarily responsible for supervising and providing independent opinion and judgment to our Board.

Prior to joining our Group, from November 2008 to March 2014, Mr. Han consecutively worked at the Hong Kong Stock Exchange Limited Representative for the East China Region and the assistant to Vice President. After that, he served as a counsel and the director of capital markets department at Fangda Partners, a law firm, from March 2014 to August 2017. From August 2017 to March 2019, he also served as the vice president of Shanghai Fenghua Education Technology Co., Ltd.* (上海楓華教育科技有限公司), an education company, where he was primarily responsible for financing and investment affairs. From October 2019 to November 2022, Mr. Han served as a vice president in the group of Netjoy Holdings Limited (雲想科技控股有限公司) (a company listed on the Hong Kong Stock Exchange, stock code: 02131HK). From November 2022 to February 2026, Mr. Han has consecutively served as the chief finance officer of Qiniu Limited (七牛智能科技有限公司) (a company listed on the Hong Kong Stock Exchange, stock code: 02567.HK) with principal business of provision of audiovisual cloud service in the PRC, and the deputy general manager of Qiniu (China) Limited (七牛(中國)有限公司). From June 2023 to April 2026, Mr. Han served as an independent director of China Hi-Tech Group Co., Ltd. (中國高科集團股份有限公司) (a company listed on the Shanghai Stock Exchange, stock code: 600730). From March 2026 to the present, Mr. Han served as the vice president of TalkingData Group Holding Limited.

Mr. Han graduated with a degree of Bachelor of Science in Astronomy from Beijing Normal University (北京師範大學) in the PRC in July 1990. He obtained Master of Laws degrees from Wuhan University (武漢大學) in the PRC in June 1999 and from the University of Toronto in November 2005, respectively. He also obtained PhD in law degree from The University of Hong Kong (香港大學) in November 2011. Mr. Han received a license to practice law in the PRC in June 2000 from the Ministry of Justice of the PRC.

DEPARTED DIRECTORS

Mr. Xin Jifu (新紀夫), Mr. Li Xin (李鑫) and Mr. Zhao Wu (趙午) were non-executive Directors nominated by the **[REDACTED]**, namely Shenzhen Dan'en, Magnificient Group and Suzhou Yiteng. They were appointed as Directors on September 25, 2017, September 25, 2017, and May 28, 2021. Subsequently, Mr. Xin Jifu departed his role as a Director on September 17, 2025 due to his personal reasons, whereas both Mr. Li Xin and Mr. Zhao Wu resigned on December 18, 2025 due to the commercial decisions of the relevant **[REDACTED]**. Our Company confirms that, Mr. Xin Jifu, Mr. Li Xin and Mr. Zhao Wu did not have any disagreements with us during their tenure.

CONFIRMATION FROM OUR DIRECTORS

Save as otherwise disclosed above and in this document, each of our Directors confirms with respect to himself or herself that he/ she (i) did not hold other long positions or short positions in the Shares, underlying Shares, debentures of our Company or any associated corporation (within the meaning of Part XV of the SFO) as of the Latest Practicable Date; (ii) had no other relationship with any Directors, senior management, substantial shareholders or Controlling Shareholders of our Company as of the Latest Practicable Date; (iii) save as disclosed above, did not hold any other directorships in the three years prior to the Latest Practicable Date in any public companies of which the securities are listed on any securities market in Hong Kong and/or overseas; and (iv) there are no other matters concerning our Director's appointment that need to be brought to the attention of our Shareholders and the Stock Exchange or shall be disclosed pursuant to Rules 13.51(2)(h) to (v) of the Listing Rules.

Each of our Directors has confirmed that he/she obtained the legal advice on December 18, 2025 with regards to the requirements under the Listing Rules that are applicable to him/her as a director of a listed issuer and the possible consequences of making a false declaration or giving false information to the Stock Exchange as set out in Rule 3.09D of the Listing Rules and he/she understood his/her obligations as a director of a listed issuer. Each of our independent non-executive Directors has confirmed (i) his/her independence with regards to each of the factors as set out in Rule 3.13(1) to (8) of the Listing Rules, (ii) he or she has no past or present financial or other interest in the business of

the Company or its subsidiaries or any connection with any core connected person of the Company under the Listing Rules as of the Latest Practicable Date, and (iii) that there are no other factors that may affect his/her independence at the time of his/her appointment.

SENIOR MANAGEMENT

The senior management of our Group, together with our executive Directors, are responsible for the day-to-day operations and management of the business of our Group.

Our senior management consists of Mr. Xu, Mr. Wang Feng (王楓), Mr. Yao Hongbin (姚洪彬), Ms. Wu Lihua (巫麗華), Mr. Feng Zhuochen (馮卓琛) and Mr. Huang Yifeng (黃一峰).

For biographical details of Mr. Xu, see "— Board of Directors — Executive Directors" in this section.

For biographical details of Mr. Wang Feng (王楓), see "— Board of Directors — Executive Directors" in this section.

For biographical details of Mr. Yao Hongbin (姚洪彬), see "— Board of Directors — Executive Directors" in this section.

Ms. Wu Lihua (巫麗華), aged 45, joined our Group in August 2021 as the vice president of finance. Ms. Wu is primarily responsible for overall financial management, strategic planning, and risk control.

Ms. Wu has more than 20 years of experience in financial management. Prior to joining our Group, from October 2005 to May 2007, Ms. Wu worked as a financial accountant for overseas business department at Launch Tech Company Limited* (深圳市元征科技股份有限公司) (a company listed on the Hong Kong Stock Exchange, stock code: 02488.HK), which was principally engaged in automotive diagnosis, testing, and maintenance, where she was primarily responsible for assisting the Finance Directors in managing financial operations in various overseas regions. From June 2007 to September 2020, Ms. Wu consecutively served in several financial management positions, including senior finance manager of global supply chain, DCG Finance Controller for server business in ASEAN region, and Finance Controller for Global e-commerce and Finance Controller for WW Incubation at Lenovo Information Products (Shenzhen) Co., Ltd. * (聯想信息產品(深圳)有限公司) and Lenovo (United States) Inc., which were principally engaged in the research, development, manufacturing, and sales of information technology products, where Ms. Wu was primarily responsible for the financial strategy and cost management.

Ms. Wu obtained a bachelor's degree in Accounting and Law from Wuhan University of Technology (武漢理工大學) in the PRC in June 2004. Ms. Wu obtained an EMBA degree from China Europe International Business School (中歐國際工商學院) in the PRC in June 2026. Ms. Wu was certified as a member of the Association of Chartered Certified Accountants of the United Kingdom in July 2026.

Mr. Feng Zhuochen (馮卓琛), aged 42, joined our Group in June 2021 as the board secretary. Mr. Feng is primarily responsible for for preparing the Company's general and Board meetings, maintaining corporate documents and shareholder records, managing information disclosure and investor relations, finance and investment affairs, IPO and capital operations, and legal affairs.

Mr. Feng has more than 15 years of experience in financial management and securities affairs. Prior to joining our Group, Mr. Feng previously worked as a securities affairs representative at Zhongchang Big Data Corp. Ltd.* (中昌大數據股份有限公司), formerly known as Zhongchang Marine Co., Ltd.* (中昌海運股份有限公司), a company providing marine freight transportation services, where he was primarily responsible for implementing information disclosure and investor relations management. From October 2013 to April 2021, Mr. Feng served at Shenzhen Genvict Technologies Co., Ltd.* (深圳市金溢科技股份有限公司) (a company listed on the Shenzhen Stock Exchange, stock code: 002869.SZ), which was principally engaged in digital

transportation development where Mr. Feng consecutively worked as the board secretary office manager and an assistant to CEO, and was responsible for implementing information disclosure and investor relations management.

Mr. Feng obtained a bachelor's degree in Resource Environment and Urban Rural Planning from East China Normal University (華東師範大學) in the PRC in July 2007.

Mr. Huang Yifeng (黃一峰), aged 42, joined our Group in September 2023 as the deputy VP of human resource affairs. Mr. Huang is primarily responsible for overseeing human resources management.

Mr. Huang has more than 14 years of experience in human resources. Prior to joining our Group, from September 2011 to September 2014, Mr. Huang worked in the Human Resources Department at Mondelez Shanghai Food Corporate Management Co., Ltd.* (億滋食品企業管理(上海)有限公司), formerly known as Kraft Food (Shanghai) Enterprise Management Co., Ltd.* (卡夫 食品企業管理(上海)有限公司), a company principally engaged in the sales and distribution of food and snack products, where Mr. Huang was primarily responsible for handling HR affairs. From March 2015 to March 2018, Mr. Huang worked as a deputy director of the Human Resources Department at Budweiser (China) Sales Company Limited Guangzhou Branch* (百威(中國)銷售有限公司廣州分公司), a branch company principally engaged in the sales of beer products, where he was primarily responsible for overseeing HR affairs. From July 2018 to December 2019, Mr. Huang served as a deputy general manager at Guangzhou Wanda Themed Cultural Tourism Management Co., Ltd.* (廣州萬達主題文化旅遊管理有限公司) a company principally engaged in operation of theme parks, water parks, and cultural tourism projects, where he was primarily responsible for overseeing HR affairs. From March 2020 to August 2023, Mr. Huang served as a human resources director at Shenzhen Feifan Sports and Culture Industry Development Co., Ltd* (深圳市非凡體育文化產業發展有限公司), a company principally engaged in providing sports venue management services.

Mr. Huang obtained a bachelor's degree in International Economics and Trade and a dual bachelor's degree in Psychology from Zhongnan University of Economics and Law (中南財經政法大學) and Central China Normal University (華中師範大學) in the PRC, respectively, in June 2006.

JOINT COMPANY SECRETARIES

Mr. Feng Zhuochen (馮卓琛), is our joint company secretary. For details of his biography, see "— Senior Management" in this section.

Ms. Lam Wai Yee Sophie (林慧怡), aged 50, is our joint company secretary. Ms. Lam joined our Company on December 18, 2025.

Ms. Lam is currently a vice president of SWCS Corporate Services Group (Hong Kong) Limited, a leading company secretarial and compliance services firm in Hong Kong, where she is primarily responsible for company secretarial and compliance services for both listed and non-listed companies. With over 20 years of experience in company secretarial and corporate governance professions, Ms. Lam has served as the company secretary of several companies listed on the Main Board of the Stock Exchange Hong Kong Limited. Ms. Lam holds a Bachelor of Arts (Honours) in Translation and a Postgraduate Diploma in Corporate Administration. She is a Chartered Secretary, a Chartered Governance Professional and a Fellow of The Chartered Governance Institute in the United Kingdom and holds a Practitioner's Endorsement from The Hong Kong Chartered Governance Institute.

BOARD COMMITTEES

Our Board delegates certain responsibilities to various committees. In accordance with the relevant PRC laws and regulations and the Corporate Governance Code, Appendix C1 to the Listing Rules, our Company has formed three Board committees, namely the Audit Committee, the Remuneration Committee and the Nomination Committee. The Company has cancelled the Supervisory Board on 18 December 2025.

Audit Committee

We have established an Audit Committee with written terms of reference in compliance with Rule 3.21 of the Listing Rules and paragraph C.4 and paragraph D.3 of Part 2 of the Corporate Governance Code, Appendix C1 to the Listing Rules. The primary duties of the Audit Committee are to review and supervise our financial reporting process and internal control system of our Group, risk management and internal audit, provide advice and comments to our Board and perform other duties and responsibilities as may be assigned by our Board.

The Audit Committee consists of three independent non-executive Directors, namely, Ms. Leung Bik San, Mr. Han Bin and Mr. Tao Zhigang. Ms. Leung Bik San serves as the chairperson of our Audit Committee, who holds the appropriate professional qualifications as required under Rules 3.10(2) and 3.21 of the Listing Rules.

Remuneration Committee

We have established a Remuneration Committee pursuant to Rule 3.25 of the Listing Rules with written terms of reference in compliance with paragraph E.1 of Part 2 of the Corporate Governance Code, Appendix C1 to the Listing Rules. The primary duties of the Remuneration Committee are to (i) establish, review and provide advice to our Board on our policies concerning remuneration of Directors and senior management officers and on the establishment of a formal and transparent procedure for developing policies concerning such remuneration, (ii) to determine the terms of the specific remuneration package of each executive Director and senior management, (iii) to review and approve performance-based remuneration by reference to corporate goals and objectives resolved by our Directors from time to time, and (iv) to review and approve matters relating to share schemes under Chapter 17 of the Listing Rules.

The Remuneration Committee consists of one executive Director and two independent non-executive Directors, namely Mr. Xu, Mr. Tao Zhigang and Mr. Han Bin. Mr. Tao Zhigang serves as the chairperson of the Remuneration Committee.

Nomination Committee

We have established a Nomination Committee pursuant to Rule 3.27A of the Listing Rules with written terms of reference in compliance with paragraph B.3 of Part 2 of the Corporate Governance Code, Appendix C1 to the Listing Rules. The primary duties of the Nomination Committee are to (i) review the structure, size and composition of our Board on a regular basis and make recommendations regarding any proposed changes to the composition of our Board, (ii) identify, select or make recommendations to our Board on the selection of individuals nominated for directorship, and ensure the diversity of our Board and (iii) assess the independence of our independent non-executive Directors and make recommendations on matters relating to the appointment, reappointment and removal of our Directors and succession planning.

The Nomination Committee consists of one executive Directors and two independent non-executive Directors, namely Mr. Xu, Mr. Tao Zhigang and Ms. Leung Bik San. Mr. Xu serves as the chairperson of the Nomination Committee.

COMPENSATION OF DIRECTORS

The Directors and senior management receive their remuneration in the form of Directors' or senior management's salary allowances and benefits in kind, contributions to our retirement benefit scheme, discretionary bonuses and share-based payment.

For the three years ended December 31, 2025 and the six months ended June 30, 2026, the total emoluments paid to our then Directors and supervisors amounted to RMB6.7 million, RMB8.1 million, RMB4.3 million and RMB2.0 million, respectively. The decrease in 2025 as compared to 2024 was primarily due to the absence of share-based payment made to our Directors as no award of partnership interest was granted under Feifan Zhongcheng, Feifan Gongying and Feifan Yuanhong in 2025.

Under the arrangement currently in force, we estimate the total compensation before taxation to be accrued to our Directors in kind for their service for the year ending December 31, 2026 to be approximately RMB4.5 million.

For the three years ended December 31, 2025 and the six months ended June 30, 2026, the total amount of emoluments paid or payable to the five highest paid individuals of our Group who are not a Director of the Company amounted to RMB1.9 million, RMB6.4 million, RMB3.8 million and RMB1.2 million, respectively.

For the three years ended December 31, 2025 and the six months ended June 30, 2026, no emolument was paid by our Group to any of the Directors or the five highest paid individuals as an inducement to join us or as compensation for loss of office. None of our Directors has waived or agreed to waive any emoluments during the Track Record Period, except that Mr. Tao Zhigang has voluntarily waived his director's fees for the year ended December 31, 2025.

Save as disclosed above, no other payments of remuneration have been made, or are payable, in respect of the Track Record Period, by our Group to or on behalf of any of our Directors.

CORPORATE GOVERNANCE CODE

We aim to achieve high standards of corporate governance which are crucial to our development and safeguard the interests of our Shareholders. To accomplish this, we expect to comply with the Corporate Governance Code and the associated Listing Rules after the **[REDACTED]**.

Our Group considers that appointing Mr. Xu as both the chairman of our Board and the general manager of our Company will provide us with strong and consistent leadership, resulting in more effective planning and management of our Group. Pursuant to code provision C.2.1 of Appendix C1 to the Listing Rules, the roles of chairperson and chief executive should be separate and should not be performed by the same individual. However, in view of Mr. Xu's extensive industry experience, personal profile and critical role in our Group's historical development, we believe that it would be beneficial for our Group's business prospects if Mr. Xu continues to act as both the chairman of our Board and the general manager of our Company upon **[REDACTED]**.

Save as disclosed above, we are in compliance with all applicable code provisions as set out in the Corporate Governance Code as contained in Appendix C1 to the Listing Rules.

BOARD DIVERSITY POLICY

We are committed to promoting the culture of diversity in the Company. We have strived to promote diversity to the extent practicable by taking into consideration a number of factors in our corporate governance structure.

We have adopted the board diversity policy (the **"Board Diversity Policy**") which sets out the objective and approach to achieve and maintain diversity of our Board in order to enhance the effectiveness of our Board. Pursuant to the Board Diversity Policy, we seek to achieve diversity of our Board through the consideration of a number of factors when selecting candidates to our Board, including but not limited to gender, age, race, cultural background, educational background, industry experience and professional experience. Our Company recognizes and embraces the benefits of having a diverse Board and sees increasing diversity at the Board level, including gender diversity, as an essential element in maintaining our Company's competitive advantage and enhancing its ability to attract talents and to retain and motivate employees. We have also taken and will continue to take steps to promote gender diversity at all levels of our Company, including but not limited to our Board and the senior management levels.

Our Directors have a balanced mix of knowledge and skills, including knowledge and experience in the areas of business management, legal, economics, finance, investment and accounting. The ages of our Directors range from 34 years old to 60 years old, and we have both male and female representatives on the Board.

Our Nomination Committee will review and assess the composition of our Board and make recommendations to our Board on appointment of members of our Board. Meanwhile, our Nomination Committee will consider the benefits of all aspects of diversity, including without limitation, professional experience, skills, knowledge, education background, age, gender, cultural and ethnicity and length of service, in order to maintain an appropriate range and balance of talents, skills, experience and diversity of perspectives on our Board.

COMPLIANCE ADVISER

We have appointed Somerley Capital Limited as our compliance adviser (the "**Compliance Adviser**") pursuant to Rule 3A.19 of the Listing Rules. The Compliance Adviser will provide us with guidance and advice as to compliance with the Listing Rules and other applicable laws, rules, codes and guidelines. Pursuant to Rule 3A.23 of the Listing Rules, the Compliance Adviser will advise our Company in certain circumstances including:

(i) before the publication of any regulatory announcement, circular or financial report;

(ii) where a transaction, which might be a notifiable or connected transaction under the Listing Rules, is contemplated by our Group, including share issues and share repurchases;

(iii) where our Group proposes to use the **[REDACTED]** of the **[REDACTED]** in a manner different from that detailed in this document or where our Group's business activities, developments or results of operation deviate from any forecast, estimate or other information in this document; and

(iv) where the Stock Exchange makes an inquiry to our Company regarding unusual movements in the price or trading volume of its **[REDACTED]** securities or any other matters in accordance with Rule 13.10 of the Listing Rules.

The term of the appointment will commence on the **[REDACTED]** and is expected to end on the date on which our Company complies with Rule 13.46 of the Listing Rules in respect of our financial results for the first full financial year commencing after the **[REDACTED]**.

SUBSTANTIAL SHAREHOLDERS

So far as our Directors are aware, as at the Latest Practicable Date and immediately following the completion of the **[REDACTED]** and without taking into account any Shares which may be issued pursuant to the exercise of the **[REDACTED]** or any option granted under the **[REDACTED]** Share Option Scheme, the following persons will have an interest or short position in the Shares or underlying Shares which would fall to be disclosed to our Company and the Stock Exchange under the provisions of Divisions 2 and 3 of Part XV of the SFO, or will be, directly or indirectly, interested in 10% or more of the nominal value of any class of share capital carrying rights to vote in all circumstances at general meetings of our Company:

		Shares held as at the Latest Practicable Date (taking into account the Share Subdivision) and immediately prior to the [REDACTED]		Immediately following the completion of the Share Subdivision, the [REDACTED] and the Conversion of Domestic Shares into H Shares (assuming the [REDACTED] or any option granted under the [REDACTED] Share Option Scheme is not exercised)	
Name of Shareholder	Nature of interest	Number of Domestic Shares[Note 2]	Approximate percentage of shareholding %	Number of Shares[Note 2]	Approximate percentage of shareholding %
Qianhai Hailu[Note 1]	Beneficial owner	40,000,000	44.06%	**[REDACTED]** Shares (comprising **[REDACTED]** Domestic Shares and **[REDACTED]** H Shares)	**[REDACTED]**
Mr. Xu[Note 1]	Beneficial owner	4,410,150	4.86%	**[REDACTED]** H Shares	**[REDACTED]**
	Interest in controlled corporation	40,000,000	44.06%	**[REDACTED]** Shares (comprising **[REDACTED]** Domestic Shares and **[REDACTED]** H Shares)	**[REDACTED]**

Notes:

1. Qianhai Hailu is held as to 99.99% by Mr. Xu. By virtue of the SFO, Mr. Xu is deemed to be interested in the shares held by Qianhai Hailu.

2. All interests are long positions.

Save as disclosed herein, our Directors are not aware of any persons who will, immediately following the completion of the **[REDACTED]** and without taking into account any Shares which may be issued pursuant to the exercise of the **[REDACTED]**, have an interest or short position in the Shares or underlying Shares which would fall to be disclosed to our Company and the Stock Exchange under the provisions of Divisions 2 and 3 of Part XV of the SFO, or, will be, directly or indirectly, interested in 10% or more of the nominal value of any class of share capital carrying rights to vote in all circumstances at general meetings of our Company or any other member of our Group. Our Directors are not aware of any arrangement which may at a subsequent date result in a change of control of our Company.

IMMEDIATELY BEFORE THE [REDACTED]

As of the Latest Practicable Date, the registered and issued share capital of our Company is RMB9,078,434, divided into 9,078,434 Domestic Shares with a nominal value of RMB1.00 each.

Immediately prior to the **[REDACTED]**, the ordinary shares of the Company will be split on a one for ten basis, and the registered share capital of our Company will be RMB9,078,434 comprising 90,784,340 Domestic Shares in issue of nominal value RMB0.10 each.

UPON COMPLETION OF THE [REDACTED]

Immediately following completion of the Share Subdivision, the **[REDACTED]** and the Conversion of Domestic Shares into H Shares, assuming that the **[REDACTED]** or any option granted under the **[REDACTED]** Share Option Scheme is not exercised, the share capital of our Company will be as follows:

Description of Shares	Number of Shares	Approximate % of the total share capital
Domestic Shares	**[REDACTED]**	**[REDACTED]**
H Shares converted from Domestic Shares	**[REDACTED]**	**[REDACTED]**
H Shares to be issued under the **[REDACTED]**	**[REDACTED]**	**[REDACTED]**
Total	**[REDACTED]**	**100%**

Immediately following completion of the Share Subdivision, the **[REDACTED]** and the Conversion of Domestic Shares into H Shares, assuming that the **[REDACTED]** is exercised in full but the options granted under the **[REDACTED]** Share Option Scheme are not exercised, the share capital of our Company will be as follows:

Description of Shares	Number of Shares	Approximate % of the total share capital
Domestic Shares	**[REDACTED]**	**[REDACTED]**
H Shares converted from Domestic Shares	**[REDACTED]**	**[REDACTED]**
H Shares to be issued under the **[REDACTED]**	**[REDACTED]**	**[REDACTED]**
H Shares to be issued pursuant to the exercise of the **[REDACTED]** in full	**[REDACTED]**	**[REDACTED]**
Total	**[REDACTED]**	**100%**

Please refer to the section headed "History, Development and Corporate Structure — Conversion of Domestic Shares into H Shares" in this document for details of the identities of the Shareholders whose Shares will be converted into H Shares upon **[REDACTED]**.

OUR SHARES

Upon completion of the **[REDACTED]** and the Conversion of Domestic Shares into H Shares, the Shares will consist of Domestic Shares and H Shares. Domestic Shares and H Shares are all ordinary Shares in the share capital of our Company. Apart from certain qualified domestic institutional **[REDACTED]** in the PRC, the qualified PRC **[REDACTED]** under the Shanghai-Hong Kong Stock Connect and the Shenzhen-Hong Kong Stock Connect and other persons who are entitled to hold our H Shares pursuant to relevant PRC laws and regulations or upon approvals of any competent authorities, H Shares generally cannot be subscribed for by or traded between legal or natural PRC persons. Domestic Shares can only be subscribed for by and traded between legal or natural PRC persons, qualified foreign institutional **[REDACTED]** and foreign strategic **[REDACTED]**. H Shares may only be subscribed for and traded in Hong Kong dollars. Domestic Shares, on the other hand, may only be subscribed for and transferred in Renminbi. Domestic Shares and H Shares are regarded as one class of Shares under our Articles of Association. Our Domestic Shares are not listed or traded on any stock exchange.

RANKING

Save as described in this document, Domestic Shares and H Shares shall rank *pari passu* with each other in all other respects and, in particular, will rank equally for dividends or distributions declared, paid or made. All dividends in respect of the H Shares are to be paid by us in Hong Kong dollars whereas all dividends in respect of Domestic Shares are to be paid by us in Renminbi. In addition to cash, dividends may be distributed in the form of Shares. For holders of H Shares, dividends in the form of Shares will be distributed in the form of additional H Shares. For holders of Domestic Shares, dividends in the form of Shares will be distributed in the form of additional Domestic Shares.

CONVERSION OF OUR DOMESTIC SHARES INTO H SHARES

Our Domestic Shares are unlisted Shares which are currently not listed or traded on any stock exchange.

According to stipulations by the State Council securities regulatory authority and the Articles of Association, the Domestic Shares may be converted into H Shares. Such converted Shares may be listed or traded on an overseas stock exchange provided that the conversion and trading of such converted Shares shall only be effected after all requisite internal approval process have been duly completed and the approval from the relevant PRC regulatory authorities (including the CSRC) and the relevant overseas stock exchange have been obtained.

In addition, such conversion and trading shall in all respects comply with the regulations prescribed by the State Council securities regulatory authority and the regulations, requirements and procedures prescribed by the relevant overseas stock exchange.

If any of the Domestic Shares are to be converted to H Shares and to be traded on the Stock Exchange, such conversion requires the approval of the relevant PRC regulatory authorities, including the CSRC. Approval of the Stock Exchange is required for the **[REDACTED]** of such converted Shares on the Stock Exchange. Subject to fulfilling the procedures below, our Company may **[REDACTED]** for the **[REDACTED]** of all or any portion of the Domestic Shares on the Stock Exchange as H Shares before any proposed conversion so that the conversion process can be completed promptly upon notice to the Stock Exchange and delivery of shares for entry on the H Share register. As any **[REDACTED]** of additional Shares after our Company's initial **[REDACTED]** on the Stock Exchange is ordinarily considered by the Stock Exchange to be a purely administrative matter, it does not require prior application for **[REDACTED]** as at the time of our Company's initial **[REDACTED]** in Hong Kong. A vote by our Shareholders in general meeting is not required for the **[REDACTED]** and trading of the converted Shares on an overseas stock exchange. Any **[REDACTED]** of the converted Shares on the Stock Exchange after the initial **[REDACTED]** is subject to prior notification by way of announcement to inform Shareholders and the public of any proposed conversion.

After all the requisite approvals have been obtained, the relevant Domestic Shares will be withdrawn from the Share register, and our Company will re-register such Shares on the H Share register maintained in Hong Kong and instruct the **[REDACTED]** to issue H Share certificates. Registration on the **[REDACTED]** of our Company will be on the conditions that (i) the H **[REDACTED]** lodges with the **[REDACTED]** a letter confirming the entry of the relevant H Shares on the H Share register and the due dispatch of H Share certificates; and (ii) the admission of the H Shares to be traded on the Stock Exchange complies with the Listing Rules and the General Rules of **[REDACTED]** and the **[REDACTED]** Operational Procedures in force from time to time. Until the converted Shares are re-registered on the H Share register of our Company, such Shares would not be **[REDACTED]** as H Shares.

The Company has applied for the Conversion of Domestic Shares into H Shares, which involves **[REDACTED]** Shares held by 27 Shareholders. For details, see "History, Development and Corporate Structure — Conversion of Domestic Shares into H Shares" in this document for further details.

RESTRICTIONS OF SHARE TRANSFER

In accordance with the PRC Company Law, the shares issued prior to any **[REDACTED]** of shares by a company cannot be transferred within one year from the date on which such publicly offered shares are listed and traded on the relevant stock exchange. As such, the Shares issued by our Company prior to the issue of H Shares will be subject to such statutory restriction on transfer within a period of one year from the **[REDACTED]**.

Our Directors and members of the senior management of our Company shall declare their shareholdings in our Company and any changes in their shareholdings. Shares transferred by our Directors and members of the senior management each year during their term of office shall not exceed 25% of their total respective shareholdings in our Company. The Shares that the aforementioned persons held in our Company cannot be transferred within one year from the date on which the shares are **[REDACTED]** and traded, nor within half a year after they leave their positions in our Company. The Articles of Association may contain other restrictions on the transfer of the Shares held by our Directors and members of senior management of our Company.

For details of the lock-up undertaking given by our Controlling Shareholders pursuant to Rule 10.07 of the Listing Rules, please see "**[REDACTED]**" in this document.

INCREASE IN SHARE CAPITAL

As advised by our PRC Legal Adviser, pursuant to the Articles of Association and subject to the requirements of the relevant PRC laws and regulations, our Company, upon the **[REDACTED]** of our H Shares, is eligible to enlarge its share capital by issuing either new H Shares or new Domestic Shares on condition that such proposed issuance shall be approved by a special resolution of Shareholders in general meeting conducted in accordance with the provisions of the Articles of Association and that such issuance complies with the Listing Rules and other relevant laws and regulations of Hong Kong. To adopt a special resolution of Shareholders in general meeting, more than the two thirds votes represented by the Shareholders (including proxies) present at the general meeting must be exercised in favor of the resolution.

CIRCUMSTANCES UNDER WHICH GENERAL MEETINGS ARE REQUIRED

For details of circumstances under which our Shareholders' general meetings are required, please see "Appendix IV — Summary of Principal Legal and Regulatory Provisions" and "Appendix V — Summary of Articles of Association of the Company" in this document.

[REDACTED] SHARE OPTION SCHEME

We have adopted the **[REDACTED]** Share Option Scheme. For the details of the **[REDACTED]** Share Option Scheme, see "Appendix VI — Statutory and General Information — D. **[REDACTED]** Share Option Schemes".

REGISTRATION OF SHARES NOT LISTED ON THE OVERSEAS STOCK EXCHANGE

According to the Notice of Centralised Registration and Deposit of Non-overseas Listed Shares of Companies Listed on an Overseas Stock Exchange (《關於境外上市公司非境外上市股份集中登記存管有關事宜的通知》) issued by the CSRC, an overseas listed company is required to register its shares that are not listed on the overseas stock exchange with China Securities Depository and Clearing Corporation Limited within 15 working days upon the listing and provide a written report to the CSRC regarding the centralized registration and deposit of its Domestic Shares as well as the current **[REDACTED]** and **[REDACTED]** of H shares.

You should read the following discussion and analysis in conjunction with our consolidated financial statements included in the Accountants' Report in Appendix I to this document. Our consolidated financial statements have been prepared in accordance with IFRS Accounting Standards.

The following discussion and analysis contain forward-looking statements that reflect our current views with respect to future events and financial performance. These statements are based on our assumptions and analysis in light of our experience and perception of historical trends, current conditions and expected future developments, as well as other factors we believe are appropriate under the circumstances. However, whether actual outcomes and developments will meet our expectations and predictions depends on a number of risks and uncertainties. In evaluating our business, you should carefully consider the information provided in this document, including but not limited to the sections headed "Risk Factors" and "Business."

For the purposes of this section, unless the context otherwise requires, references to the years of 2023, 2024 and 2025 refer to our financial years ended December 31 of such years. Unless the context otherwise requires, financial information described in this section is described on a consolidated basis.

OVERVIEW

We are a Southeast Asia-focused cross-border retail enterprise anchored by our digitalised capabilities. We have established ourselves as a China-based outbound brand owner of 3C accessories and small appliances, driven by a clear strategic mandate for global expansion. According to Frost & Sullivan, in terms of retail sales value in 2025, we were the No. 1 company in Indonesia in the 3C accessories sector, with a market share of approximately 2.2%, and we ranked No. 6 as a China-based cross-border company in the small appliances sector, with a market share of approximately 3.7% of the China-to-Indonesia small appliances export market. Our leadership is underpinned by our proprietary brands, scale, product breadth and depth and end-to-end capabilities spanning product procurement, supply chain, retail operations and after-sales services. We sell a selected portfolio of products to overseas merchants and consumers with a strategic focus in Southeast Asia, and predominantly in Indonesia. Our target customers are mainly SMRs such as local shops selling 3C accessories and small appliances. We also conduct our sales to end-customers through third-party e-commerce platforms that are popular in the local markets and livestreaming platforms such as TikTok.

Our revenue increased from RMB908.4 million in 2023 to RMB1,048.7 million in 2024, and further increased to RMB1,216.9 million in 2025. Our gross profit increased from RMB305.1 million in 2023 to RMB373.4 million in 2024, and further increased to RMB451.5 million in 2025. Our revenue increased from RMB573.0 million for the six months ended June 30, 2025 to RMB699.4 million for the six months ended June 30, 2026, respectively, and our gross profit increased from RMB211.7 million to RMB271.0 million during the same periods.

BASIS OF PREPARATION

The historical financial information has been prepared in accordance with all applicable IFRS Accounting Standards as issued by the International Accounting Standards Board ("**IASB**"). Further details of the material accounting policy information adopted are set out in Note 2 to the Accountants' Report included in Appendix I to this document.

The IASB has issued a number of new and revised IFRS Accounting Standards. For the purpose of preparing the historical financial information, our Group has adopted all applicable new and revised IFRS Accounting Standards to the Track Record Period, except for any new standards or interpretations that are not yet effective for the Track Record Period. The revised and new accounting standards and interpretations issued but not yet effective for the Track Record Period are set out in Note 38 to the Accountants' Report included in Appendix I to this document.

MAJOR FACTORS AFFECTING OUR RESULTS OF OPERATIONS

The following factors are the principal factors that have affected and, we expect, will continue to affect our business, financial condition, results of operations and prospects:

General Factors

Our results of operations have been, and are expected to continue to be, materially affected by a number of factors, many of which are outside of our control, including the following:

- Macroeconomic developments;
- Overall economic conditions, consumption levels and consumer habits in the markets where we sell our products;
- Competition landscape in the Chinese market and in the markets where we sell our products;
- Changes in international trade policies, geopolitical developments and changes in laws and regulations;
- Force majeure events.

Company-specific Factors

Ability to Develop Products that Meet Customer Demands

We are committed to aligning our product development closely with customer requirements and market dynamics through an integrated approach.

Frontline Operations. We maintain a dedicated sales force with extensive coverage across offline channels, online e-commerce platforms and livestreaming channels, providing real-time market intelligence and emerging trends.

Mid-office Capabilities. Our specialized online and offline marketing teams continuously monitor market fluctuations and collect consumer feedback on our products. We also regularly conduct large-scale surveys and polls among our customers to understand future product development trends, customer preferences and price sensitivity, thereby obtaining forward-looking information for product development.

Back-Office Analytics. Our analytical team employs advanced data intelligence tools to conduct in-depth analysis of purchasing behaviors across both online and offline channels. These analytical capabilities enable us to systematically assess market feasibility of our products and generate data-driven recommendations for product iteration and optimization. Our product development, design and supply chain teams integrate and analyze the data collected from frontline sales, mid-office marketing and back-office operational analysis to drive product precision.

These strategies ensure that our product development remains responsive to customer demands and market dynamics, effectively enhancing product acceptance.

Abilities to Manage Our Sales and Distribution Network

Our sales and marketing efforts are primarily focused on Southeast Asian markets, including Indonesia, Vietnam, Thailand and the Philippines, with Indonesia representing our largest market. We primarily conduct our sales through distributors, which are also our target customers and mainly consist of SMRs such as local shops selling 3C accessories and small appliances. We have established localized sales teams and warehousing deployments in these locations, enabling us to maintain close relationships with our customers, understand their needs and provide more efficient and timely services and product deliveries.

In addition to our primary offline distributor network, we also sell our products to end-customers through third-party e-commerce platforms that are popular in the local markets and livestreaming platforms such as TikTok. We have established our official stores on these platforms, maintained our own dedicated e-commerce operations team and livestreaming team, and have established our own livestreaming base. This integrated reach ensures wide market coverage and consistent execution across both online and offline touchpoints.

As of June 30, 2026, we had over 36,000 distributor customers, over 40 branch offices, over 100 mainstream e-commerce platform stores and livestreaming e-commerce platform stores, supporting our revenue growth during the Track Record Period.

Ability to identify Indonesian market demands and develop the Indonesian market

We officially commenced our business in Indonesia in 2018. The decision to prioritize the Indonesian market was based on Mr. Xu Longhua's assessment of Indonesia as a large and fast-growing Southeast Asian consumer market with a young population and increasing demand for consumer electronics products, while the mid-to-low-end 3C accessories segment remained underpenetrated with limited availability of reliable and cost-effective branded products. Leveraging China's established supply chain capabilities and Mr. Xu Longhua's industry experience, we initially entered the market through 3C accessories such as power banks and established proprietary brands including VIVAN and ROBOT, supported by product quality assurance and after-sales warranty services to establish customer trust. We subsequently expanded our product portfolio into small appliances, home furnishings & building materials, and progressively scaled our operations through the development of the WOOK APP digital platform, the establishment of a local field sales team and regional offices, as well as enhanced warehousing and logistics infrastructure adapted to Indonesia's multi-island geography.

Abilities to Manage Costs and Improve Operational Efficiency

Our abilities to manage costs and operating expenses play a critical role in our results of operations. Our primary costs consist of (i) procurement costs and (ii) transportation costs.

We manage procurement costs through a suite of initiatives, including (i) eliminating redundant product features and encouraging our teams to develop best-selling products to achieve economies of scale in procurement; (ii) closely monitoring fluctuations in the raw materials market and timely locking in procurement requirements to mitigate the impact of cost increases and (iii) establishing strategic partnerships with suppliers to jointly enhance automation capabilities, improve efficiency and further optimize procurement costs.

We manage transportation costs through a suite of initiatives, including (i) establishing consolidation warehouses domestically; (ii) entering into strategic contracts with logistics service providers and (iii) implementing centralized and unified procurement procedures. In our local sales regions, we optimize our warehousing network layout to enhance delivery efficiency.

We also continuously enhance our end-to-end digital management capabilities to support our business expansion needs at scale, optimize our management efficiency and improve profitability. In 2023, 2024 and 2025 and the six months ended June 30, 2025 and 2026, our gross profit margins were 33.6%, 35.6%, 37.1%, 36.9% and 38.7%, respectively.

Ability to Manage Foreign Exchange Rate Fluctuations Risk

Our operations are primarily conducted in Southeast Asian markets, with sales revenue settled in local currencies, including Indonesian Rupiah, Vietnamese Dong, Thai Baht and Philippine Peso. In contrast, our procurement activities are mainly sourced from China and settled in Renminbi. Consequently, fluctuations in exchange rates may affect the Renminbi value of assets, liabilities, revenue and costs denominated in foreign currencies within our overseas entities, thereby adversely impacting our consolidated financial statements. Frequent exchange rate volatility also complicates product pricing management and may weaken the overall competitiveness of our products. During the

Track Record Period, we had net exchange gains of RMB6.1 million in 2023, and net exchange losses of RMB2.0 million, RMB18.2 million and RMB17.9 million in 2024, 2025 and the six months ended June 30, 2026, respectively, primarily due to unrealized exchange loss arising from the payables within the Group due to the depreciation of Rupiah against Renminbi during this period.

To mitigate the effects of currency volatility, we will continuously enhance analysis and research on exchange rate movements and proactively manage foreign exchange risks. In particular, we enter into foreign exchange forward contracts and other hedging arrangements with reputable financial institutions to hedge against anticipated foreign exchange exposures, primarily in respect of our foreign currency denominated receivables and payables. Such arrangements are generally structured to lock in exchange rates for expected settlement dates, with reference to the timing and amount of the underlying transactions, thereby reducing the impact of exchange rate fluctuations on our business performance. During the Track Record Period, we recorded net losses of RMB0.9 million and RMB1.3 million in 2023 and 2024, respectively, and net gains of RMB0.7 million, RMB0.01 million and RMB3.5 million in 2025, the six months ended June 30, 2025 and the six months ended June 30, 2026, respectively, from our foreign exchange forward contracts and other hedging arrangements. We have adopted internal control measures and policies for our hedging activities. Before entering into any hedging arrangements, our finance department prepares foreign currency cash flow forecasts and assesses our foreign exchange exposure based on the expected timing and amount of foreign currency receipts and payments. Hedging plans are formulated with reference to our actual business needs, market conditions and the expected settlement cycle of the underlying transactions, and are implemented only with licensed financial institutions. During the execution stage, we monitor exchange rate movements and the status of the relevant hedging arrangements, and maintain segregation of duties among transaction execution, accounting and review functions. After completion of the relevant transactions, we conduct reconciliation and review, maintain supporting records including contracts and transaction documents, and perform monthly reviews to optimize our foreign exchange risk management strategy and hedging arrangements.

MATERIAL ACCOUNTING POLICIES AND ESTIMATES

We have identified certain accounting policies that are significant to the preparation of our consolidated financial statements. Some of our accounting policies require us to apply estimates and assumptions as well as complex judgments related to accounting items. The estimates and assumptions we use and the judgments we make in applying our accounting policies have a significant impact on our financial position and operational results. Our management continuously evaluates such estimates, assumptions and judgments based on past experience and other factors, including industry practices and expectations of future events that are deemed to be reasonable under the circumstances. There has not been any material deviation from our management's estimates or assumptions and actual results, and we have not made any material changes to these estimates or assumptions during the Track Record Period. We do not expect any material changes in these estimates and assumptions in the foreseeable future.

We set forth below those accounting policies that we believe are of critical importance to us or involve the most significant estimates, assumptions and judgments used in the preparation of our financial statements. Our material accounting policy information, estimates, assumptions and judgments, which are important for understanding our financial condition and results of operations, are set forth in Note 2 of the Accountants' Report set out in Appendix I to this document.

Revenue from Contracts with Customers

Revenue is recognized when control over a product or service is transferred to the customer at the amount of promised consideration to which we are expected to be entitled, excluding those amounts collected on behalf of third parties such as value-added tax or other sales taxes.

We determine whether we are a principal or an agent, based on whether we obtain control of the specified good or service before that good or service is transferred to a customer. Control refers to our ability to direct the use of and obtain substantially all of the remaining benefits from the goods or services. We are a principal if we control the specified good or service before that good or service is

transferred to a customer, and recognize revenue in the gross amount of consideration which we have received (or which is receivable). Otherwise, we are an agent, and recognize revenue in the amount of any fee or commission to which we expect to be entitled.

Inventories

Inventories are measured at the lower of cost and net realizable value as follows: Cost is calculated using FIFO method and it comprises all costs of purchase, cost of conversion and other costs incurred in bringing the inventories to their present location and condition. Net realizable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Translation of foreign currencies

Transactions in foreign currencies are translated into the respective functional currencies of group companies at the exchange rates at the dates of the transactions.

Monetary assets and liabilities denominated in foreign currencies are translated into the functional currency at the exchange rate at the reporting date. Non-monetary assets and liabilities that are measured at fair value in a foreign currency are translated into the functional currency at the exchange rate when the fair value was determined. Non-monetary assets and liabilities that are measured based on historical cost in a foreign currency are translated at the exchange rate at the date of the transaction. Foreign currency differences are generally recognized in profit or loss.

The assets and liabilities of foreign operations are translated into RMB at the exchange rates at the reporting date. The income and expenses of foreign operations are translated into RMB at the exchange rates at the dates of the transactions.

Foreign currency differences are recognized in other comprehensive income ("**OCI**") and accumulated in the exchange reserve, except to the extent that the translation difference is allocated to NCI.

When a foreign operation is disposed of in its entirety or partially such that control, significant influence is lost, the cumulative amount in OCI related to that foreign operation is reclassified to profit or loss as part of the gain or loss on disposal. On disposal of a subsidiary that includes a foreign operation, the cumulative amount of the exchange differences relating to that foreign operation that have been attributed to the NCI shall be derecognized, but shall not be reclassified to profit or loss. If we dispose of part of our interest in a subsidiary but retain control, then the relevant proportion of the cumulative amount is reattributed to NCI. When we dispose of only part of an associate while retaining significant influence, the relevant proportion of the cumulative amount is reclassified to profit or loss.

DESCRIPTION OF MAJOR COMPONENTS OF OUR RESULTS OF OPERATIONS

The following table sets forth a summary of our consolidated statements of profit or loss and other comprehensive income in absolute amounts and as a percentage of revenue for the years/periods indicated:

	Year ended December 31,						Six months ended June 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)			
Revenue	908,358	100.0	1,048,742	100.0	1,216,944	100.0	573,044	100.0	699,357	100.0
Cost of sales	(603,296)	(66.4)	(675,360)	(64.4)	(765,417)	(62.9)	(361,358)	(63.1)	(428,404)	(61.3)
Gross profit	305,062	33.6	373,382	35.6	451,527	37.1	211,686	36.9	270,953	38.7
Other net income	6,428	0.7	1,852	0.2	860	0.1	(2,963)	(0.5)	(14,064)	(2.0)
Research and development expenses	(20,926)	(2.3)	(18,151)	(1.7)	(14,417)	(1.2)	(7,092)	(1.2)	(7,623)	(1.1)
Selling and distribution expenses	(166,694)	(18.4)	(207,488)	(19.8)	(270,519)	(22.2)	(124,931)	(21.8)	(163,542)	(23.4)
General and administrative expenses	(71,046)	(7.8)	(88,487)	(8.4)	(74,167)	(6.1)	(32,251)	(5.6)	(41,238)	(5.9)
Impairment losses (recognised)/reversed on trade and other receivables	(950)	(0.1)	(1,401)	(0.1)	332	0.0	279	0.0	138	0.0
Profit from operations	51,874	5.7	59,707	5.7	93,616	7.7	44,728	7.8	44,624	6.5
Finance costs	(1,435)	(0.2)	(4,061)	(0.4)	(5,086)	(0.4)	(2,705)	(0.5)	(1,075)	(0.2)
Changes in the carrying amount of redemption liabilities	(19,511)	(2.1)	(22,720)	(2.2)	(25,246)	(2.1)	(12,183)	(2.1)	(12,365)	(1.8)
Share of losses of associates	(258)	(0.0)	(4,094)	(0.4)	(2,787)	(0.2)	(2,497)	(0.4)	—	—
Profit before taxation	30,670	3.4	28,832	2.7	60,497	4.9	27,343	4.8	31,184	4.5
Income tax	(12,351)	(1.4)	(8,479)	(0.8)	(12,545)	(1.0)	(5,687)	(1.0)	(6,388)	(1.0)
Profit for the year/period:	18,319	2.0	20,353	1.9	47,952	3.9	21,656	3.8	24,796	3.5

Non-IFRS Measure

To supplement our consolidated financial statements, which are presented in accordance with IFRS Accounting Standards, we also use adjusted net profits (Non-IFRS Measure) for the year as an additional financial measure, which is not required by, or presented in accordance with IFRS Accounting Standards. We believe this non-IFRS measure facilitates comparisons of operating performance from period to period by excluding potential impacts of certain items. We believe this measure provides useful information to **[REDACTED]** and others in understanding and evaluating our consolidated results of operations in the same manner as they help our management. However, such Non-IFRS measure that we present may not be directly comparable to similar measures presented by other companies. The use of this has limitations as an analytical tool, and you should not consider it in isolation from, or as a substitute of, our results of operations or financial condition as reported under IFRS Accounting Standards.

We define adjusted net profits (Non-IFRS Measure) for the year/period as net profit for the year/period adjusted by adding back (i) changes in the carrying amount of redemption liabilities, (ii) **[REDACTED]** and (iii) share-based payment expenses. The following table reconciles our adjusted net profits (Non-IFRS Measure) for the year/period with the nearest measures presented in accordance with IFRS Accounting Standards, which are profit for the year/period:

	Year ended December 31,			Six months ended June 30,	
	2023	2024	2025	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
Profit for the year/period	18,319	20,353	47,952	21,656	24,796
Add:					
Changes in the carrying amount of redemption liabilities[(1)]	19,511	22,720	25,246	12,183	12,365
[REDACTED][(2)]	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**
Share-based payment expenses[(3)]	8,968	35,970	—	—	3,748
Adjusted net profits (Non-IFRS Measure) for the year/period	46,798	79,043	80,806	33,839	49,069

Notes:

(1) Changes in the carrying amount of redemption liabilities represent by an increase over time in the finance costs relating to the shares with special rights held by certain shareholders. The carrying amounts of the redemption liabilities will be reclassified to equity upon the **[REDACTED]** of our H shares on the Stock Exchange.

(2) **[REDACTED]** represent professional fees and other fees incurred in connection with the **[REDACTED]**.

(3) Share-based payment expenses relate to the non-cash employee benefit expenses incurred in connection with our award to management and key employees. The reconciling item is not expected to result in future cash payments and the adjustment has been consistently made during the Track Record Period.

While we achieved sustained business growth during the Track Record Period, we had a net profit of RMB18.3 million, RMB20.4 million and RMB48.0 million in 2023, 2024 and 2025, respectively, and net profits of RMB21.7 million and RMB24.8 million for the six months ended June 30, 2025 and 2026, respectively. After excluding the impact of share-based payment expenses, changes in the carrying amount of redemption liabilities and **[REDACTED]**, we had adjusted net profits (Non-IFRS Measure) of RMB46.8 million, RMB79.0 million and RMB80.8 million in 2023, 2024 and 2025, respectively, and adjusted net profits (Non-IFRS Measure) of RMB33.8 million and RMB49.1 million for the six months ended June 30, 2025 and 2026, respectively. The adjusted net profits (Non-IFRS Measure) in 2025 include a gain on disposal of an associate of RMB16.6 million and net foreign exchange losses of RMB18.2 million. The adjusted net profits (Non-IFRS Measure) in the six months ended June 30, 2026 include net foreign exchange losses of RMB17.9 million.

Revenue

During the Track Record Period, we mainly derived revenue from sales of products in Indonesia, Vietnam, Thailand and the Philippines.

Revenue by product category

The following table sets forth a breakdown of our revenue by product category, in absolute amounts and as a percentage of our total revenue, for the years/periods indicated:

	Year ended December 31,						Six months ended June 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)			
3C accessories	692,611	76.2	751,587	71.7	813,384	66.8	397,642	69.4	405,581	58.0
Small appliances	40,065	4.4	103,741	9.9	171,006	14.1	69,188	12.1	145,861	20.9
Home furnishings & building materials	67,688	7.5	88,968	8.5	133,528	11.0	59,948	10.5	93,784	13.4
Others[(1)]	107,994	11.9	104,446	9.9	99,026	8.1	46,266	8.0	54,131	7.7
Total	908,358	100.0	1,048,742	100.0	1,216,944	100.0	573,044	100.0	699,357	100.0

Note:

(1) Others primarily consist of (i) sales of other products, such as lifestyle products, stationery and electric two-wheelers and (ii) offering of warehousing services.

We offer products under a broad range of "home and life" scenarios. We primarily generate revenue from sales of products in (i) 3C accessories, (ii) small appliances and (iii) home furnishings & building materials. We also sell other products such as lifestyle products, stationery and electric two-wheelers. We mainly sell products to customers via proprietary mobile application, third-party e-commerce platforms, and livestreaming platforms. Revenue from the sale of products is recognized at the point in time when control of the asset is transferred to the customer, generally on receipt of the product by customers. During the Track Record Period, we also generated revenue from warehousing services. We provide warehousing services to facilitate the fulfillment of e-commerce orders.

For details in relation to the changes in our revenue by product category during the Track Record Period, see "— Year-to-Year Comparison of Results of Operations."

Among our product categories, small appliances recorded the most significant increase in revenue during the Track Record Period. The increase in sales of small appliances was primarily attributable to (i) the expansion of our small appliance product portfolio; (ii) the increase in sales through our offline, e-commerce and live-streaming channels; (iii) our brand promotion initiatives; (iv) the expansion of our online stores and continued refinement of online sales operations; and (v) the expansion of sales of small appliances into new markets.

In terms of product portfolio expansion, during the Track Record Period, we launched and upgraded certain small appliance products, including food choppers, and introduced additional product categories under small appliances, including kitchen appliances, cookware, lifestyle appliances, personal care appliances, air and water appliances, air fryer and oven appliances, cleaning appliances and food processors. In terms of sales channels, we increased our sales efforts through offline, e-commerce and live-streaming channels, which supported the sales growth of small appliances. In terms of brand promotion, we engaged brand ambassadors and conducted systematic brand promotion activities during the Track Record Period. In addition, we expanded our online stores and continued to refine our online sales operations, including through team resource allocation and more targeted online

operation management. We also expanded the sales of small appliances into new markets, including Vietnam, Thailand and the Philippines. The following table sets forth a breakdown of our sales volume and ASP of our key products by product category for the years/periods indicated[1][2]:

	Year ended December 31,						Six months ended June 30,			
	2023		2024		2025		2025		2026	
	Sales volume (in thousand pieces)	*ASP (RMB)*	*Sales volume (in thousand pieces)*	*ASP (RMB)*	*Sales volume (in thousand pieces)*	*ASP (RMB)*	*Sales Volume (in thousand pieces)*	*ASP (RMB)*	*Sales Volume (in thousand pieces)*	*ASP (RMB)*
3C accessories	24,567	28	25,687	29	27,219	30	13,418	30	13,839	29
Small appliances	739	54	2,046	51	3,764	45	1,396	50	3,161	46
Home furnishings & building materials	10,474	6	12,919	7	15,756	8	7,712	8	10,713	9
Others[1]	3,647	30	10,611	8	8,923	11	4,317	11	4,471	12
Total	**39,427**	**23**	**51,263**	**20**	**55,662**	**22**	**26,843**	**21**	**32,184**	**22**

Notes:

(1) The sales volume of others does not comprise warehousing services.

(2) For 3C accessories, small appliances, home furnishings & building materials and others, ASP equals revenue generated from the sale of relevant products divided by the sales volume of the respective products. For the "Total" row, the ASP is calculated by dividing the revenue by the sales volume of products. For the purpose of calculating ASP, "pieces" refers to the number of individual product units sold.

(3) Others primarily consist of sales of other products, such as lifestyle products, stationery and electric two-wheelers.

During the Track Record Period, the ASP for our 3C accessories, home furnishings & building materials steadily increased, primarily attributable to (i) the expansion and diversification of product portfolio, and (ii) the optimization of customer operation strategies, despite a slight moderation for 3C accessories in the six months ended June 30, 2026 due to an increased sales proportion of lower-ASP items and the depreciation of the Indonesian Rupiah against the Renminbi during the six months ended June 30, 2026. The decline in ASP for small appliances was primarily attributable to a shift in product mix toward lower-priced items and the depreciation of the Indonesian Rupiah against the Renminbi during the six months ended June 30, 2026. In 2024, we streamlined our product portfolio and ceased to engage in the sale of relevant products with a higher ASP but a lower profit margin. As a result, the ASP of our products under "Others" category showed a substantial decrease. The relatively low ASP of home furnishings & building materials during the Track Record Period was mainly attributable to the product portfolio within this category. In particular, certain sub-categories with relatively lower ASP, including window treatments, flooring decoration and wall decoration products, contributed a relatively high proportion of the sales volume, which lowered the overall ASP.

Revenue of product sales by customer type

During the Track Record Period, our revenue from sales of goods was derived primarily from distributors and direct customers. The following table sets forth a breakdown of our revenue by customer type in absolute amounts and as a percentage of total revenue for the years/periods indicated:

	Year ended December 31,						Six months ended June 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*
Sales to distributors	751,946	82.8	773,243	73.7	834,299	68.5	405,760	70.7	450,773	64.4
Direct customers	156,412	17.2	253,413	24.2	359,893	29.6	155,127	27.2	241,014	34.5
Others[1]	—	—	22,086	2.1	22,752	1.9	12,157	2.1	7,570	1.1
Total	**908,358**	**100.0**	**1,048,742**	**100.0**	**1,216,944**	**100.0**	**573,044**	**100.0**	**699,357**	**100.0**

Note:

(1) Others consist of offering of warehousing services.

Our revenue was mainly generated through distribution channels, accounting for 82.8%, 73.7%, 68.5%, 70.7% and 64.4% of total revenue in 2023, 2024 and 2025 and the six months ended June 30, 2025 and 2026, respectively.

The growth in our revenue during the Track Record Period was primarily driven by (i) the continued deepening and expansion of our distribution customer base through optimization of sales policies and product portfolio and expansion of our distributor network from the 3C accessories sector into home furnishings & building materials and small appliances industries, with average sales per order amounted to RMB1,794 in 2023, RMB1,739 in 2024 and RMB1,865 in 2025; (ii) the development of our direct sales channels, as reflected in the increase in their revenue contribution from 17.2% in 2023 to 24.2% in 2024, 29.6% in 2025, 27.2% during the six months ended June 30, 2025 and further to 34.5% during the six months ended June 30, 2026, which was supported by the expansion of e-commerce platforms and livestreaming channels, the growth of our dedicated operating team from over 70 personnel in 2023 to over 130 personnel in 2025, and of 2026, there are over 190 personnel and the increase in online stores from approximately 90 in 2023 to over 150 as of June 30, 2026; (iii) expansion into new product categories, in particular small appliances, which recorded a CAGR of over 100.0% during the Track Record Period and enhanced customer repurchase rate and average order value and (iv) geographical expansion in Southeast Asia, where we replicated our established Indonesia operating model into Vietnam, Thailand and the Philippines, and achieved revenue growth with a CAGR of over 40% in these markets, supported by localized operations, supply chain adaptation and coordinated channel development.

During the Track Record Period, our online direct sales channel, primarily conducted through e-commerce platforms such as Shopee, recorded steady growth in both revenue contribution and order volume. Revenue generated from Shopee was RMB98.0 million, RMB139.1 million, RMB193.6 million, RMB84.5 million and RMB127.5 million in 2023, 2024 and 2025 and the six months ended June 30, 2025 and 2026, accounting for 10.8%, 13.3%, 15.9%, 14.8% and 18.2% of our total revenue, respectively. In addition, while the average order value remained relatively stable at RMB45 in 2023, RMB48 in 2024, RMB47 in 2025 and RMB43 during the six months ended June 30, 2026, the number of online direct sales orders increased from 3,438,417 in 2023 to 5,329,977 in 2024 and 7,647,361 in 2025 and further increased to 5,629,083 during the six months ended June 30, 2026, reflecting sustained growth in underlying demand and continued improvement in platform penetration. We consider our online direct sales channel to have strong scalability, supported by the increasing penetration of e-commerce and livestreaming platforms and the ongoing shift in consumer purchasing behaviour towards online channels.

The ASP of sales to distributors decreased from RMB22 in 2023 to RMB17 in 2024, primarily due to changes in product portfolio. In particular, the revenue generated from home furnishings & building materials, which generally had relatively low ASP, increased from 7.5% in 2023 to 8.5% in 2024. The ASP of sales to distributors then increased to RMB18 in 2025 and remained stable at RMB18 in the six months ended June 30, 2026. The table below sets forth a breakdown of the sales volume of products sold and ASP by customer type during the Track Record Period:

	Year ended December 31,						Six months ended June 30,			
	2023		2024		2025		2025		2026	
	Sales volume (in thousand pieces)	*Average selling price (RMB)*	*Sales volume (in thousand pieces)*	*Average selling price (RMB)*	*Sales volume (in thousand pieces)*	*Average selling price (RMB)*	*Sales Volume (in thousand pieces)*	*Average selling price (RMB)*	*Sales Volume (in thousand pieces)*	*Average selling price (RMB)*
Sales to distributors	34,749	22	44,722	17	46,052	18	22,922	18	25,462	18
Direct customers	4,678	33	6,541	39	9,610	37	3,921	40	6,722	36
Others[(1)]	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total	**39,427**	**23**	**51,263**	**20**	**55,662**	**22**	**26,843**	**21**	**32,184**	**22**

Note:

(1) Others consist of offering of warehousing services.

Revenue of product sales by geographical market

During the Track Record Period, our revenue from sales of goods was derived from (i) Indonesia, (ii) Vietnam, (iii) Thailand, (iv) the Philippines and (v) others. The following table sets forth a breakdown of our revenue by geographical market in absolute amounts and as a percentage for the years/periods indicated:

	Year ended December 31,						Six months ended June 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*
Indonesia	871,036	95.9	1,004,839	95.8	1,143,543	94.0	538,177	93.9	650,728	93.0
Vietnam	21,422	2.4	19,145	1.9	29,160	2.4	14,190	2.6	21,881	3.2
Thailand	9,500	1.0	13,002	1.2	22,930	1.9	10,491	1.8	13,656	2.0
the Philippines	5,052	0.6	9,425	0.9	19,143	1.5	9,089	1.5	12,031	1.6
Others	1,348	0.1	2,331	0.2	2,168	0.2	1,097	0.2	1,061	0.2
Total	**908,358**	**100.0**	**1,048,742**	**100.0**	**1,216,944**	**100.0**	**573,044**	**100.0**	**699,357**	**100.0**

From the geographical perspective, the majority of our revenue continues to be derived from Indonesia. The revenue from product sales in Indonesia represented 95.9%, 95.8%, 94.0%, 93.9% and 93.0% of total revenue in 2023, 2024 and 2025 and the six months ended June 30, 2025 and 2026, respectively. During the same periods, we are expanding into new markets across other countries, where revenue contribution increased from 4.1% in 2023 to 4.2% in 2024, 6.0% in 2025, 6.1% for the six months ended June 30, 2025 and further to 7.0% for the six months ended June 30, 2026.

Cost of Sales

Our cost of sales primarily consists of (i) procurement costs, (ii) write-down of inventories and (iii) transportation costs and others. The following table sets forth a breakdown of our cost of sales by nature in absolute amounts and as a percentage of cost of sales for the years/periods indicated:

	Year ended December 31,						Six months ended June 30,			
	2023		2024		2025		2025		2026	
	RMB'000	*%*	*RMB'000*	*%*	*RMB'000*	*%*	*RMB'000*	*%*	*RMB'000*	*%*
Procurement costs	540,897	89.7	601,458	89.1	689,186	90.1	323,746	89.7	390,482	91.2
Write-down of inventories	4,092	0.7	4,831	0.7	4,206	0.5	1,503	0.4	2,220	0.5
Transportation costs and others	58,307	9.6	69,071	10.2	72,025	9.4	36,109	9.9	35,702	8.3
Total cost of sales	**603,296**	**100.0**	**675,360**	**100.0**	**765,417**	**100.0**	**361,358**	**100.0**	**428,404**	**100.0**

During the Track Record Period, procurement costs constituted the primary component of our cost of sales, accounting for 89.7%, 89.1%, 90.1%, 89.7% and 91.2%, of the total cost of sales in 2023, 2024 and 2025 and the six months ended June 30, 2025 and 2026, respectively.

Gross Profit and Gross Profit Margin

Our gross profit represents our revenue less our cost of sales. Our gross profit margin represents our gross profit as a percentage of our revenue. The following table sets forth a breakdown of our gross profit by product lines in absolute amounts and as a percentage of revenue, or gross profit margin, for the years/periods indicated:

	Year ended December 31,						Six months ended June 30,			
	2023		2024		2025		2025		2026	
	Gross Profit	Gross profit margin	Gross Profit	Gross profit margin	Gross Profit	Gross profit margin	Gross Profit	Gross profit margin	Gross Profit	Gross profit margin
	RMB'000	*(%)*	*RMB'000*	*(%)*	*RMB'000*	*(%)*	*RMB'000*	*(%)*	*RMB'000*	*(%)*
3C accessories	235,469	34.0	280,702	37.3	313,969	38.6	153,920	38.7	159,566	39.3
Small appliances	13,533	33.8	38,132	36.8	71,959	42.1	28,281	40.9	68,233	46.8
Home furnishings & building materials	18,115	26.8	20,336	22.9	29,519	22.1	13,594	22.7	18,530	19.8
Others[(1)]	37,945	35.1	34,212	32.8	36,080	36.4	15,891	34.3	24,624	45.5
Total	305,062	33.6	373,382	35.6	451,527	37.1	211,686	36.9	270,953	38.7

Note:

(1) Others primarily consist of (i) sales of other products, such as lifestyle products, stationery and electric two-wheelers and (ii) offering of warehousing services.

In 2023, 2024 and 2025 and the six months ended June 30, 2026, our gross profit amounted to RMB305.1 million, RMB373.4 million, RMB451.5 million and RMB271.0 million, respectively. In 2023, 2024 and 2025 and the six months ended June 30, 2026, the overall gross profit margin for our products was 33.6%, 35.6%, 37.1% and 38.7%, respectively. See "— Period-to-Period Comparison of Results of Operations" in relation to changes in revenue and gross profit margin of our products by product category. The increase of our gross profit margin during the Track Record Period was primarily attributable to (i) declining proportion of procurement costs as a key component of total cost of sales from 2023 to 2024 resulting from economies of scale and (ii) faster revenue growth attributable to sales to direct customers, which have higher gross profit margins compared with sales to distributors.

Other Net Income

Our other net income consists of (i) government grants; (ii) fair value changes on financial instruments measured at fair value through profit or loss; (iii) gains on disposal of an associate; (iv) losses on disposal of a subsidiary; (v) interest income; (vi) net exchange gains/(losses), (vii) gains/(losses) on disposal of property, plant and equipment and (viii) others. During the Track Record Period, our other net income was RMB6.4 million, RMB1.9 million and RMB0.9 million in 2023, 2024 and 2025, respectively, accounting for 0.7%, 0.2% and 0.1% of our total revenue in the respective years. For the six months ended June 30, 2026, our other net loss amounted to RMB14.1 million, primarily due to unrealized exchange losses arising from our intra-group payables as a result of the depreciation of the Indonesian Rupiah against the Renminbi during this period.

The following table sets forth a breakdown of our other net income for the years/periods indicated:

	Year ended December 31,						Six months ended June 30,			
	2023		2024		2025		2025		2026	
	RMB'000	*%*	*RMB'000*	*%*	*RMB'000*	*%*	*RMB'000*	*%*	*RMB'000*	*%*
							(Unaudited)			
Government grants	65	1.0	182	9.8	424	49.3	56	(1.9)	353	(2.5)
Fair value changes on financial instruments measured at fair value through profit or loss	184	2.9	545	29.4	314	36.5	165	(5.6)	603	(4.3)
Gains on disposal of an associate	—	—	871	47.0	16,635	1,934.3	—	—	—	—
Losses on disposal of a subsidiary	(1,398)	(21.7)	—	—	—	—	—	—	—	—
Interest income	1,529	23.8	1,904	102.8	2,151	250.1	1,324	(44.7)	1,022	(7.3)
Net exchange gains/(losses)	6,076	94.5	(2,019)	(109.0)	(18,194)	(2,115.6)	(4,161)	140.4	(17,923)	127.5
Gains/(losses) on disposal of property, plant and equipment	11	0.2	62	3.3	(18)	(2.1)	(27)	0.9	1,279	(9.1)
Others	(39)	(0.7)	307	16.7	(452)	(52.5)	(320)	10.9	602	(4.3)
Total	6,428	100.0	1,852	100.0	860	100.0	(2,963)	100.0	(14,064)	100.0

Selling and Distribution Expenses

Our selling and distribution expenses consist of (i) employee benefit expenses; (ii) share-based payment expenses; (iii) marketing and advertising expenses; (iv) commission fees to third-party e-commerce platforms; (v) administration and travel expenses, (vi) office and warehouse rental expenses, (vii) depreciation and amortization expenses, and (viii) others.

The following table sets forth a breakdown of our selling and distribution expenses by nature in absolute amounts and as a percentage of total selling expenses for the years/periods indicated:

	Year ended December 31,						Six months ended June 30,			
	2023		2024		2025		2025		2026	
	RMB'000	*%*	*RMB'000*	*%*	*RMB'000*	*%*	*RMB'000*	*%*	*RMB'000*	*%*
Employee benefit expenses	90,082	54.0	95,454	46.0	112,554	41.6	56,038	44.9	57,122	34.9
Share-based payment expenses	1,575	0.9	12,551	6.0	—	—	—	—	1,392	0.9
Marketing and advertising expenses	37,778	22.7	43,208	20.8	70,343	26.0	31,115	24.9	46,048	28.2
Commission fees to third-party e-commerce platforms	14,723	8.8	30,528	14.7	56,541	20.9	22,886	18.3	44,415	27.2
Administration and travel expenses	10,828	6.5	13,643	6.6	15,014	5.6	6,888	5.5	6,401	3.9
Office and warehouse rental expenses	5,758	3.5	3,916	1.9	4,633	1.7	2,161	1.7	1,906	1.2
Depreciation and amortization expenses	5,120	3.1	6,967	3.4	10,140	3.7	4,907	3.9	4,946	3.0
Others[(1)]	830	0.5	1,221	0.6	1,294	0.5	935	0.7	1,311	0.7
Total	166,694	100.0	207,488	100.0	270,519	100.0	124,931	100	163,542	100

Note:

(1) Others primarily consist of inspection and certificate expenses.

The third-party e-commerce platforms generally charge the commission fees based on GMV and applicable commission fee rates, which primarily include (i) category commission fee, (ii) transaction fees, (iii) free shipping program and (iv) affiliate marketing solution commission fee. Category commission fee and free shipping programme fee represent the principal component of commission fees. Category commission fee is charged by the platforms with reference to the categories of products sold on the platforms. We may participate in platform-offered free shipping programmes, under which

transportation-related fees are incurred to subsidize or fully cover shipping costs as part of promotional activities aimed at enhancing sales volume and customer acquisition. The applicable commission fee rates are determined based on the announcements published on relevant platforms' websites from time to time. In addition, our applicable commission fee rates are differentiated based on the product category and the services obtained by us from the platforms.

Research and Development Expenses

Our research and development expenses consist of (i) employee benefit expenses; (ii) share-based payment expenses; (iii) network and system fees and administration expenses; (iv) depreciation and amortization expenses and (v) others.

The following table sets forth a breakdown of our research and development expenses in absolute amounts and as a percentage of total research and development expenses for the years/periods indicated:

	Year ended December 31,						Six months ended June 30,			
	2023		2024		2025		2025		2026	
	RMB'000	*%*	*RMB'000*	*%*	*RMB'000*	*%*	*RMB'000*	*%*	*RMB'000*	*%*
Employee benefit expenses	12,660	60.5	11,613	64.0	11,517	79.9	5,782	81.5	6,034	79.2
Share-based payment expenses	2,819	13.5	3,929	21.6	—	—	—	—	163	2.1
Network and system fees and administration expenses	3,340	16.0	1,745	9.6	2,751	19.1	1,229	17.3	1,377	18.1
Depreciation and amortization expenses	1,506	7.2	464	2.6	59	0.4	23	0.3	22	0.3
Others	601	2.8	400	2.2	90	0.6	58	0.9	27	0.3
Total	20,926	100.0	18,151	100.0	14,417	100.0	7,092	100.0	7,623	100.0

General and Administrative Expenses

Our general and administrative expenses consist of (i) employee benefit expenses; (ii) share-based payment expenses; (iii) administration and travel expenses; (iv) professional service expenses, (v) depreciation and amortization expenses, and (vi) others.

The following table sets forth a breakdown of our administrative expenses by nature in absolute amounts and as a percentage of total administrative expenses for the years/periods indicated:

	Year ended December 31,						Six months ended June 30,			
	2023		2024		2025		2025		2026	
	RMB'000	*%*	*RMB'000*	*%*	*RMB'000*	*%*	*RMB'000*	*%*	*RMB'000*	*%*
Employee benefit expenses	45,426	63.9	49,415	55.8	48,062	64.8	23,818	73.9	23,703	57.5
Share-based payment expenses	4,574	6.4	19,490	22.0	—	—	—	—	2,193	5.3
Administration and travel expenses	7,535	10.6	9,090	10.3	9,357	12.6	4,376	13.6	4,064	9.9
Professional service expenses[(1)]	6,598	9.3	6,205	7.0	12,777	17.2	1,579	4.9	8,973	21.8
Depreciation and amortization expenses	4,026	5.7	2,132	2.4	1,954	2.6	794	2.5	1,115	2.7
Others[(2)]	2,887	4.1	2,155	2.5	2,017	2.8	1,684	5.1	1,190	2.8
Total	71,046	100.0	88,487	100.0	74,167	100.0	32,251	100.0	41,238	100.0

Note:

(1) Professional service fees represent expenses incurred in the ordinary course of business for obtaining external professional support, primarily consist of audit fees, legal service fees and **[REDACTED]** fees.

(2) Others primarily consist of business taxes and surcharges.

Impairment Losses on Trade and Other Receivables

Our impairment losses on trade and other receivables represent the impairment losses recognised or reversed in respect of trade and other receivables. The amounts were an impairment loss of RMB1.0 million in 2023, RMB1.4 million in 2024, and a reversal of impairment losses of RMB0.3 million in 2025 and RMB0.1 million for the six months ended June 30, 2026, respectively.

Finance Costs

Our finance costs consist of (i) interest on bank loans, (ii) interest on defined benefit obligations, and (iii) interest on lease liabilities.

The following table sets forth a breakdown of our finance costs in absolute amounts and as a percentage of finance costs for the years/periods indicated:

	Year ended December 31,						Six months ended June 30,			
	2023		2024		2025		2025		2026	
	RMB'000	*%*	*RMB'000*	*%*	*RMB'000*	*%*	*RMB'000*	*%*	*RMB'000*	*%*
							(Unaudited)			
Interest on bank loans	809	56.4	1,141	28.1	1,852	36.5	924	34.2	132	12.3
Interest on defined benefit obligations	297	20.7	283	7.0	353	6.9	182	6.7	206	19.2
Interest on lease liabilities	329	22.9	2,637	64.9	2,881	56.6	1,599	59.1	737	68.5
Total	1,435	100.0	4,061	100.0	5,086	100.0	2,705	100.0	1,075	100.0

Changes in the carrying amount of redemption liabilities

We recorded changes in the carrying amount of redemption liabilities of RMB19.5 million, RMB22.7 million, RMB25.2 million and RMB12.4 million in 2023, 2024 and 2025 and the six months ended June 30, 2026, respectively. The changes in the carrying amount during the Track Record Period were primarily driven by an increase over time in the finance costs relating to the shares with special rights held by certain shareholders.

Share of Losses of Associates

Our share of losses of associates primarily consist of our share of results of an associate. During the Track Record Period, our share of losses of associates was RMB0.3 million, RMB4.1 million, RMB2.8 million and nil in 2023, 2024 and 2025 and the six months ended June 30, 2026, respectively.

Income Tax

We are subject to income tax on an entity basis on profits arising in, or derived from, tax jurisdictions in which members of our Group are domiciled and operate.

Hong Kong

Under the two-tiered profits tax rate regime of Hong Kong profits tax, the first HK$2 million of profits of the qualifying group entity will be taxed at 8.25%, and profits above HK$2 million will be taxed at 16.5%. The profits of group entities not qualifying for the two-tiered profits tax rate regime will continue to be taxed at a flat rate of 16.5%. Accordingly, the Hong Kong profits tax of the qualifying group entity is calculated at 8.25% on the first HK$2 million of the estimated assessable profits and at 16.5% on the estimated assessable profits above HK$2 million.

Hong Kong Maritime Silk Technology Co., Limited was eligible for the preferential treatment of two-tiered profits tax rate regime from 2023 to 2025.

PRC

Under the "EIT Law" and Implementation Regulation of the EIT Law, the tax rate of the PRC subsidiaries is 25% during the Track Record Period, except as disclosed below.

During the Track Record Period, our Company was recognized as a High New Tech Enterprise. According to the "EIT Law" for High New Tech Enterprises, our Company was subject to a reduced Enterprise Income Tax rate of 15% during the Track Record Period.

During the Track Record Period, Yiwu Wook Home Household Products Co., Ltd in the PRC were qualified as small and micro enterprises under the PRC Enterprise Income Tax regime, which enjoyed an enterprise income tax rate of 5%.

Indonesia

Pursuant to the relevant tax laws of Indonesia, a corporate income tax rate of 22% has been applied to the taxable income generated in Indonesia throughout the Track Record Period.

Other Jurisdictions

Taxation arising in other jurisdictions is calculated at the rates prevailing in the relevant jurisdictions.

During the Track Record Period and up to the Latest Practicable Date, we did not have any material disputes with any tax authority where we operate.

Historical Losses and Turnaround to Profitability

We had accumulated losses as of January 1, 2023, which were primarily attributable to a combination of our strategic expansion initiatives and financing-related expenses. During the years from 2020 to 2022 which are the early stage of our development, we incurred initial operating losses in connection with our strategic expansion into overseas markets. We also invested a substantial amount in the establishment of a localized warehousing and logistics system in Indonesia.

These factors, which were largely associated with our growth and expansion strategies, contributed to our turnaround to profitability in 2023. Such turnaround was primarily driven by the continued growth in revenue, which enabled us to dilute costs associated with prior investments, including warehousing facilities and terminal deployment, thereby improving overall cost efficiency and profitability. In addition, we optimized our product portfolio and successfully developed higher-margin product categories, particularly in small appliances, contributing to a steady improvement in gross profit margin. Furthermore, we focused our resources on our core business segments, including 3C accessories and small appliances. Our operational efficiency in newly expanded markets such as Vietnam, Thailand and the Philippines also gradually improved, resulting in a reduction in losses. As a result, we recorded net profit in 2023 and successfully reversed our prior loss-making position.

PERIOD-TO-PERIOD COMPARISON OF RESULTS OF OPERATIONS

Six months Ended June 30, 2026 Compared to Six months Ended June 30, 2025

Revenue

Our revenue increased by 22.1% from RMB573.0 million for the six months ended June 30, 2025 to RMB699.4 million for the six months ended June 30, 2026 primarily due to (i) increases in revenue from our key product categories, particularly small appliances and home furnishings & building materials; (ii) the expansion of our sales channels and market coverage, including the growth of our online sales, and the strengthening of our distribution network.

3C accessories. Our revenue from sales of 3C accessories increased by 2.0% from RMB397.6 million in the six months ended June 30, 2025 to RMB405.6 million in the six months ended June 30, 2026, primarily due to (i) the expansion of our product portfolio through the introduction of new product categories; and (ii) business growth in Vietnam, Thailand and the Philippines.

Small appliances. Our revenue from sales of small appliances increased by 110.8% from RMB69.2 million in the six months ended June 30, 2025 to RMB145.9 million in the six months ended June 30, 2026, primarily due to (i) the expansion of our product categories; (ii) the further development of our sales channels, including an increase in the number of customers in our distribution channel and optimized operations of our direct sales channel; and (iii) our continued brand promotion efforts

Home furnishings and building materials. Our revenue from sales of home furnishings & building materials increased by 56.6% from RMB59.9 million in the six months ended June 30, 2025 to RMB93.8 million in the six months ended June 30, 2026, primarily due to (i) the expansion of our product portfolio; (ii) the optimization of our customer mix; and (iii) enhancements to our supply network and operational efficiency, including improvements to our local warehousing arrangements.

Others. Our revenue from other businesses as a percentage of total revenue remained relatively stable at 8.0% and 7.7%, representing RMB46.3 million and RMB54.1 million in the six months ended June 30, 2025 and 2026, respectively.

Cost of sales

Our cost of sales increased by 18.5% from RMB361.4 million for the six months ended June 30, 2025 to RMB428.4 million for the six months ended June 30, 2026, in line with our revenue growth.

Gross Profit and Gross Profit Margin

Our gross profit increased by 28.0% from RMB211.7 million for the six months ended June 30, 2025 to RMB271.0 million for the six months ended June 30, 2026. Our gross profit margin increased from 36.9% for the six months ended June 30, 2025 to 38.7% for the six months ended June 30, 2026, primarily due to (i) economies of scale and lower procurement costs resulting from our expanded sales scale and centralized procurement strategy; (ii) continued optimization of our product mix; and (iii) sustained brand promotion and further optimization of pricing strategies.

3C accessories. The gross profit margin for 3C accessories increased from 38.7% for the six months ended June 30, 2025 to 39.3% for the six months ended June 30, 2026, primarily because of (i) an optimized sales channel mix, with the increasing proportion of sales from our direct customer channel, which had a higher gross margin than that of our distribution channels; and (ii) enhanced brand recognition, pricing power and product mix optimization, which contributed to an increase in the gross margin.

Small appliances. The gross profit margin for small appliances increased from 40.9% for the six months ended June 30, 2025 to 46.8% for the six months ended June 30, 2026, primarily because of (i) an improved sales channel mix, with the increasing proportion of sales from our direct customer channel, which had a higher gross margin than that of our distribution channels; (ii) an increase in the gross margin as a result of pricing optimization; and (iii) our continued brand promotion and social media marketing efforts.

Home furnishings and building materials. The gross profit margin for home furnishings & building materials products decreased from 22.7% for the six months ended June 30, 2025 to 19.8% for the six months ended June 30, 2026, primarily due to an increase in the revenue contribution from relatively lower gross profit margin categories, such as ceiling and wallpaper, as part of our strategy for market growth.

Others. The gross profit margin for other businesses increased from 34.3% for the six months ended June 30, 2025 to 45.5% for the six months ended June 30, 2026, primarily due to the improved profitability of key product categories, including life style and stationery products.

Other net income

Our other net income decreased from a net loss of RMB3.0 million for the six months ended June 30, 2025 to a net loss of RMB14.1 million for the six months ended June 30, 2026, primarily due to unrealized exchange loss arising from the payables within the Group due to the depreciation of Rupiah against Renminbi during this period.

Impairment losses on trade and other receivables

For the six months ended June 30, 2025 and 2026, we recorded reversals of impairment losses on trade and other receivables of RMB0.3 million and RMB0.1 million, respectively, primarily due to our better management of credit terms and more disciplined collection efforts in respect of trade and other receivables.

Selling and distribution expenses

Our selling and distribution expenses increased by 30.9% from RMB124.9 million for the six months ended June 30, 2025 to RMB163.5 million for the six months ended June 30, 2026, primarily because of (i) the increase in platform commission fees of RMB21.5 million, mainly attributable to the increase in the contribution of sales through e-commerce and livestreaming platforms; (ii) the increase in marketing and advertising expenses of RMB14.9 million, primarily due to our increased investment in brand building initiatives.

General and administrative expenses

Our general and administrative expenses increased by 27.6% from RMB32.3 million for the six months ended June 30, 2025 to RMB41.2 million for the six months ended June 30, 2026, primarily due to the increase in professional service fees, mainly attributable to the recognition of **[REDACTED]** expenses during the six months ended June 30, 2026.

Research and development expenses

Our research and development expenses remained relatively stable at RMB7.1 million and RMB7.6 million for the six months ended June 30, 2025 and 2026, respectively, with the slight increase primarily attributable to higher staff costs, share-based payment expenses and network system and office expenses.

Finance costs

Our finance costs decreased from RMB2.7 million for the six months ended June 30, 2025 to RMB1.1 million for the six months ended June 30, 2026, primarily due to the decrease in interest expenses on lease liabilities.

Changes in the carrying amount of redemption liabilities

Our changes in the carrying amount of redemption liabilities remained relatively stable at RMB12.2 million and RMB12.4 million for the six months ended June 30, 2025 and 2026, respectively.

Share of losses of associates

Our share of losses of associates decreased from RMB2.5 million for the six months ended June 30, 2025 to nil for the six months ended June 30, 2026, primarily due to the disposal of our equity interests in PT Ofero in the second half of 2025, following which PT Ofero ceased to be accounted for as an associate.

Income tax

Our income tax expenses increased from RMB5.7 million for the six months ended June 30, 2025 to RMB6.4 million for the six months ended June 30, 2026.

Profit for the period

As a result of the foregoing, our profit for the period increased from RMB21.7 million for the six months ended June 30, 2025 to RMB24.8 million for the six months ended June 30, 2026.

YEAR-TO-YEAR COMPARISON OF RESULTS OF OPERATIONS

Year Ended December 31, 2025 Compared with Year Ended December 31, 2024

Revenue

Our revenue increased by 16.0% from RMB1,048.7 million in 2024 to RMB1,216.9 million in 2025, primarily because of the growth of business scale and the optimization of our product portfolio.

3C accessories. Our revenue from sales of 3C accessories increased by 8.2% from RMB751.6 million in 2024 to RMB813.4 million in 2025, primarily because of (i) the expansion of our product portfolio by a launch of new product categories and (ii) optimization of marketing strategies.

Small appliances. Our revenue from sales of small appliances increased by 64.9% from RMB103.7 million in 2024 to RMB171.0 million in 2025, primarily because of (i) the expansion of our distribution channels and (ii) an increase in sales through e-commerce platforms and livestreaming platforms and (iii) the aforementioned online sales increase further drove growth in our sales to distributors.

Home furnishings & building materials. Our revenue from sales of home furnishings & building materials increased by 50.0% from RMB89.0 million in 2024 to RMB133.5 million in 2025, primarily because of (i) the expansion of our product portfolio and (ii) the deployment of local warehousing facilities to meet immediate customer demands.

Others. Our revenue from other businesses remained relatively stable at RMB104.4 million in 2024 and at RMB99.0 million in 2025.

Cost of sales

Our cost of sales increased by 13.3% from RMB675.4 million in 2024 to RMB765.4 million in 2025 in line with our revenue growth.

Gross profit and gross profit margin

Our gross profit increased by 20.9% from RMB373.4 million in 2024 to RMB451.5 million in 2025. Our gross profit margin increased from 35.6% in 2024 to 37.1% in 2025, primarily because of (i) the optimization of our product portfolio with a focus on high-margin products; (ii) an increased contribution from direct sales, which has a gross profit margin higher than the distribution channel and (iii) the enhanced economies of scale resulting in lower procurement costs.

3C accessories. Our gross profit margin increased from 37.3% in 2024 to 38.6% in 2025, primarily because of (i) an increased contribution from direct sales, which has a gross profit margin higher than the distribution channel; (ii) the optimization of the 3C accessories product portfolio and pricing and (iii) the reduction of costs of sales through the enhanced economies of scale.

Small appliances. Our gross profit margin increased from 36.8% in 2024 to 42.1% in 2025, primarily because of (i) an increased contribution from direct sales, which has a gross profit margin higher than the distribution channel; (ii) the optimization of our small appliances product portfolio and (iii) the reduction of procurement costs through the enhanced economies of scale.

Home furnishings & building materials. Our gross profit margin decreased from 22.9% in 2024 to 22.1% in 2025, primarily because of an increase in the revenue contribution from relatively lower gross profit margin categories, such as ceiling and wallpaper, as part of our strategy for market growth.

Others. The gross profit margin increased from 32.8% in 2024 to 36.4% in 2025, primarily because of an decrease in the revenue share of our lifestyle products and stationery products, which carried a relatively high margin, partially offset by a increase in the revenue share of our warehousing services, which carried a relatively low margin.

Other net income

Our other net income decreased from RMB1.9 million in 2024 to RMB0.9 million in 2025, primarily because of (i) unrealized exchange loss arising from the payables within the Group due to the depreciation of Rupiah against Renminbi during this period, partially relieved by (ii) the disposal gain we recognized by virtue of partial equity interests in an associate PT Ofero Technology Indonesia, with the remaining shareholding interests recategorized under other financial assets. Such disposal was completed for a consideration that represented a premium over our initial investment cost.

Impairment losses on trade and other receivables

Our impairment losses on trade and other receivables decreased from RMB1.4 million in 2024 to a reversal of impairment losses of RMB0.3 million in 2025, primarily because of our better management on credit terms and more disciplined collections of relevant trades and other receivables.

Selling and distribution expenses

Our selling and distribution expenses increased by 30.4% from RMB207.5 million in 2024 to RMB270.5 million in 2025, primarily because of (i) an increase in employee compensation and benefits; and (ii) an increase in marketing and advertising expenses driven by brand ambassador fees and (iii) an increase in commission fees paid to e-commerce and livestreaming platform.

Our marketing and advertising expenses increased by 62.7% from RMB43.2 million in 2024 to RMB70.3 million in 2025. The percentage of increase was higher than the percentage of increase in revenue in the same period, primarily due to enhanced brand promotion efforts to strengthen brand recognition, including engaging brand ambassadors, conducting promotional campaigns and increasing investment in branded retail presence, with terminal promotion expense rates increasing from 2.5% to 3.0%. As such brand ambassador initiatives were at an early stage, their contribution to revenue growth had not yet been fully realised; and (ii) increased investment in marketing activities for our brands and new product categories to expand our online channel presence, as reflected by an increase in online advertising expense rates from 9.4% to 12.8%.

Our commission fees to third-party e-commerce platforms increased by 85.2% from RMB30.5 million in 2024 to RMB56.5 million in 2025. The percentage of increase was higher than the percentage of increase in revenue in the same period, primarily due to (i) an increase in platform commission rates from 12.0% to 15.9%; and (ii) a higher revenue contribution from product categories with relatively higher commission rates, such as small appliances, the revenue contribution of which increased from 27.7% to 34.2%.

General and administrative expenses

Our general and administrative expenses decreased by 16.2% from RMB88.5 million in 2024 to RMB74.2 million in 2025, primarily because we incurred share-based compensation expenses in 2024, while no such expenses were incurred in 2025.

Research and development expenses

Our research and development expenses decreased by 20.9% from RMB18.2 million in 2024 to RMB14.4 million in 2025, primarily due to a decrease in share-based payment expenses.

Finance costs

Our finance costs increased from RMB4.1 million in 2024 to RMB5.1 million in 2025, primarily because of (i) an increase in interest expenses on lease liabilities as a result of the expansion of our leased warehousing facilities and (ii) an increase in interest expenses on bank loans as a result of increased borrowings.

Changes in the carrying amount of redemption liabilities

Our changes in the carrying amount of redemption liabilities increased from RMB22.7 million in 2024 to RMB25.2 million in 2025, primarily due to an increase over time in the finance costs relating to shares with special rights held by certain of our shareholders.

Share of losses of associates

Our share of losses of associates decreased from RMB4.1 million in 2024 to RMB2.8 million in 2025.

Income tax

Our income tax expenses increased from RMB8.5 million in 2024 to RMB12.5 million in 2025 as a result of our increased profit before taxation.

Profit for the year

As a result of the foregoing, our profit for the year increased from RMB20.4 million in 2024 to RMB48.0 million in 2025.

Year Ended December 31, 2024 Compared with Year Ended December 31, 2023

Revenue

Our revenue increased by 15.4% from RMB908.4 million in 2023 to RMB1,048.7 million in 2024, primarily because of (i) the optimization of our product portfolio with a focus on our core categories and the expansion of our sales team for customer acquisition; (ii) the development of our online sales capabilities through the establishment of our e-commerce platforms operations and livestreaming team; and (iii) the strategic allocation of our resources to support expansion into new geographic markets.

3C accessories. Our revenue from sales of 3C accessories increased from RMB692.6 million in 2023 to RMB751.6 million in 2024, primarily because of (i) the expansion of our livestreaming business, which enhanced our online sales capabilities; (ii) the upgrade and expansion of our product portfolio; (iii) strengthened price management capabilities across channels, which contributed to enhanced customer loyalty and (iv) deeper customer engagement and enhanced customer retention driven by our upgraded operation policies.

Small appliances. Our revenue from sales of small appliances increased by 158.6% from RMB40.1 million in 2023 to RMB103.7 million in 2024, primarily because of (i) an increase in resources allocation towards livestreaming and e-commerce sales, (ii) enhanced brand marketing efforts, including the appointment of a brand ambassador, the launch of targeted brand promotion campaigns and collaborations with top-tier KOLs across e-commerce and livestreaming platforms and (iii) the aforementioned online sales increase further drove growth in our sales to distributors.

Home furnishings & building materials. Our revenue from sales of home furnishings and building materials products increased by 31.5% from RMB67.7 million in 2023 to RMB89.0 million in 2024, primarily because of (i) our strategic adjustment of the product mix and (ii) expansion of product offerings with stronger market potential.

Others. Our revenue from other businesses remained relatively stable at RMB108.0 million in 2023 and RMB104.4 million in 2024.

Cost of sales

Our cost of sales increased by 12.0% from RMB603.3 million in 2023 to RMB675.4 million in 2024 in line with our revenue growth.

Gross profit and gross profit margin

Our gross profit increased by 22.4% from RMB305.1 million in 2023 to RMB373.4 million in 2024. Our gross profit margin increased from 33.6% in 2023 to 35.6% in 2024, primarily because of (i) the optimization of our customer portfolio and (ii) the enhanced economies of scale resulting in lower costs of sales.

3C accessories. The gross profit margin for 3C accessories increased from 34.0% in 2023 to 37.3% in 2024, primarily because of (i) the optimization of the 3C product portfolio and pricing and (ii) an increased contribution from direct sales, which has a gross profit margin higher than the distribution channel.

Small appliances. The gross profit margin for small appliances increased from 33.8% in 2023 to 36.8% in 2024, primarily because of (i) an increased contribution from direct sales, which has a gross profit margin higher than the distribution channel; (ii) the optimization of the small appliances portfolio and pricing, and (iii) the reduction of costs of sales through the enhanced economies of scale.

Home furnishings & building materials. The gross profit margin for home furnishings & building materials products decreased from 26.8% in 2023 to 22.9% in 2024, primarily because we adopted more competitive pricing model for newly-introduced products as part of our marketing efforts.

Others. The gross profit margin for other businesses decreased from 35.1% in 2023 to 32.8% in 2024, primarily because of the introduction of new product categories with a more competitive pricing model to support our market expansion.

Other net income

Our other net income decreased from RMB6.4 million in 2023 to RMB1.9 million in 2024, primarily because of unrealized exchange loss arising from the payables within the Group due to the depreciation of Rupiah against Renminbi during this period.

Impairment loss on trade and other receivables

Our impairment losses on trade and other receivables increased from RMB1.0 million in 2023 to RMB1.4 million in 2024 in line with revenue growth.

Selling and distribution expenses

Our selling and distribution expenses increased by 24.5% from RMB166.7 million in 2023 to RMB207.5 million in 2024, primarily because of (i) an increase in marketing expenses driven by a rise in the proportion of sales to direct customers, which typically incur higher advertising expenditures compared to sales to distributors and (ii) an increase in commission fees to third-party e-commerce platforms.

General and administrative expenses

Our general and administrative expenses increased by 24.6% from RMB71.0 million in 2023 to RMB88.5 million in 2024, primarily because of an increase in share-based compensation expenses for certain employees.

Research and development expenses

Our research and development expenses decreased by 12.9% from RMB20.9 million in 2023 to RMB18.2 million in 2024, primarily because of (i) our strategic focus on R&D project with higher commercial feasibility and (ii) application of more standardized and streamlined R&D procedures, which further enhanced our R&D productivity.

Finance costs

Our finance costs increased from RMB1.4 million in 2023 to RMB4.1 million in 2024, primarily because of a rise in interest expenses on lease liabilities as a result of the expansion of our leased warehousing facilities.

Changes in the carrying amount of redemption liabilities

Our changes in the carrying amount of redemption liabilities increased from RMB19.5 million in 2023 to RMB22.7 million in 2024, primarily due to an increase over time in the finance costs relating to shares with special rights held by certain of our shareholders.

Share of losses of associates

Our share of losses of associates increased from RMB0.3 million in 2023 to RMB4.1 million in 2024, primarily attributable to the operating losses incurred by PT. Ofero Technology Indonesia ("**PT. Ofero**"), which ceased to be our subsidiary and became an associate of the Company in the fourth quarter of 2023.

Income tax

Our income tax expenses decreased from RMB12.4 million in 2023 to RMB8.5 million in 2024 primarily because of a decrease in profits derived from Indonesian business due to depreciation of the Indonesian Rupiah against Renminbi.

Profit for the year

As a result of the foregoing, our profit for the year was RMB18.3 million in 2023 and RMB20.4 million in 2024, respectively.

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

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

	As of December 31,			As of June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Total non-current assets	106,082	124,758	110,650	105,130
Total current assets	369,748	521,278	582,080	563,726
Total assets	**475,830**	**646,036**	**692,730**	**668,856**
Total non-current liabilities	60,089	81,913	12,405	6,965
Total current liabilities	503,529	595,543	679,201	651,495
Total liabilities	**563,618**	**677,456**	**691,606**	**658,460**
Net (liabilities)/assets	**(87,788)**	**(31,420)**	**1,124**	**10,396**

Non-current Assets and Liabilities

The following table sets forth our non-current assets and liabilities as of the dates indicated:

	As of December 31,			As of June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Non-current assets				
Property, plant and equipment	53,200	59,625	50,281	39,533
Right-of-use assets	10,640	43,772	29,990	18,474
Intangible assets	1,171	1,040	1,053	954
Interest in associates	7,781	3,169	—	—
Other non-current assets	21,256	3,630	14,886	30,203
Deferred tax assets	12,034	13,522	14,440	15,966
Total non-current assets	106,082	124,758	110,650	105,130

	As of December 31,			As of June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Non-current liabilities				
Bank loans	4	417	122	10
Redemption liabilities	55,430	57,673	—	—
Lease liabilities	610	18,891	6,203	1,695
Defined benefit obligations	4,027	4,914	6,061	5,239
Deferred tax liabilities	—	—	2	6
Long-term liabilities	18	18	17	15
Total non-current liabilities	60,089	81,913	12,405	6,965

Property, plant and equipment

Our property, plant and equipment consists of buildings, vehicles, equipment and others. The balance of our property, plant and equipment increased from RMB53.2 million as of December 31, 2023 to RMB59.6 million as of December 31, 2024, primarily due to an increase in procurement of equipment for newly leased warehouses in Indonesia. The balance of our property, plant and equipment decreased from RMB59.6 million as of December 31, 2024 to RMB50.3 million as of December 31, 2025 primarily due to the depreciation of our property, plant and equipment. The balance further decreased to RMB39.5 million as of June 30, 2026, primarily due to the depreciation of our property, plant and equipment and the disposal of facilities in connection with the termination of certain warehouse leases.

Right-of-use assets

Our right-of-use assets are mainly associated with our leased warehouses and offices. Our right-of-use assets increased from RMB10.6 million as of December 31, 2023 to RMB43.8 million as of December 31, 2024, primarily due to an increase in newly leased warehouses in Indonesia. Our right-of-use assets decreased from RMB43.8 million as of December 31, 2024 to RMB30.0 million as of December 31, 2025, primarily because of the depreciation of our right-of-use assets. Our right-of-use assets further decreased to RMB18.5 million as of June 30, 2026, primarily due to the termination of certain warehouse leases.

Intangible assets

Our intangible assets mainly consist of purchased software, and our enterprise systems. Our intangible assets decreased from RMB1.2 million as of December 31, 2023 to RMB1.0 million as of December 31, 2024, primarily due to the amortization in accordance with our accounting policies. Our

intangible assets remained relatively stable at RMB1.0 million as of December 31 and at 2024 to RMB1.1 million as of December 31, 2025. Our intangible assets subsequently decreased to RMB1.0 million as of June 30, 2026, primarily due to amortization in accordance with our accounting policies.

Interest in associates

During the Track Record Period, our interest in associates represents our interests in Jiangsu AOFEILUO Technology Co., Ltd ("**Jiangsu AOFEILUO**") and PT. Ofero that are measured using the equity method. Our interest in associates decreased from RMB7.8 million as of December 31, 2023 to RMB3.2 million as of December 31, 2024, and further to nil as of December 31, 2025, primarily due to the disposal of our equity interests in Jiangsu AOFEILUO in 2024 and the disposal of our equity interests in PT. Ofero in 2025. As a result of this disposal, our investment in Jiangsu AOFEILUO and PT. Ofero therein was reclassified from "interests in associates" to "other financial assets". Our interest in associates remained at nil as of June 30, 2026.

Deferred tax assets

Our deferred tax assets represent temporary differences related to (i) unrealized gains from internal transactions, (ii) unutilized tax losses and (iii) other temporary differences. Our deferred tax assets increased from RMB12.0 million as of December 31, 2023 to RMB13.5 million as of December 31, 2024, primarily due to an increase in unutilized gains from internal transactions. Our deferred tax assets remained relatively stable at RMB13.5 million as of December 31, 2024 and RMB14.4 million as of December 31, 2025. Our deferred tax assets further increased to RMB16.0 million as of June 30, 2026, primarily due to an increase in unrealized gains from internal transactions.

Defined benefit obligations

We provide defined benefit plans to our employees in Indonesia in conformity with the relevant requirements of Indonesian labor regulations. Our defined benefit obligations increased from RMB4.0 million as of December 31, 2023 to RMB4.9 million as of December 31, 2024, and subsequently increased to RMB6.1 million as of December 31, 2025, primarily due to the changes in number of employees. Our defined benefit obligations subsequently decreased to RMB5.2 million as of June 30, 2026, primarily due to an increase in the actuarial discount rate, reflecting the increase in relevant market interest rates in Indonesia.

Current Assets and Liabilities

The following table sets forth our current assets and liabilities as of the dates indicated:

	As of December 31,			As of June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Current assets				
Inventories	93,799	148,277	183,210	203,446
Trade receivables	12,019	29,079	30,666	30,055
Prepayments and other receivables	20,235	27,468	32,731	30,409
Other current assets	38,490	41,912	39,072	29,976
Other financial assets	—	11,421	18,136	23,612
Restricted cash	5,220	3,601	3,760	1,914
Cash and cash equivalents	199,985	259,520	274,505	244,314
Total current assets	369,748	521,278	582,080	563,726

	As of December 31,			As of June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Current liabilities				
Trade payables	91,675	136,090	149,197	133,465
Other payables	30,913	34,431	34,578	28,517
Contract liabilities	7,641	9,286	10,798	9,118
Bank loans	19,384	29,100	12,403	10,323
Redemption liabilities	341,838	362,315	445,234	457,599
Lease liabilities	1,349	14,657	14,064	5,380
Current taxation	6,614	4,869	7,912	2,041
Provision	3,799	4,397	4,715	4,724
Defined benefit obligations	316	398	300	328
Total current liabilities	503,529	595,543	679,201	651,495
Net current liabilities	(133,781)	(74,265)	(97,121)	(87,769)

Our net current liabilities decreased from RMB133.8 million as of December 31, 2023 to RMB74.3 million as of December 31, 2024, primarily due to an increase in inventories, trade receivables and prepayments and other receivables. Our net current liabilities increased from RMB74.3 million as of December 31, 2024 to RMB97.1 million as of December 31, 2025, primarily due to an increase in redemption liabilities. Our net current liabilities decreased from RMB97.1 million as of December 31, 2025 to RMB87.8 million as of June 30, 2026, primarily due to the continuous profitability of our business and the termination of certain warehouse leases.

During the Track Record Period, we recorded net current liabilities primarily because of the liabilities arising from redemption liabilities as current liabilities. The redemption liabilities will be reclassified from liabilities to equity as a result of the termination of all special rights of certain of our shareholders upon the **[REDACTED]**. We expect to turn our net current liabilities position into net current assets position upon such re-designation, primarily driven by: (i) the continuous cash inflow to be generated from our profitable business operations and improved working capital management, (ii) the redemption liabilities to be automatically reclassified from liabilities to equity upon the **[REDACTED]** of our H shares on the Stock Exchange and (iii) the expected **[REDACTED]** from the **[REDACTED]**, which will significantly increase our cash and cash equivalents.

We have established prudent investment policies for structured and wealth management products, utilizing idle funds under principles of safety, liquidity, and reasonable returns. Our investments focus on low-risk, short-term, liquid products, such as bank structured deposits, principal-protected wealth products and hedging instruments. Our seasoned treasury team, led by professionals with extensive capital markets and risk management backgrounds, oversees these activities. Material investment decisions are subject to appropriate internal approvals, including Board or shareholder approval. Following **[REDACTED]**, we will comply with the Listing Rules, including Chapters 14 and 14A, and continue to enhance our authorization framework, internal approvals and disclosure processes to ensure full regulatory compliance.

Other financial assets

Our other financial assets consist of bank structured deposits and investments as equity interests measured at FVPL. Other financial assets increased from nil as of December 31, 2023 to RMB11.4 million as of December 31, 2024, and further to RMB18.1 million as of December 31, 2025, primarily due to (i) an increase in the balance of bank structured deposits and (ii) the reclassification of long-term investments in our associates Jiangsu AOFEILUO and PT. Ofero into investments as equity interests measured at FVPL in 2024 and 2025, respectively, following partial disposal of our equity

interests in these entities. Our other financial assets further increased to RMB23.6 million as of June 30, 2026, primarily due to an increase in the balance of bank structured deposits and an increase in the fair value of our investment in PT. Ofero.

Inventories

Our inventories consist of finished goods and goods in transit. The following table sets forth a breakdown of our inventories as of the dates indicated:

	As of December 31,			As of June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Finished goods	65,294	106,239	134,469	168,641
Goods in transit	30,113	44,542	50,571	36,800
Less: write-down of inventories	(1,608)	(2,504)	(1,830)	(1,995)
Total	93,799	148,277	183,210	203,446

Our inventories increased by 58.1% from RMB93.8 million as of December 31, 2023 to RMB148.3 million as of December 31, 2024, primarily due to (i) our proactive management of inventory level of finished goods in anticipation of the capacity constraints of our suppliers around year-end holidays and (ii) stocking up of our small appliances products as well as home furnishings & building materials to meet increasing sales demand. Our inventories increased from RMB148.3 million as of December 31, 2024 to RMB183.2 million as of December 31, 2025, primarily due to pre-stocking of our small appliances products and other new product categories to meet expected sales increase. Our inventories further increased to RMB203.4 million as of June 30, 2026, primarily due to higher inventory levels maintained to support the rapid growth in product sales and the stocking of new products in anticipation of increased market demand.

The following table sets forth an aging analysis of our inventories as of the dates indicated:

	As of December 31,			As of June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Within 1 year	90,367	143,632	171,663	190,565
Over 1 year	3,432	4,645	11,547	12,881
Total	93,799	148,277	183,210	203,446

The following table sets forth our inventory turnover days for the periods indicated:

	As of December 31,			As of June 30,
	2023	2024	2025	2026
Inventory turnover days[(1)]	55	65	79	82

Note:

(1) Inventory turnover days are calculated using the average of opening balance and closing balance of inventories for a year divided by cost of sales for the relevant year and multiplied by the number of days during such period (i.e. 365 days for a fiscal year).

Our inventory turnover days increased from 55 days as of December 31, 2023 to 65 days as of December 31, 2024 and further to 79 days as of December 31, 2025, primarily due to the stocking up of small appliances and home furnishings & building materials to meet increasing sales demand, which have longer turnover days to satisfy more stringent certification requirements, as compared with most 3C accessories products. Our inventory turnover days remained relatively stable at 82 days as of June 30, 2026. We believe we have made sufficient provisions for our inventories, considering our historical

sales performance, in particular, during the Track Record Period, we had not encountered any material impairment loss that have materially and adversely affected our business operations caused by slow-moving inventories.

Trade receivables

Our trade receivables represent the amounts due from our customers for the products sold or services performed in the ordinary course of our business. The following table sets forth a breakdown of our trade receivables as of the dates indicated:

	As of December 31,			As of June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Trade receivables	14,487	31,860	33,539	32,507
Less: loss allowance	(2,468)	(2,781)	(2,873)	(2,452)
Total	12,019	29,079	30,666	30,055

Our trade receivables increased from RMB12.0 million as of December 31, 2023 to RMB29.1 million as of December 31, 2024, and further to RMB30.7 million as of December 31, 2025, primarily due to the relatively longer credit terms granted to customers as part of the expansion strategy in small appliances and home furnishings & building materials market, in line with our revenue growth. Our trade receivables subsequently decreased to RMB30.1 million as of June 30, 2026, remaining relatively stable as we strengthened our accounts receivable management and collection efforts despite significant revenue growth during the six months ended June 30, 2026.

We generally require the distributors to settle payment upon delivery of products. For a limited number of customers, we engaged in credit sales with them during the Track Record Period, and we usually grant credit terms of 30 days to such customers. We seek to maintain strict control over our outstanding receivables. Our sales and finance team is responsible for minimizing credit risks. Considering that we had not experienced any material failure to collect trade receivables from the relevant customers during the Track Record Period, we believe we are able to collect the remaining trade receivables and we have made sufficient provisions for such trade receivables.

The following table sets forth our trade receivables turnover days for the periods indicated:

	As of December 31,			As of June 30,
	2023	2024	2025	2026
Trade receivables turnover days[(1)]	4	7	9	8

Note:

(1) Trade receivables turnover days are calculated using the average of opening balance and closing balance of trade receivables for a year divided by revenue for the relevant year and multiplied by the number of days during such period (i.e. 365 days for a fiscal year).

Our trade receivables turnover days increased from 4 days as of December 31, 2023 to 7 days as of December 31, 2024, and further to 9 days as of December 31, 2025, primarily due to the relatively longer credit terms granted to customers as part of our expansion strategy in the home furnishings & building materials and small appliances market. Our trade receivables turnover days subsequently decreased to 8 days as of June 30, 2026, primarily due to our enhanced credit control and proactive collection measures.

The majority of our trade receivables were aged within 90 days, representing 94.0%, 95.3%, and 92.7% of our total trade receivables as of December 31, 2023, 2024 and 2025, respectively. As of June 30, 2026, 96.3% of our trade receivables were aged within 90 days. The trade receivables aged over 90 days primarily related to a limited number of customers with relatively longer credit periods. The following table sets forth the aging of our trade receivables as of the dates indicated:

	As at December 31,						As of June 30,	
	2023		2024		2025		2026	
	RMB'000	*%*	*RMB'000*	*%*	*RMB'000*	*%*	*RMB'000*	*%*
0–90 days	11,296	94.0	27,719	95.3	28,421	92.7	28,932	96.3
91–180 days	485	4.0	1,194	4.1	1,503	4.9	576	1.9
181–365 days	238	2.0	166	0.6	742	2.4	547	1.8
Total	**12,019**	**100.0**	**29,079**	**100.0**	**30,666**	**100.0**	**30,055**	**100.0**

Prepayments and other receivables

Our prepayments and other receivables consist of (i) prepayments and (ii) other receivables. The following table sets forth a breakdown of our prepayments and other receivables as of the dates indicated:

	As of December 31,			As of June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Prepayments	14,800	19,470	23,296	20,414
[REDACTED] to be deducted from equity	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**
Other receivables	6,030	8,641	6,813	4,613
— Deposits	1,238	5,074	5,522	2,627
— Due from a shareholder for capital injection	1,893	—	—	—
— Due from a third party for partial disposal in an associate	—	3,211	—	—
— Others	2,899	356	1,291	1,986
	20,830	28,111	32,763	30,506
Less: Loss allowance	(595)	(643)	(32)	(97)
Total	20,235	27,468	32,731	30,409

Our prepayments and other receivables increased by 36.1% from RMB20.2 million as of December 31, 2023 to RMB27.5 million as of December 31, 2024, primarily due to an increase in advance payments for inventory purchases. Our prepayments and other receivables increased by 18.9% from RMB27.5 million as of December 31, 2024 to RMB32.7 million as of December 31, 2025, primarily attributable to an increase in advance payments for vendors. Our prepayments and other receivables subsequently decreased to RMB30.4 million as of June 30, 2026. The decrease in other receivables is primarily due to the termination of certain warehouse leases.

Restricted cash

Our restricted cash primarily consists of the deposits pledged to banks. Our restricted cash decreased from RMB5.2 million as of December 31, 2023 to RMB3.6 million as of December 31, 2024, primarily due to a reduction in margin deposits for Renminbi-denominated foreign exchange forward contracts. Our restricted cash remained relatively stable at RMB3.6 million as of December 31, 2024 and RMB3.8 million as of December 31, 2025. Our restricted cash subsequently decreased to RMB1.9 million as of June 30, 2026, primarily due to the release of bank deposits upon maturity of foreign exchange forward contracts.

Cash and cash equivalents

Our cash and cash equivalents primarily represent cash at bank and on hand. Our cash and cash equivalents increased from RMB200.0 million as of December 31, 2023 to RMB259.5 million as of December 31, 2024 primarily due to (i) an increase in operating cash flow as a result of our sustained profitability and (ii) an increase in the net proceeds obtained from bank loans. Our cash and cash equivalents increased from RMB259.5 million as of December 31, 2024 to RMB274.5 million as of December 31, 2025, primarily due to an increase in operating cash flow as a result of our sustained profitability from bank loans. Our cash and cash equivalents subsequently decreased to RMB244.3 million as of June 30, 2026, primarily due to repayments of bank loans and lease liabilities, as well as the effect of foreign exchange rate changes.

Trade payables

Our trade payables primarily consist of amounts due for goods and freight charges. Our trade payables increased from RMB91.7 million as of December 31, 2023 to RMB136.1 million as of December 31, 2024 primarily due to an increase in the stock up of finished goods. Our trade payables increased from RMB136.1 million as of December 31, 2024 to RMB149.2 million as of December 31, 2025, primarily due to the continued increase in the stock up of finished goods to support ongoing business expansion. Our trade payables subsequently decreased to RMB133.5 million as of June 30, 2026, primarily due to changes in the supplier mix across different product categories.

We are generally granted a credit period of 60 days by our suppliers on purchases of goods. The trade payables are typically settled within one year. The following table sets forth an aging analysis of our trade payable as of the dates indicated:

	As of December 31,			As of June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Within 1 year	91,675	136,090	148,677	132,670
Over 1 year	—	—	520	795
	91,675	136,090	149,197	133,465

The following table sets forth our trade payable turnover days for the periods indicated:

	As of December 31,			As of June 30,
	2023	2024	2025	2026
Trade payables turnover days	57	62	68	60

Note:

(1) Trade payable turnover days are calculated using the average of opening balance and closing balance of trade and bills payable for a year divided by cost of sales used for the relevant year and multiplied by the number of days during such period (i.e. 365 days for a fiscal year).

Our trade payables turnover days increased from 57 days as of December 31, 2023 to 62 days as of December 31, 2024, and further increased to 68 days as of December 31, 2025, primarily because certain suppliers granted us extended credit terms. Our trade payables turnover days decreased to 60 days as of June 30, 2026, an increase in the proportion of purchases of small appliances and home furnishings & building materials, for which suppliers generally offered shorter credit terms during the early stages of the new brand development.

Other payables

Our other payables primarily consist of (i) payroll and welfare payables, (ii) other tax payables, (iii) payables for services, (iv) government grants, (v) deposits and (vi) others. The following table sets forth a breakdown of our other payables as of the dates indicated:

	As of December 31,			As of June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Payroll and welfare payables	16,694	16,538	17,206	13,192
Other tax payables	4,146	3,304	2,652	1,240
Payables for services	5,148	5,853	6,910	7,054
Government grants[(1)]	1,765	1,945	2,383	2,083
Deposits	475	1,918	626	1,013
Others	2,685	4,873	4,801	3,935
Total	**30,913**	**34,431**	**34,578**	**28,517**

Note:

(1) Government grants represent subsidies received from government that are deferred and recognized in profit or loss until the satisfaction of certain criteria.

Our other payables increased from RMB30.9 million as of December 31, 2023 to RMB34.4 million as of December 31, 2024 primarily due to (i) an increase in deposits and (ii) an increase in others which primarily included prepayments for marketing expenses. Our other payables increased from RMB34.4 million as of December 31, 2024 to RMB34.6 million as of December 31, 2025. Our other payables decreased to RMB28.5 million as of June 30, 2026.

Contract liabilities

Our contract liabilities primarily represent advance payments from customers upon which the performance obligations have been established, while the underlying products or services are yet to be provided. Our contract liabilities increased from RMB7.6 million as of December 31, 2023 to RMB9.3 million as of December 31, 2024 and further to RMB10.8 million as of December 31, 2025, in line with our business growth. Our contract liabilities decreased to RMB9.1 million as of June 30, 2026.

Provision

Our provision primarily consists of warranty provisions for products sold and refund liabilities arising from right of return. Our provision increased from RMB3.8 million as of December 31, 2023 to RMB4.4 million as of December 31, 2024, primarily due to changes in the scale of sales. Our provision remained relatively stable at RMB4.4 million as of December 31, 2024, RMB4.7 million as of December 31, 2025 and at RMB4.7 million as of June 30, 2026.

KEY FINANCIAL RATIOS

The following table sets forth our key financial ratios for the years/period indicated:

	As of/For the Year ended December 31,			As of/For the six months ended June 30,
	2023	2024	2025	2026
Gross profit margin (%)	33.6	35.6	37.1	38.7
Net profit margin (%)	2.0	1.9	3.9	3.5
Current ratio (%)	0.73	0.88	0.86	0.87
Quick ratio (%)	0.55	0.63	0.59	0.55

Notes:

(1) Gross profit margin equals gross profit divided by revenue for the year and multiplied by 100%.

(2) Net profit margin equals net profit divided by revenue for the year and multiplied by 100%.

(3) Current ratio equals total current assets divided by total current liabilities.

(4) Quick ratio equals total current assets less inventories divided by total current liabilities.

LIQUIDITY AND CAPITAL RESOURCES

We have historically funded our cash requirements principally from borrowings, cash from operations and equity financings.

During the Track Record Period and up to the Latest Practicable Date, we relied on cash and cash equivalents and cash generated from business operations as the major sources of liquidity. We intend to finance our future capital requirements in the same manner after the **[REDACTED]**. We do not anticipate any material changes to the availability of financing to fund our operation in the future.

As of December 31, 2023, 2024 and 2025 and June 30, 2026, we had cash and cash equivalents of RMB200.0 million, RMB259.5 million, RMB274.5 million and RMB244.3 million, respectively. Our Directors are of the opinion that, taking into account the **[REDACTED]** from the **[REDACTED]** and the financial resources available to us, including cash and cash equivalents, our bank borrowings and cash flows from operating activities, we have sufficient working capital for our present requirements, that is for at least 12 months from the date of this document. Our Directors confirm that there were no defaults on our outstanding indebtedness, trade payables and non-trade payables during the Track Record Period and up to the Latest Practicable Date.

Cash Flow

The following table sets forth our cash flows for the years/periods indicated:

	Year ended December 31,			Six months ended June 30,	
	2023	2024	2025	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000 (Unaudited)*	*RMB'000*
Net cash generated from operating activities	45,052	88,840	63,766	23,129	648
Net cash (used in)/generated from investing activities	(7,758)	(22,424)	6,174	(16,341)	(2,003)
Net cash generated from/(used in) financing activities	55,221	(4,312)	(39,424)	15,000	(14,427)
Net increase in cash and cash equivalents	92,515	62,104	30,516	21,788	(15,782)
Cash and cash equivalents at the beginning of year/period	104,214	199,985	259,520	259,520	274,505
Effect of foreign exchange rate changes	3,256	(2,569)	(15,531)	(3,045)	(14,409)
Cash and cash equivalents at the end of the year/period	199,985	259,520	274,505	278,263	244,314

Net cash generated from operating activities

We derive our cash inflow from operating activities primarily through sales of 3C accessories products, small appliances and home furnishings & building materials. Cash from operating activities primarily reflects our profit before taxation, partially offset by income tax paid.

For the six months ended June 30, 2026, our net cash generated from operating activities was RMB0.6 million, which represents our cash generated from operations of RMB30.1 million, as adjusted by income tax paid of RMB29.5 million.

In 2025, our net cash generated from operating activities was RMB63.8 million, which represents our cash generated from operations of RMB86.7 million, as adjusted by income tax paid of RMB22.9 million.

In 2024, our net cash generated from operating activities was RMB88.8 million, comprising cash generated from operations of RMB83.4 million and income tax refund of RMB5.4 million.

In 2023, our net cash generated from operating activities was RMB45.1 million, which represents our cash generated from operations of RMB52.2 million, as adjusted by income tax paid of RMB7.1 million.

Net cash (used in)/generated from investing activities

Our cash generated from investing activities primarily reflects proceeds from disposals of property, plant and equipment and intangible assets, cash inflows from disposal of associates and proceeds from structured deposits. Our cash used in investing activities mainly reflects our cash used in payments for purchase of property, plant and equipment and intangible assets, net cash outflows from disposal of a subsidiary, payment for investment in an associate and purchase of structured deposits.

For the six months ended June 30, 2026, our net cash used in investing activities was RMB2.0 million, which primarily consists of (i) purchase of structured deposits of RMB305.0 million and (ii) payments for purchase of property, plant and equipment and intangible assets of RMB0.7 million, partially offset by (i) proceeds from structured deposits of RMB300.1 million and (ii) proceeds from disposals of property, plant and equipment and intangible assets of RMB3.6 million.

In 2025, our net cash generated from investing activities was RMB6.2 million, which primarily consists of (i) cash inflows from disposal of associates of RMB14.6 million and (ii) proceeds from structured deposits of RMB105.5 million, partially offset by purchase of structured deposits of RMB110.0 million.

In 2024, our net cash used in investing activities was RMB22.4 million, which primarily consists of (i) payments for purchase of property, plant and equipment and intangible assets of RMB13.0 million and (ii) purchase of structured deposits of RMB233.2 million, partially offset by proceeds from structured deposits of RMB223.6 million.

In 2023, our net cash used in investing activities was RMB7.8 million, which primarily consists of (i) payments for purchase of property, plant and equipment and intangible assets of RMB3.4 million and (ii) purchase of structured deposits of RMB85.0 million, partially offset by proceeds from structured deposits of RMB85.2 million.

Net cash generated from/(used in) financing activities

Our cash generated from financing activities mainly comprises proceeds from bank loans and proceeds from capital injection. Our cash used in financing activities mainly comprises capital element of lease rentals paid, interest element of lease rentals paid, repayment of bank loans, interest paid, payment of **[REDACTED]** to be deducted from equity and dividend paid to non-controlling interests.

For the six months ended June 30, 2026, our net cash used in financing activities was RMB14.4 million, which primarily consists of (i) capital element of lease rentals paid of RMB8.4 million, (ii) repayment of bank loans of RMB22.2 million and (iii) payment of **[REDACTED]** to be deducted from equity of RMB2.5 million, partially offset by proceeds from bank loans of RMB20.0 million.

In 2025, our net cash used in financing activities was RMB39.4 million, which primarily consists of (i) capital element of lease rentals paid of RMB15.1 million and (ii) repayment of bank loans of RMB59.1 million, partially offset by proceeds from bank loans of RMB42.0 million.

In 2024, our net cash used in financing activities was RMB4.3 million, which primarily consists of (i) capital element of lease rentals paid of RMB12.4 million and (ii) repayment of bank loans of RMB24.3 million, partially offset by proceeds from bank loans of RMB34.4 million.

In 2023, our net cash generated from financing activities was RMB55.2 million, which primarily consists of (i) proceeds from bank loans of RMB20.0 million and (ii) proceeds from capital injection of RMB53.0 million, partially offset by (i) capital element of lease rentals paid of RMB4.3 million and (ii) repayment of bank loans of RMB11.8 million.

INDEBTEDNESS

As of June 30, 2026, being the most recent practicable date for the purpose of the indebtedness statement, we had total indebtedness of RMB475.0 million, including bank loans, lease liabilities and redemption liability. During the Track Record Period and up to the Latest Practicable Date, we did not violate any material covenant in our bank loans or experience any default in payment of our bank loans, nor did we experience any difficulty in obtaining bank or other borrowings.

The following table sets forth the details of our indebtedness as of the dates indicated:

	As of December 31,			As of June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Bank loans	19,388	29,517	12,525	10,333
Redemption liabilities	397,268	419,988	445,234	457,599
Lease liabilities	1,959	33,548	20,267	7,075
Total	418,615	483,053	478,026	475,007

Bank Loans

We had bank loans of RMB19.4 million, RMB29.5 million, RMB12.5 million and RMB10.3 million as of December 31, 2023, 2024 and 2025 and June 30, 2026, respectively. As of June 30, 2026, we had committed unutilized banking facilities of RMB50.0 million. Certain of our banking loans were guaranteed by related parties of our Group. See Note 35 of Appendix I to this document. Such guarantees will be released upon **[REDACTED]**. Our bank loans are all denominated in Renminbi. The effective interest rates of our bank loans ranged from 2.3% to 6.0% during the Track Record Period.

	As of December 31,			As of June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Bank loans				
Secured	19,127	28,825	12,141	10,100
Unsecured	261	692	384	233
Total	19,388	29,517	12,525	10,333

Our secured bank loans amounted to RMB19.1 million, RMB28.8 million and RMB12.1 million as of December 31, 2023, 2024 and 2025, respectively. As of June 30, 2026, our secured bank loans amounted to RMB10.1 million.

Our Directors confirm that there was no breach of any covenants on any of our outstanding debt during the Track Record Period and up to the Latest Practicable Date. Our Directors further confirm that we did not experience any difficulty in obtaining bank loans and other borrowings, default in payment of bank loans and other borrowings or breach of covenants during the Track Record Period and up to the Latest Practicable Date. Security provided for the bank loans outstanding are scheduled to be discharged before **[REDACTED]**.

For maturity analysis of bank loans during the Track Record Period, see Note 26 of Accountants' Report set out in Appendix I to this document.

Lease Liabilities

Our lease liabilities primarily consist of lease contracts for items such as office premises and warehouses. Our lease liabilities increased from RMB2.0 million as of December 31, 2023 to RMB33.5 million as of December 31, 2024 primarily due to an increase in procurement of facilities for newly leased warehouses in Indonesia. Our lease liabilities decreased from RMB33.5 million as of December 31, 2024 to RMB20.3 million as of December 31, 2025, primarily due to our payment of outstanding leases. Our lease liabilities subsequently decreased to RMB7.1 million as of June 30, 2026, primarily due to the termination of certain warehouse leases.

As of June 30, 2026, we had lease liabilities of RMB5.4 million and RMB1.7 million shown under current liabilities and non-current liabilities, respectively.

For maturity analysis of lease liabilities during the Track Record Period, see Note 28 of Accountants' Report set out in Appendix I to this document.

Redemption Liabilities

Our indebtedness also includes redemption liabilities relating to shares held by certain of our shareholders that come with certain special rights, such as redemption rights. As of December 31, 2023, 2024 and 2025, our redemption liabilities amounted to RMB397.3 million, RMB420.0 million and RMB445.2 million, respectively. Our redemption liabilities subsequently increased to RMB457.6 million as of June 30, 2026. The increase is primarily due to an increase over time in the finance costs relating to shares with special rights held by certain of our shareholders. For more information about the redemption liabilities including their movements during the Track Record Period, see Note 27 of Accountants' Report set out in Appendix I to this document.

CONTINGENT LIABILITIES

As of December 31, 2023, 2024 and 2025 and June 30, 2026, we did not have any material contingent liabilities.

Except as otherwise disclosed under the sections titled "— Indebtedness," as of June 30, 2026, we did not have any material bank overdrafts, loans, or other similar indebtedness, liabilities under acceptances or acceptance credits, debentures, mortgages, charges, other recognized lease liabilities, guarantees, or other material contingent liabilities. Our Directors confirm that there have been no material changes in our indebtedness since June 30, 2026 and up to the date of this document.

CAPITAL EXPENDITURES

Our capital expenditures paid in 2023, 2024 and 2025 were RMB3.4 million, RMB13.0 million and RMB4.5 million, respectively, representing payments for purchase of property, plant and equipment and intangible assets. For the six months ended June 30, 2026, our capital expenditures paid were RMB0.7 million, representing payments for purchase of property, plant and equipment and intangible assets. We funded our capital expenditure requirements mainly from borrowings, cash from sales and equity financing.

We expect that our capital expenditures in 2026 will primarily consist of payments for purchase of equipment and intangible assets, which is in line with our business growth. We intend to fund our future capital expenditures and long-term investments with borrowings, cash from sales and equity financing. See "Future Plans and Use of **[REDACTED]**."

OFF-BALANCE SHEET COMMITMENTS AND ARRANGEMENTS

As of the Latest Practicable Date, we had not entered into any off-balance sheet arrangements. We also have not entered into any financial guarantees or other commitments to guarantee the payment obligations of third parties. In addition, we have not entered into any derivative contracts that are indexed to our equity interests and classified as owners' equity. Furthermore, we do not have any retained or contingent interest in assets transferred to an unconsolidated entity that serves as credit, liquidity or market risk support to such entity. We do not have any variable interest in any unconsolidated entity that provides financing, liquidity, market risk or credit support to us or that engages in leasing, hedging or research and development services with us.

MATERIAL RELATED PARTY TRANSACTIONS

We enter into transactions with our related parties from time to time. For details about our material related party transactions during the Track Record Period, see Note 35 of Appendix I to this document.

Our Directors are of the view that each of the related party transactions set out in Note 35 to the Accountants' Report in Appendix I to this document was conducted in the ordinary course of business on an arm's-length basis and with normal commercial terms between the relevant parties. Our Directors are also of the view that our related party transactions during the Track Record Period would not distort our results of operations or make our historical results not reflective of our future performance.

FINANCIAL RISK DISCLOSURE

We are exposed to a variety of financial risks, including credit risk and liquidity risk, as set out below. Our overall risk management focuses on the unpredictability of financial markets and seeks to minimize potential adverse effects on our financial performance. We manage our foreign currency risk by entering into foreign exchange forward contracts. We do not apply hedge accounting. For further details, see Note 34 in the Accountants' Report set out in Appendix I to this document.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The interest-bearing financial instruments with fixed and floating interest rates expose us to fair value interest rate risk and cash flow interest rate risk, respectively. Our interest rate risk arises primarily from bank loans. In the opinion of our Directors, we do not have a material interest rate risk exposure and hence no sensitivity analysis is presented.

Currency risk

We are exposed to currency risk primarily through sales and purchases which give rise to receivables, payables and cash balances that are denominated in a foreign currency, i.e. a currency other than the functional currency of the operations to which the transactions relate.

To mitigate this risk, we manage our net foreign currency exposure within an acceptable range by entering into foreign currency-denominated and RMB-denominated foreign exchange forward contracts to offset the potential adverse impact of exchange rate fluctuations on short-term imbalances.

Credit Risk

Credit risk refers to the risk that our counterparties will default on their contractual obligations resulting in financial losses to us. Our credit risk exposures are primarily attributable to trade receivables and other receivables. We do not hold any collateral or other credit enhancements to cover the credit risks associated with our financial assets.

In the opinion of our Directors, we have no significant credit risk for the receivable from the related party because we can closely monitor the repayment of the related party. We have a concentration of credit risk on liquid funds which are deposited with several banks. However, the credit risk on bank balance and restricted bank deposits is limited because the counterparties are state-owned or reputable financial institutions, which have no recent history of default. We have no significant concentration of credit risk on trade and other receivables, with exposure spread over a large number of counterparties and customers.

Liquidity Risk

In the management of the liquidity risk, we monitor and maintain a level of cash and cash equivalents deemed adequate by our management to finance our operations and mitigate the effects of fluctuations in cash flows. We regularly review our major funding positions to ensure that we have adequate financial resources in meeting our financial obligations. See Note 34 of the Accountants' Report in Appendix I to this document.

DIVIDEND

As of the Latest Practicable Date, we did not have a fixed dividend distribution ratio and had not adopted any formal dividend policy. Any future declarations and payments of dividends will be at the discretion of our Directors and will depend on our actual and expected results of operations, cash flow and financial position, general business conditions and business strategies, expected working capital requirements and future expansion plans, legal, regulatory and other contractual restrictions and other factors which our Directors consider relevant. As advised by our PRC Legal Adviser, no dividend shall be declared or payable except out of our profits and reserves lawfully available for distribution. Our Shareholders in a general meeting may approve any declaration of dividends recommended by our Board.

WORKING CAPITAL CONFIRMATION

Our Directors are of the opinion, that, taking into account the **[REDACTED]** from the **[REDACTED]** and the financial resources available to us, including cash and cash equivalents, bank borrowings and cash from operating activities, we have sufficient working capital for our present requirements, that is, for at least 12 months from the date of this document.

DISTRIBUTABLE RESERVES

As of June 30, 2026, we had no distributable reserves available for distribution to our Shareholders.

[REDACTED]

[REDACTED] represent professional fees, **[REDACTED]** and other fees incurred in connection with the **[REDACTED]**. We expect to incur **[REDACTED]** of approximately **[REDACTED]** million, representing approximately **[REDACTED]** of the gross **[REDACTED]** from the **[REDACTED]** (based on the mid-point of the indicative **[REDACTED]** range and assuming the **[REDACTED]** or any option that may be granted under the **[REDACTED]** Share Option Scheme is not exercised). The **[REDACTED]** we incurred in the Track Record Period and expect to incur would consist of approximately **[REDACTED]** million **[REDACTED]** fees and approximately **[REDACTED]** million **[REDACTED]** fees (including fees and expenses of legal advisors and the reporting accountants of approximately **[REDACTED]** million and other fees and expenses of approximately **[REDACTED]** million). Among the total **[REDACTED]** which we expect to incur, approximately **[REDACTED]** million will be directly attributable to the issue of our Shares which will be deducted from equity upon **[REDACTED]**, and the remaining **[REDACTED]** million will be or has been expensed.

[REDACTED] STATEMENT OF ADJUSTED NET TANGIBLE ASSETS

See "Appendix II — Unaudited **[REDACTED]** Financial Information" for details.

NO MATERIAL ADVERSE CHANGE

Our Directors have confirmed that up to the date of this document there has been no material adverse change in our financial or trading position or prospects since June 30, 2026, being the end date of the periods reported in the Accountants' Report set out in Appendix I to this document, and there has been no event since June 30, 2026 that would materially affect the information as set out in the Accountants' Report in Appendix I to this document.

DISCLOSURE UNDER RULES 13.13 TO 13.19 OF THE LISTING RULES

We confirm that, as of the Latest Practicable Date, there was no circumstance that would give rise to a disclosure requirement under Rules 13.13 to 13.19 of the Listing Rules.

FUTURE PLANS

See "Business — Our Strategies" for a detailed description of our future plans.

USE OF [REDACTED]

We estimate the **[REDACTED]** of the **[REDACTED]** which we will receive, assuming an **[REDACTED]** of **[REDACTED]** per **[REDACTED]** (being the mid-point of the **[REDACTED]** range), will be approximately **[REDACTED]** (or **[REDACTED]**), after deduction of **[REDACTED]** fees and **[REDACTED]** and estimated expenses payable by us in connection with the **[REDACTED]** and assuming the **[REDACTED]** is not exercised.

In line with our business strategy, we intend to use the **[REDACTED]** for the following purposes under our future plan. We may adjust the use of the **[REDACTED]** according to changes in business needs and market conditions:

- **Approximately [REDACTED]% (or [REDACTED]) will be used for strengthening our supply chain warehousing and logistics network. In particular,**

  We plan to further strengthen our warehousing capabilities in key operational regions in Indonesia, mainly for supporting our growth. In particular, we expect that approximately **[REDACTED]**% (or **[REDACTED]**) will be used in Surabaya, Indonesia for a warehouse of approximately 20,000 sq.m.; approximately **[REDACTED]**% (or **[REDACTED]**) will be used in Medan, Indonesia for a warehouse of approximately of 10,000 sq.m.; and approximately **[REDACTED]**% (or **[REDACTED]**) will be used in Makassar, Indonesia for a warehouse of approximately 10,000 sq.m. We expect the **[REDACTED]** will be used in the manner as set out below:

Warehouse	Rent	Fitting-out Cost	Equipment Procurement	Other Expenditures[1]	Total
	(RMB'000)	*(RMB'000)*	*(RMB'000)*	*(RMB'000)*	*(RMB'000)*
Surabaya	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**
Medan.	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**
Makassar	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**
Total	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**

Note:

(1) Other primarily consists of staff salaries, utilities and miscellaneous expenses.

As at the Latest Practicable Date, we were still in the planning phase and had not entered into any rent agreement. Based on our preliminary search and site study, suitable locations which are proximate to local markets which may optimise our delivery and enhance cost efficiency are available. We expect that the specific launch timeline for warehouse in Surabaya, Medan and Makassar will be the end of 2026, third quarter of 2027 and third quarter of 2028, respectively.

Such warehouses in Indonesia will complement our existing warehousing network of six central warehouses, which includes three located in Java Island and one in each of Vietnam, Thailand and the Philippines. For more details of our existing warehousing network, please see "Business — Supply Chain Management — Warehousing Infrastructure." Taking into account (i) that our historical growth rate in terms of revenue outpaced industry growth for overall South East Asia retail market as well as regional growth in different product segments, (ii) that our warehouses are contemplated for long term use and it would not be commercially sensible or practicable to procure warehousing capacity only when demand materialised, we believe that our future plan to expand our warehousing network is justified. By developing these warehouses which is expected to enhance our coverage in Indonesia, we

intend to address the growing demand for warehousing support for urban end-consumption across various sectors, including 3C digital products, home appliances, fast moving consumer goods and household products. While strengthening our warehousing capabilities, we will aim concurrently to increase our logistics response speed and inventory turnover efficiency, in order to enhance the stability and flexibility of our supply chain;

- **Approximately [REDACTED]% (or [REDACTED]) will be used for marketing and channel network expansion. In particular,**

  (i) Approximately **[REDACTED]**% (or **[REDACTED]**) is planned to be used for sales network expansion in Indonesia. We plan to establish 75 self-operated physical brand stores under our different proprietary brands, with a total area of approximately 900 to 1500 sq.m. to reinforce our brand positioning and promotional depth. Among 75 self-operated stores, 50 self-operated stores will be established under ROBOT and VIVAN which together represented a majority of our revenue during the Track Record Period. The estimated area of each individual store area will range from 12 to 20 sq.m.. The following table sets forth the details of our planned allocation of total upfront cost.

Category	Estimated amount
	(RMB'000)
Fitting-out Cost	**[REDACTED]**
Rent and Property Management Fee	**[REDACTED]**
Other Expenditures[(1)]	**[REDACTED]**
Total	**[REDACTED]**

Notes:

(1) Other primarily consists of salaries of sales assistants of stores, utilities and miscellaneous expenses, daily maintenance fee.

We plan to establish an average of 10 self-operated stores per quarter commencing from the end of 2026, and expect to complete the opening of all 75 self-operated stores by the end of 2028. Currently, all of 75 self-operated stores are intended to be permanent in nature. Specifically, we implement a differentiated store expansion strategy across our brand portfolio:

— VIVAN and SAMONO, which will primarily be positioned in shopping malls, with planned locations strategically focused in key metropolitan areas such as Jakarta and Surabaya to align with their brand image and product nature;

— ROBOT and RONA which will adopt a roadside store format, with a rollout strategy aiming at nationwide penetration across Indonesia.

This multi-format approach is designed to optimize market coverage and cater to distinct consumer purchasing behaviours. During the Track Record Period, we had five self-operated stores. As we expect consumers will be increasing demanding, while self-operated physical brand stores generate direct sales income, we believe that the establishment of self-operated stores will also serve the more important and strategic purpose of building brand awareness and offering shopping experience under strict control by our Group, which will lay a solid foundation for our further expansion. Our self-operated stores will also serve a demonstration for our SMRs network, which is expected to grow in the future. Also, our self-operated stores under different brands will allow us to gather accurate consumer insights specific to our brands directly from our consumers.

By establishing a nationwide network of physical brand stores in Indonesia, we expect to enhance the breadth and depth of channel coverage and provide in-person experience and sales hubs for our brands including VIVAN, ROBOT, SAMONO and RONA in order to strengthen market presence of such brands;

(ii) Approximately **[REDACTED]**% (or **[REDACTED]**) will be used for e-commerce promotion in Indonesia to enhance visibility and market awareness of our brands on major Indonesian e-commerce platforms;

(iii) Approximately **[REDACTED]**% (or **[REDACTED]**) is planned to be used for the development of livestreaming ecosystem initiatives in Indonesia. In particular, we expect that approximately **[REDACTED]**% (or **[REDACTED]**) will be used for the integration of a livestreaming e-commerce operation centre with an area of approximately 9,000 sq.m., including a product exhibition hall with an area of 4,000 sq.m., a livestreaming area of 4,000 sq.m. and an office area of 1,000 sq.m. Our planned use of **[REDACTED]** will be used for the renovation and operation of the livestreaming e-commerce operation centre as set out below:

Category	Estimated amount
	(RMB'000)
Rent	**[REDACTED]**
Renovation Costs	**[REDACTED]**
Equipment Procurement and Network Costs(1)	**[REDACTED]**
Setup for product exhibition hall(2)	**[REDACTED]**
Total	**[REDACTED]**

Notes:

(1) This includes the estimated cost of procuring equipment for live streaming studios, expenses for setting up studio environment and the installation and network service fees for broadband lines, covering both live streaming studios and the office area;

(2) This includes exhibition booth, shelving, such as cameras and lighting equipment, and facilities in the meeting area.

The establishment of our integrated livestreaming e-commerce operation centre is a strategic initiative designed to significantly enhance our online sales performance and market penetration in a three-fold manner: (a) accelerate inventory clearance and drive growth in online sales revenue by leveraging our live-stream hosts and partnered KOLs for real-time promotions; (b) boost store exposure and stimulate sales growth through live-streaming short video content and embedded product links on platforms; (c) adjust and improve overall online inventory turnover efficiency by analysing real-time user comments and order data from live streams. Tentatively, we plan to set up our integrated livestreaming e-commerce operation centre in Jakarta, Indonesia.

In addition to the aforementioned, we also expect that approximately **[REDACTED]**% (or **[REDACTED]**) will be used for live streaming placements on Indonesian platforms;

(iv) Approximately **[REDACTED]**% (or **[REDACTED]**) is planned to be used for sales network expansion in the Vietnam, Thailand and Philippines. In particular, we expect that approximately **[REDACTED]**%, **[REDACTED]**% and **[REDACTED]**% (or **[REDACTED]** and **[REDACTED]**) will be used in the Vietnam, Thailand and Philippines, respectively. The table below sets forth the details of our planned use of **[REDACTED]** for sales network expansion in each country:

Country	Category	Estimated amount
		(RMB'000)
Vietnam . . .	Promotion and marketing support for local SMRs[(2)]	**[REDACTED]**
	E-commerce	**[REDACTED]**
	Livestreaming placement on local platforms[(3)]	**[REDACTED]**
	Subtotal	**[REDACTED]**
Thailand . . .	Promotion and marketing support for local SMRs[(2)]	**[REDACTED]**
	E-commerce	**[REDACTED]**
	Livestreaming placement on local platforms[(3)]	**[REDACTED]**
	Subtotal	**[REDACTED]**
The Philippines.	Promotion and marketing support for local SMRs[(2)]	**[REDACTED]**
	E-commerce	**[REDACTED]**
	Livestreaming placement on local platforms[(3)]	**[REDACTED]**
	Subtotal	**[REDACTED]**
Total		**[REDACTED]**

Note:

(1) The above estimated amount reflects our planned use of **[REDACTED]** in each country over the forthcoming three-year period, with the annual amount for each category being evenly apportioned across each year.

(2) This refers to the promotion and marketing support that we provide to SMRs, including provision of brand materials for product display, including display cabinets, glass cabinets, signage, lightboxes and LED screens, to motivate SMRs to stock our products and enhance their sales.

(3) This refers to advertisements placement costs and relevant platform costs.

In each of these countries, we plan to further develop sales channels and livestreaming ecosystem initiatives to expand our online sales operations on third-party e-commerce platforms in its major cities and regions. Subject to material adverse change in laws, regulations and policies, and based on our ongoing monitoring and legal consultation we had in relation to laws and regulations applicable in the relevant jurisdictions as well as our experience in running operations in these countries, currently, we do not foresee any material legal impediment which may impede our expansion in these countries. We will continue to prioritize regulatory compliance as we execute our sales network expansion across these markets.

- **Approximately [REDACTED]% (or [REDACTED]) is planned to be used for enhancing brand influence. In particular,**

  (i) Approximately **[REDACTED]**% (or **[REDACTED]**) is planned to be used for product research and development. In light of the favourable industry landscape that the markets of 3C accessories, small appliances as well as home furnishings and building materials are expected to grow, and in particular, the share of China exports in the 3C accessories and small appliances market is expected to grow significantly, reaching a market share of over 40% for both markets, we plan to carry out product R&D in different product categories to capture upcoming opportunities. Specifically, we plan to allocate approximately **[REDACTED]**% (or **[REDACTED]**) to hardware R&D for products of 3C

accessories, small appliances and home furnishings & building materials (especially for product appearance design, mold development), approximately **[REDACTED]**% (or **[REDACTED]**) to related App software development for product use (e.g. companion mobile App software), and approximately **[REDACTED]**% (or **[REDACTED]**) to the exploration of core product technology and pre-research projects. As at the Latest Practicable Date, we had 32 employees in our R&D department. The each division managers of the R&D department possesses over 15 years of industry experience in different product segments, complemented by strong technical proficiency in system architecture and product engineering. This combination has enabled them to build a solid foundation of industry expertise and technical development and execution capability. They are capable of managing the entire process, from market research and product strategy planning, product definition, and product design, verification and manufacturing, to product launch and marketing, which provide core experiential support and directional guidance for the advancement of OEM projects. For App software development, as at the Latest Practicable Date we had 20 employees in our IT department, led by a department manager with more than 15 years of experience in computer software development. A majority of our IT staff have more than five years of relevant experience. We plan to optimise the performance and user experience of existing products, while expanding R&D efforts into new product categories such as action camera function for 3C accessories that suitable for outdoor sports, updated hardware for products of small appliances and home furnishings & building materials with improved product features including new product molds and exterior designs with multi-device connectivity and collaborations with other brands, and continuous enhancement of support efficiency of companion App softwares. By deepening our research into application scenarios and consumer preferences, we aim to develop a diversified product portfolio that better meets local user needs and enhances our market competitiveness;

(ii) Approximately **[REDACTED]**% (or **[REDACTED]**) is planned to be used for brand marketing promotion and publicity. By engaging brand ambassadors for our brand, launch social media promotion and publicity campaigns, and conduct other brand-related activities, we expect to enhance our brand influence and market presence. In particular:

(i) approximately **[REDACTED]**% or RMB**[REDACTED]** will be allocated to brand ambassador fees for our brands VIVAN, ROBOT, SAMONO and RONA, including endorsement fees and fees for brand ambassadors to attend events;

(ii) approximately **[REDACTED]**% or **[REDACTED]** will be allocated to social media promotion and publicity, such as brand advertising campaigns, KOLs marketing, and performance-based advertising; and

(iii) approximately **[REDACTED]**% or RMB**[REDACTED]** will be designated for other activities, including offline brand events, public relations and social media efforts, creative and content creation, as well as market research and consulting.

By brand ambassador endorsement, advertising and promotion, KOL marketing and offline brand campaigns, we aim to enhance brand recognition and appeal among target customer groups which mainly consist of SMRs such as local shops selling 3C accessories and small appliances, and thereby enhance the image and influence of our proprietary brands;

- **Approximately [REDACTED]% (or [REDACTED]) will be used for digital enhancement. In particular,**

  (i) Approximately **[REDACTED]**% (or **[REDACTED]**) is planned to be used for the setting warehousing and logistics IT system, upgrading the inventory management system, deploying automated warehousing equipment (such as intelligent sorting systems), to achieve end-to-end upgrade of our IT system;

  (ii) Approximately **[REDACTED]**% (or **[REDACTED]**) will be used for upgrading our financial system to realize functions such as automated accounting processing and budget control, which could improve financial management efficiency;

  (iii) Approximately **[REDACTED]**% (or **[REDACTED]**) will be used for developing and enhancing our supply chain system, which will centralise different modules of our existing digitalised supply chain system. Currently, our digitalised supply chain system comprises separate modules for different functions along the supply chain. For example, inventory management and procurement planning are done by different modules. By building a centralised supply chain system that integrates different system modules, we will be able to minimise manual input along the entire supply chain and facilitate end-to-end data integration that in turn bolster the efficiency and accuracy of upstream supplier collaboration. Also, our centralised supply chain system is expected to deploy an intelligent replenishment algorithm to further improve inventory turnover efficiency. As we expect our SKUs and suppliers base will continue to grow, we believe such system enhancement will be beneficial and align with our continued expansion.

  (iv) Approximately **[REDACTED]**% (or **[REDACTED]**) will be used for developing data intelligence applications, such as prediction models, inventory and customer service management, advertisement deployment and enterprise knowledge databases, in order to improve operational and management efficiency;

- **Approximately [REDACTED]% (or [REDACTED]) will be used for building localized team and talent training.**

  Specifically, the table below sets forth the details of our planned **[REDACTED]** of localized team building:

Use	Details	Estimated amount (RMB'000)
Marketing and Channel Network Expansion	Livestream E-commerce Team[(1)]	**[REDACTED]**
	Ground Promotion Team[(2)]	**[REDACTED]**
Brand Influence Enhancement	Product Teams (3C/Small appliances/Home furnishings & building materials)	**[REDACTED]**
	Brand Operations Teams	**[REDACTED]**
Full-Chain Talent Development and Reserve	Cross-border Finance/Operations Talent Training	**[REDACTED]**
	Retaining and Reserve of Talents	**[REDACTED]**
Total		**[REDACTED]**

Note:

(1) This includes engaging live streaming hosts in Indonesia and the Philippines.

(2) This team will be responsible for visiting and developing SMRs and promoting our products.

We plan to direct approximately **[REDACTED]**% (or **[REDACTED]**) to the enhancement of personnel in the product and brand teams, local recruitment in Southeast Asia, training and echelon construction.

Driven by the company's strategic goals of increasing market share and expanding product categories, there is a continuous and growing demand for specialized talent across the organization. The following table sets forth the details of our plans to recruit employees by operational region based on our current estimation. The plan is subject to changes depending on our actual needs and market conditions at the relevant time.

Region/Country	Position	Headcount
Yiwu, China	Product Manager	6
Shenzhen, China	AI Implementation Engineer/Specialist	1
	Product Manager	12
	Investment and Financing Manager	1
	Accounting Manager	1
	Treasury Manager	1
	Operations Director	1
	Brand Creative Design Specialist	1
Indonesia	Live-stream Host	100
	Brand Operations	9
The Philippines	Live-stream Host	10
	Sales Representative	50
Vietnam	Sales Representative	20
Thailand	Sales Representative	10
Others (Overseas Assignment)	Local Supply Chain Resource Development Manager	2
	Market Researcher	2
Total		**227**

We also plan to direct approximately **[REDACTED]**% (or approximately **[REDACTED]**) to the retaining and reserve of talents.

- **Approximately [REDACTED]% (or [REDACTED]) will be used as general operating capital**

The above allocation of the **[REDACTED]** from the **[REDACTED]** will be adjusted on a pro-rata basis in the event that the **[REDACTED]** is fixed at a higher or lower level compared to the mid-point of the indicative **[REDACTED]** range stated in this document.

The table below sets forth the expected implementation timetable of our planned use of **[REDACTED]** (assuming that the **[REDACTED]** is not exercised):

Use	2026	2027	2028	2029	2030	2031	Total	% of the [REDACTED]
	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	
Strengthening our supply chain warehousing and logistics network	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Marketing and channel network expansion	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Enhancing brand influence	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Digital enhancement	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Building localized team and talent training	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
General operating capital	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Total	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

If the **[REDACTED]** is not exercised, the **[REDACTED]** we will receive will be approximately: (i) **[REDACTED]**, assuming an **[REDACTED]** of **[REDACTED]** per H Share (being the mid-point of the indicative **[REDACTED]** range); (ii) **[REDACTED]**, assuming an **[REDACTED]** of **[REDACTED]** per H Share (being the low end of the indicative **[REDACTED]** range); or (iii) HK$**[REDACTED]**, assuming an **[REDACTED]** of **[REDACTED]** per H Share (being the high end of the indicative **[REDACTED]** range).

If the **[REDACTED]** is exercised in full, the **[REDACTED]** that we will receive will be approximately: (i) HK$**[REDACTED]**, assuming an **[REDACTED]** of **[REDACTED]** per H Share (being the mid-point of the indicative **[REDACTED]** range); (ii) HK$**[REDACTED]**, assuming an **[REDACTED]** of **[REDACTED]** per H Share (being the low end of the indicative **[REDACTED]** range); or (iii) HK$**[REDACTED]**, assuming an **[REDACTED]** of **[REDACTED]** per H Share (being the high end of the indicative **[REDACTED]** range). In the event that the **[REDACTED]** is exercised in full, we intend to **[REDACTED]** the additional **[REDACTED]** to the above purposes in the proportions stated above.

To the extent that the **[REDACTED]** from the **[REDACTED]** are not immediately used for the purposes described above and to the extent permitted by the relevant laws and regulations, they will be placed in short-term interest-bearing accounts at licensed commercial banks and/or other authorized financial institutions (as defined under the Securities and Futures Ordinance or applicable laws and regulations in other jurisdictions).

We will issue an appropriate announcement if there is any material change to the above proposed use of **[REDACTED]**.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

STRUCTURE OF THE [REDACTED]

[REDACTED]

STRUCTURE OF THE [REDACTED]

[REDACTED]

STRUCTURE OF THE [REDACTED]

[REDACTED]

STRUCTURE OF THE [REDACTED]

[REDACTED]

STRUCTURE OF THE [REDACTED]

[REDACTED]

STRUCTURE OF THE [REDACTED]

[REDACTED]

STRUCTURE OF THE [REDACTED]

[REDACTED]

HOW TO APPLY FOR [REDACTED]

[REDACTED]

HOW TO APPLY FOR [REDACTED]

[REDACTED]

HOW TO APPLY FOR [REDACTED]

[REDACTED]

HOW TO APPLY FOR [REDACTED]

[REDACTED]

HOW TO APPLY FOR [REDACTED]

[REDACTED]

HOW TO APPLY FOR [REDACTED]

[REDACTED]

HOW TO APPLY FOR [REDACTED]

[REDACTED]

HOW TO APPLY FOR [REDACTED]

[REDACTED]

HOW TO APPLY FOR [REDACTED]

[REDACTED]

HOW TO APPLY FOR [REDACTED]

[REDACTED]

HOW TO APPLY FOR [REDACTED]

[REDACTED]

HOW TO APPLY FOR [REDACTED]

[REDACTED]

HOW TO APPLY FOR [REDACTED]

[REDACTED]

HOW TO APPLY FOR [REDACTED]

[REDACTED]

The following is the text of a report set out on pages I-1 to I-[73], received from the Company's reporting accountants, KPMG, Certified Public Accountants, Hong Kong, for the purpose of incorporation in this document.

ACCOUNTANTS' REPORT ON HISTORICAL FINANCIAL INFORMATION TO THE DIRECTORS OF SHENZHEN WOKE TECHNOLOGY Co., LTD AND HUATAI FINANCIAL HOLDINGS (HONG KONG) LIMITED

Introduction

We report on the historical financial information of SHENZHEN WOKE TECHNOLOGY Co., LTD (the "**Company**") and its subsidiaries (together, the "**Group**") set out on pages I-3 to I-73, which comprises the consolidated statements of financial position of the Group and the statements of financial position of the Company as at December 31, 2023, 2024 and 2025 and June 30, 2026, and the consolidated statements of profit or loss and other comprehensive income, the consolidated statements of changes in equity and the consolidated statements of cash flows for each of the years ended December 31, 2023, 2024 and 2025 and the six months ended June 30, 2026 (the "**Track Record Period**"), and material accounting policy information and other explanatory information (together, the "**Historical Financial Information**"). The Historical Financial Information set out on pages I-3 to I-73 forms an integral part of this report, which has been prepared for inclusion in the document of the Company dated [date] (the "**Document**") in connection with the initial **[REDACTED]** of H shares of the Company on the Main Board of The Stock Exchange of Hong Kong Limited.

Directors' responsibility for the Historical Financial Information

The directors of the Company are responsible for the preparation of the Historical Financial Information that gives a true and fair view in accordance with the basis of preparation and presentation set out in Note 1 to the Historical Financial Information, and for such internal control as the directors of the Company determine is necessary to enable the preparation of the Historical Financial Information that is free from material misstatement, whether due to fraud or error.

Reporting accountants' responsibility

Our responsibility is to express an opinion on the Historical Financial Information and to report our opinion to you. We conducted our work in accordance with Hong Kong Standard on Investment Circular Reporting Engagements 200 "Accountants' Reports on Historical Financial Information in Investment Circulars" issued by the Hong Kong Institute of Certified Public Accountants (the "**HKICPA**"). This standard requires that we comply with ethical standards and plan and perform our work to obtain reasonable assurance about whether the Historical Financial Information is free from material misstatement.

Our work involved performing procedures to obtain evidence about the amounts and disclosures in the Historical Financial Information. The procedures selected depend on the reporting accountants' judgment, including the assessment of risks of material misstatement of the Historical Financial Information, whether due to fraud or error. In making those risk assessments, the reporting accountants consider internal control relevant to the entity's preparation of the Historical Financial Information that gives a true and fair view in accordance with the basis of preparation and presentation set out in Note 1 to the Historical Financial Information in order to design procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Our work also included evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the directors, as well as evaluating the overall presentation of the Historical Financial Information.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Opinion

In our opinion, the Historical Financial Information gives, for the purpose of the accountants' report, a true and fair view of the Company's and the Group's financial position as at December 31, 2023, 2024 and 2025 and June 30, 2026 and of the Group's financial performance and cash flows for the Track Record Period in accordance with the basis of preparation and presentation set out in Note 1 to the Historical Financial Information.

Review of stub period corresponding financial information

We have reviewed the stub period corresponding financial information of the Group which comprises the consolidated statement of profit or loss and other comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the six months ended June 30, 2025, and other explanatory information (the "**Stub Period Corresponding Financial Information**"). The directors of the Company are responsible for the preparation and presentation of the Stub Period Corresponding Financial Information in accordance with the basis of preparation and presentation set out in Note 1 to the Historical Financial Information. Our responsibility is to express a conclusion on the Stub Period Corresponding Financial Information based on our review. We conducted our review in accordance with Hong Kong Standard on Review Engagements 2410 "Review of Interim Financial Information Performed by the Independent Auditor of the Entity" as issued by the HKICPA. A review consists of making enquiries, primarily of persons responsible for financial and accounting matters, and applying analytical and other review procedures. A review is substantially less in scope than an audit conducted in accordance with Hong Kong Standards on Auditing and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in an audit. Accordingly, we do not express an audit opinion. Based on our review, nothing has come to our attention that causes us to believe that the Stub Period Corresponding Financial Information, for the purpose of the accountants' report, is not prepared, in all material respects, in accordance with the basis of preparation and presentation set out in Note 1 to the Historical Financial Information.

Report on matters under the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited and the Companies (Winding Up and Miscellaneous Provisions) Ordinance

Adjustments

In preparing the Historical Financial Information, no adjustments to the Underlying Financial Statements as defined on page I-3 have been made.

Dividends

We refer to Note 33(d) to the Historical Financial Information which states that no dividends have been paid by the Company in respect of the Track Record Period.

Certified Public Accountants
8th Floor, Prince's Building
10 Chater Road
Central, Hong Kong

[Date]

Historical Financial Information

Set out below is the Historical Financial Information which forms an integral part of this accountants' report.

The consolidated financial statements of the Group for the Track Record Period, on which the Historical Financial Information is based, were audited by KPMG under separate terms of engagement with the Company in accordance with Hong Kong Standards on Auditing issued by the HKICPA (the "**Underlying Financial Statements**").

Consolidated statements of profit or loss and other comprehensive income

*(Expressed in Renminbi ("**RMB**"))*

	Note	Year ended December 31,			Six months ended June 30,	
		2023	2024	2025	2025	2026
		RMB'000	*RMB'000*	*RMB'000*	*RMB'000 (unaudited)*	*RMB'000*
Revenue	*4*	908,358	1,048,742	1,216,944	573,044	699,357
Cost of sales		(603,296)	(675,360)	(765,417)	(361,358)	(428,404)
Gross profit		305,062	373,382	451,527	211,686	270,953
Other net income	*5*	6,428	1,852	860	(2,963)	(14,064)
Research and development expenses		(20,926)	(18,151)	(14,417)	(7,092)	(7,623)
Selling and distribution expenses		(166,694)	(207,488)	(270,519)	(124,931)	(163,542)
General and administrative expenses		(71,046)	(88,487)	(74,167)	(32,251)	(41,238)
Impairment losses (recognized)/reversed on trade and other receivables		(950)	(1,401)	332	279	138
Profit from operations		51,874	59,707	93,616	44,728	44,624
Finance costs	*6(a)*	(1,435)	(4,061)	(5,086)	(2,705)	(1,075)
Changes in the carrying amount of redemption liabilities	*27*	(19,511)	(22,720)	(25,246)	(12,183)	(12,365)
Share of losses of associates	*14*	(258)	(4,094)	(2,787)	(2,497)	—
Profit before taxation	*6*	30,670	28,832	60,497	27,343	31,184
Income tax	*7(a)*	(12,351)	(8,479)	(12,545)	(5,687)	(6,388)
Profit for the year/period		18,319	20,353	47,952	21,656	24,796

	Note	Year ended December 31,			Six months ended June 30,	
		2023	2024	2025	2025	2026
		RMB'000	*RMB'000*	*RMB'000*	*RMB'000 (unaudited)*	*RMB'000*
Other comprehensive income for the year/period (after tax)						
Items that may be reclassified subsequently to profit or loss:						
— Exchange differences on translation of financial statements of overseas subsidiaries		(673)	(2,969)	(11,245)	(2,142)	(19,778)
Items that will not be reclassified to profit or loss:						
— Remeasurement of defined benefit obligations		(346)	(382)	106	202	986
Other comprehensive income for the year/period		(1,019)	(3,351)	(11,139)	(1,940)	(18,792)
Total comprehensive income for the year/period		17,300	17,002	36,813	19,716	6,004
Profit for the year/period attributable to:						
— Equity shareholders of the Company		21,212	20,374	46,846	21,005	24,235
— Non-controlling interests		(2,893)	(21)	1,106	651	561
Profit for the year/period		18,319	20,353	47,952	21,656	24,796
Total comprehensive income for the year/period attributable to:						
— Equity shareholders of the Company		20,193	17,023	35,707	19,065	5,443
— Non-controlling interests		(2,893)	(21)	1,106	651	561
Total comprehensive income for the year/period		17,300	17,002	36,813	19,716	6,004
Earnings per share						
— Basic *(RMB)*	*10(a)*	2.38	2.24	5.16	2.31	2.67
— Diluted *(RMB)*	*10(b)*	2.38	2.24	5.16	2.31	2.65

The accompanying notes form part of the Historical Financial Information.

Consolidated statements of financial position
(Expressed in RMB)

	Note	As at December 31, 2023	As at December 31, 2024	As at December 31, 2025	As at June 30, 2026
		RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Non-current assets					
Property, plant and equipment	*11*	53,200	59,625	50,281	39,533
Right-of-use assets	*12*	10,640	43,772	29,990	18,474
Intangible assets	*13*	1,171	1,040	1,053	954
Interest in associates	*14(a)*	7,781	3,169	—	—
Other non-current assets	*15*	21,256	3,630	14,886	30,203
Deferred tax assets	*30(b)*	12,034	13,522	14,440	15,966
		106,082	124,758	110,650	105,130
Current assets					
Inventories	*16*	93,799	148,277	183,210	203,446
Trade receivables	*17*	12,019	29,079	30,666	30,055
Prepayments and other receivables	*18*	20,235	27,468	32,731	30,409
Other current assets	*19*	38,490	41,912	39,072	29,976
Other financial assets	*20*	—	11,421	18,136	23,612
Restricted cash	*21*	5,220	3,601	3,760	1,914
Cash and cash equivalents	*22*	199,985	259,520	274,505	244,314
		369,748	521,278	582,080	563,726
Current liabilities					
Trade payables	*23*	91,675	136,090	149,197	133,465
Other payables	*24*	30,913	34,431	34,578	28,517
Contract liabilities	*25*	7,641	9,286	10,798	9,118
Bank loans	*26*	19,384	29,100	12,403	10,323
Redemption liabilities	*27*	341,838	362,315	445,234	457,599
Lease liabilities	*28*	1,349	14,657	14,064	5,380
Current taxation	*30(a)*	6,614	4,869	7,912	2,041
Provision	*31*	3,799	4,397	4,715	4,724
Defined benefit obligations	*32*	316	398	300	328
		503,529	595,543	679,201	651,495
Net current liabilities		(133,781)	(74,265)	(97,121)	(87,769)
Total assets less current liabilities		(27,699)	50,493	13,529	17,361
Non-current liabilities					
Bank loans	*26*	4	417	122	10
Redemption liabilities	*27*	55,430	57,673	—	—
Lease liabilities	*28*	610	18,891	6,203	1,695
Defined benefit obligations	*32*	4,027	4,914	6,061	5,239
Deferred tax liabilities	*30(b)*	—	—	2	6
Long-term liabilities		18	18	17	15
		60,089	81,913	12,405	6,965
Net (liabilities)/assets		(87,788)	(31,420)	1,124	10,396

	Note	As at December 31,			As at June 30,
		2023	2024	2025	2026
		RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Capital and reserves	*33*				
Paid-in capital/share capital		9,078	9,078	9,078	9,078
Reserves		(94,770)	(38,067)	(10,371)	(1,180)
Total (deficit)/equity attributable to equity shareholders of the Company		(85,692)	(28,989)	(1,293)	7,898
Non-controlling interests		(2,096)	(2,431)	2,417	2,498
Total (deficit)/equity		(87,788)	(31,420)	1,124	10,396

The accompanying notes form part of the Historical Financial Information.

Statements of financial position of the Company
(Expressed in RMB)

	Note	As at December 31,			As at June 30,
		2023	2024	2025	2026
		RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Non-current assets					
Property and equipment		777	929	358	285
Right-of-use assets		851	11	—	3,003
Intangible assets		1,137	1,009	1,007	929
Interest in an associate		4,092	—	—	—
Investment in subsidiaries	*14(b)*	54,606	138,976	138,207	140,811
Deferred tax assets		4,358	177	—	136
		65,821	141,102	139,572	145,164
Current assets					
Inventories		593	—	—	—
Trade receivables	*17*	173,979	143,804	191,612	214,446
Prepayments and other receivables	*18*	4,716	47,822	49,881	47,473
Other current assets		8,137	3,417	981	941
Other financial assets		—	11,420	16,270	1,261
Restricted cash		3,124	3,150	3,343	1,533
Cash and cash equivalents	*22*	95,067	32,069	11,521	22,300
		285,616	241,682	273,608	287,954
Current liabilities					
Trade payables	*23*	3,267	249	293	251
Other payables	*24*	12,129	11,821	13,424	12,019
Bank loans	*26*	19,127	—	2,002	—
Redemption liabilities	*27*	341,838	362,315	445,234	457,599
Lease liabilities		959	26	—	1,659
Current taxation		5,361	2,333	3,365	881
		382,681	376,744	464,318	472,409
Net current liabilities		(97,065)	(135,062)	(190,710)	(184,455)
Total assets less current liabilities		(31,244)	6,040	(51,138)	(39,291)
Non-current liabilities					
Redemption liabilities	*27*	55,430	57,673	—	—
Lease liabilities		170	—	—	1,351
		55,600	57,673	—	1,351
Net liabilities		(86,844)	(51,633)	(51,138)	(40,642)
Capital and reserves	*33*				
Paid-in capital/share capital		9,078	9,078	9,078	9,078
Reserves		(95,922)	(60,711)	(60,216)	(49,720)
Total deficit		(86,844)	(51,633)	(51,138)	(40,642)

The accompanying notes form part of the Historical Financial Information.

Consolidated statements of changes in equity

(Expressed in RMB)

	Attributable to owners of the Company								
	Paid-in capital	Capital reserve	Exchange reserve	Defined benefit obligations remeasurement reserve	Share-based payments reserve	Accumulated losses	Total	Non-controlling interests	Total equity
	RMB'000 Note 33(b)	*RMB'000 Note 33(c)(i)*	*RMB'000 Note 33(c)(ii)*	*RMB'000 Note 33(c)(iii)*	*RMB'000 Note 33(c)(iv)*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
At January 1, 2023	8,727	(27,183)	(713)	(1,648)	17,343	(111,379)	(114,853)	(1,083)	(115,936)
Profit for the year	—	—	—	—	—	21,212	21,212	(2,893)	18,319
Other comprehensive income	—	—	(673)	(346)	—	—	(1,019)	—	(1,019)
Total comprehensive income for the year	—	—	(673)	(346)	—	21,212	20,193	(2,893)	17,300
Issuance of ordinary shares with redemption rights	351	54,499	—	—	—	—	54,850	—	54,850
Recognition of redemption liabilities *(Note 27)*	—	(54,850)	—	—	—	—	(54,850)	—	(54,850)
Equity-settled share-based payment expenses	—	—	—	—	8,968	—	8,968	—	8,968
Disposal of a subsidiary	—	—	—	—	—	—	—	2,087	2,087
Dividend declared by a subsidiary	—	—	—	—	—	—	—	(207)	(207)
	351	(351)	—	—	8,968	—	8,968	1,880	10,848
At December 31, 2023	9,078	(27,534)	(1,386)	(1,994)	26,311	(90,167)	(85,692)	(2,096)	(87,788)

	Attributable to owners of the Company								
	Paid-in capital	Capital reserve	Exchange reserve	Defined benefit obligations remeasurement reserve	Share-based payments reserve	Accumulated losses	Total	Non-controlling interests	Total equity
	RMB'000 *Note 33(b)*	*RMB'000* *Note 33(c)(i)*	*RMB'000* *Note 33(c)(ii)*	*RMB'000* *Note 33(c)(iii)*	*RMB'000* *Note 33(c)(iv)*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
At January 1, 2024	9,078	(27,534)	(1,386)	(1,994)	26,311	(90,167)	(85,692)	(2,096)	(87,788)
Profit for the year	—	—	—	—	—	20,374	20,374	(21)	20,353
Other comprehensive income	—	—	(2,969)	(382)	—	—	(3,351)	—	(3,351)
Total comprehensive income for the year	—	—	(2,969)	(382)	—	20,374	17,023	(21)	17,002
Equity-settled share-based payment expenses	—	—	—	—	35,970	—	35,970	—	35,970
Shares vested **[REDACTED]**	—	62,281	—	—	(62,281)	—	—	—	—
Derecognition of a subsidiary	—	—	—	—	—	—	—	(194)	(194)
The effect of passive dilution of an associate	—	3,710	—	—	—	—	3,710	—	3,710
Dividend declared by a subsidiary	—	—	—	—	—	—	—	(120)	(120)
	—	65,991	—	—	(26,311)	—	39,680	(314)	39,366
At December 31, 2024	9,078	38,457	(4,355)	(2,376)	—	(69,793)	(28,989)	(2,431)	(31,420)

	Attributable to owners of the Company								
	Paid-in capital/ Share capital	Capital reserve	Exchange reserve	Defined benefit obligations remeasurement reserve	Share-based payments reserve	Accumulated losses	Total	Non-controlling interests	Total equity
	RMB'000 *Note 33(b)*	*RMB'000* *Note 33(c)(i)*	*RMB'000* *Note 33(c)(ii)*	*RMB'000* *Note 33(c)(iii)*	*RMB'000* *Note 33(c)(iv)*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
At January 1, 2025	9,078	38,457	(4,355)	(2,376)	—	(69,793)	(28,989)	(2,431)	(31,420)
Profit for the year	—	—	—	—	—	46,846	46,846	1,106	47,952
Other comprehensive income	—	—	(11,245)	106	—	—	(11,139)	—	(11,139)
Total comprehensive income for the year	—	—	(11,245)	106	—	46,846	35,707	1,106	36,813
Disposal of an associate	—	(3,710)	—	—	—	—	(3,710)	—	(3,710)
Dividend declared by a subsidiary	—	—	—	—	—	—	—	(330)	(330)
Conversion into a joint stock limited liability company *(Note 33(b))*	—	41,267	—	—	—	(41,267)	—	—	—
Acquisition of non-controlling interests	—	(4,301)	—	—	—	—	(4,301)	4,072	(229)
	—	33,256	—	—	—	(41,267)	(8,011)	3,742	(4,269)
At December 31, 2025	9,078	71,713	(15,600)	(2,270)	—	(64,214)	(1,293)	2,417	1,124

	Attributable to owners of the Company								
	Share capital	Capital reserve	Exchange reserve	Defined benefit obligations remeasurement reserve	Share-based payments reserve	Accumulated losses	Total	Non-controlling interests	Total equity
	RMB'000 *Note 33(b)*	*RMB'000* *Note 33(c)(i)*	*RMB'000* *Note 33(c)(ii)*	*RMB'000* *Note 33(c)(iii)*	*RMB'000* *Note 33(c)(iv)*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
At January 1, 2026	9,078	71,713	(15,600)	(2,270)	—	(64,214)	(1,293)	2,417	1,124
Profit for the period	—	—	—	—	—	24,235	24,235	561	24,796
Other comprehensive income	—	—	(19,778)	986	—	—	(18,792)	—	(18,792)
Total comprehensive income for the period	—	—	(19,778)	986	—	24,235	5,443	561	6,004
Equity-settled share-based payment expenses	—	—	—	—	3,748	—	3,748	—	3,748
Dividend declared by a subsidiary	—	—	—	—	—	—	—	(480)	(480)
	—	—	—	—	3,748	—	3,748	(480)	3,268
At June 30, 2026	9,078	71,713	(35,378)	(1,284)	3,748	(39,979)	7,898	2,498	10,396

	Attributable to owners of the Company								
	Paid-in capital	Capital reserve	Exchange reserve	Defined benefit obligations remeasurement reserve	Share-based payments reserve	Accumulated losses	Total	Non-controlling interests	Total equity
	RMB'000 *Note 33(b)*	*RMB'000* *Note 33(c)(i)*	*RMB'000* *Note 33(c)(ii)*	*RMB'000* *Note 33(c)(iii)*	*RMB'000* *Note 33(c)(iv)*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
(Unaudited)									
At January 1, 2025	9,078	38,457	(4,355)	(2,376)	—	(69,793)	(28,989)	(2,431)	(31,420)
Profit for the period	—	—	—	—	—	21,005	21,005	651	21,656
Other comprehensive income	—	—	(2,142)	202	—	—	(1,940)	—	(1,940)
Total comprehensive income for the period	—	—	(2,142)	202	—	21,005	19,065	651	19,716
Dividend declared by a subsidiary	—	—	—	—	—	—	—	(330)	(330)
At June 30, 2025	9,078	38,457	(6,497)	(2,174)	—	(48,788)	(9,924)	(2,110)	(12,034)

The accompanying notes form part of the Historical Financial Information.

Consolidated statements of cash flows
(Expressed in RMB)

	Note	Year ended December 31,			Six months ended June 30,	
		2023	2024	2025	2025	2026
		RMB'000	*RMB'000*	*RMB'000*	*RMB'000 (unaudited)*	*RMB'000*
Operating activities						
Cash generated from operations	*22(b)*	52,216	83,423	86,711	41,536	30,142
Income tax (paid)/refund		(7,164)	5,417	(22,945)	(18,407)	(29,494)
Net cash generated from operating activities		45,052	88,840	63,766	23,129	648
Investing activities						
Payments for purchase of property, plant and equipment and intangible assets		(3,419)	(13,045)	(4,504)	(2,036)	(718)
Proceeds from disposal of property, plant and equipment and intangible assets		187	253	570	370	3,587
Cash inflows from disposal of associates		—	—	14,634	—	—
Net cash outflows from disposal of a subsidiary		(360)	—	—	—	—
Payment for investment in an associate		(4,350)	—	—	—	—
Proceeds from structured deposits		85,184	223,612	105,474	87,325	300,128
Purchase of structured deposits		(85,000)	(233,244)	(110,000)	(102,000)	(305,000)
Net cash (used in)/generated from investing activities		(7,758)	(22,424)	6,174	(16,341)	(2,003)
Financing activities						
Capital element of lease rentals paid	*22(c)*	(4,283)	(12,436)	(15,093)	(6,322)	(8,432)
Interest element of lease rentals paid	*22(c)*	(329)	(2,637)	(2,881)	(1,599)	(737)
Proceeds from bank loans	*22(c)*	20,000	34,413	42,032	40,032	20,032
Repayment of bank loans	*22(c)*	(11,800)	(24,300)	(59,139)	(15,982)	(22,184)
Interest paid	*22(c)*	(1,117)	(1,125)	(1,737)	(799)	(172)
Proceeds from capital injection	*22(c)*	52,957	1,893	—	—	—
Payment of **[REDACTED]** to be deducted from equity		[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Dividend paid to non-controlling interests		(207)	(120)	(330)	(330)	(480)
Net cash generated from/(used in) financing activities		55,221	(4,312)	(39,424)	15,000	(14,427)

	Note	Year ended December 31,			Six months ended June 30,	
		2023	2024	2025	2025	2026
		RMB'000	*RMB'000*	*RMB'000*	*RMB'000 (unaudited)*	*RMB'000*
Net increase/(decrease) in cash and cash equivalents		92,515	62,104	30,516	21,788	(15,782)
Cash and cash equivalents at the beginning of the year/period		104,214	199,985	259,520	259,520	274,505
Effect of foreign exchange rate changes		3,256	(2,569)	(15,531)	(3,045)	(14,409)
Cash and cash equivalents at the end of the year/period	*22(a)*	199,985	259,520	274,505	278,263	244,314

The accompanying notes form part of the Historical Financial Information.

NOTES TO THE HISTORICAL FINANCIAL INFORMATION

(Expressed in RMB)

1 Basis of preparation and presentation of the Historical Financial Information

SHENZHEN WOKE TECHNOLOGY Co., LTD (the "**Company**") was incorporated in the People's Republic of China (the "**PRC**") on May 6, 2014, as a limited liability company under the Company Law of the PRC and was converted into a joint stock limited liability company on November 14, 2025.

The Company and its subsidiaries (together, the "**Group**") are a cross-border retail enterprise underpinned by the digitalised capabilities, with a strategic focus on the Southeast Asian market and the product portfolio covering 3C ("**Computer, Communication and Consumer Electronics**") accessories, small appliances, and home furnishings & building materials.

The financial statements of the Company and the subsidiaries of the Group for which there are statutory requirements were prepared in accordance with the relevant accounting rules or regulations applicable to entities in the countries and regions in which they were incorporated or established. The statutory financial statements of the Company for the years ended December 31, 2023, 2024 and 2025 were prepared in accordance with the Accounting Standards for Business Enterprises issued by the Ministry of Finance of the PRC and audited by Pan-China Certified Public Accountants LLP.

During the Track Record Period and as at the date of this report, the Company has direct or indirect interests in the following principal subsidiaries, all of which are private companies:

Company name	Place of incorporation and business and date of incorporation	Particulars of registered capital and paid-up capital	Proportion of ownership Interest		Principal activities	Name of auditor
			Held by the Company	Held by the subsidiary		
Shenzhen Vivan Cloud Chain Technology Co., Ltd (深圳市非凡雲鏈科技有限公司) (i)(ii)	The PRC August 21, 2023	RMB10,000,000	100.00%	—	Services related to supply chain, marketing, and sales operational services, including end-to-end supply chain management solutions and business operations support services, which encompass the formulation and implementation of strategic procurement plans, logistics and warehouse management, the development and maintenance of supplier relationships, and the conduct of commercial negotiations; overseeing the brand planning and promotional activities of the Group's subsidiaries across Southeast Asia	2023: SHEN ZHEN ZHONG HANG CERTIFIED PUBLIC ACCOUNTANTS (深圳市中航會計師事務所(普通合夥)) 2024-2025: Pan-China Certified Public Accountants LLP (天健會計師事務所(特殊普通合夥))
Shenzhen Haisi Technology Co., Ltd (深圳市海絲科技有限公司) (i)(ii)	The PRC August 9, 2023	RMB6,000,000	100.00%	—	Trade in 3C accessories and small appliances	2023: SHEN ZHEN ZHONG HANG CERTIFIED PUBLIC ACCOUNTANTS (深圳市中航會計師事務所(普通合夥)) 2024-2025: Pan-China Certified Public Accountants LLP (天健會計師事務所(特殊普通合夥))

Company name	Place of incorporation and business and date of incorporation	Particulars of registered capital and paid-up capital	Proportion of ownership Interest		Principal activities	Name of auditor
			Held by the Company	Held by the subsidiary		
Yiwu Wook Home Household Products Co., Ltd. (義烏市沃品家居用品有限公司) (i)(ii)(iii)	The PRC June 29, 2018	RMB5,000,000	70.00%	—	Trade in home improvement and building materials	2023-2024：NA 2025：JINHUA Daofeng Certified Public Accountants (General Partnership) 金華稻豐會計師事務所(普通合夥)
Hong Kong Maritime Silk Technology Co., Limited (ii)	Hong Kong September 19, 2017	United States Dollar (USD) 15,128,000	100.00%	—	Import and export business; trade	2023: LEE CHI FAI &CO. 2024-2025: Shine Wise & Co. CPA
PT WOOK GLOBAL TECHNOLOGY (ii)	Indonesia July 10, 2018	Indonesia Rupiah (IDR) 306,000,000,000	—	100.00%	Wholesale trading, warehousing and storage, web portals and/or digital platforms for commercial purposes	2023-2025: KAP HENDRAWINATA HANNY ERWIN & SUMARGO
PT WIN ECOMMERCE INTERNATIONAL (ii)	Indonesia November 12, 2020	IDR 10,000,000,000	—	100.00%	Retail trade, warehousing and storage, web portals and/or digital platforms for purposes	2023-2025: KAP HENDRAWINATA HANNY ERWIN & SUMARGO
PT WOOKFUN GLOBAL TECHNOLOGY (ii)	Indonesia February 18, 2022	IDR 10,000,000,000	—	100.00%	Retail trading activities	2023-2025: KAP HENDRAWINATA HANNY ERWIN & SUMARGO
PT MOBILE BERSINAR PAPUA (ii)	Indonesia December 18, 2020	IDR 10,000,000,000	—	100.00%	Wholesale trade and repair services	2023-2024: KAP Gani Sigiro & Handayani 2025: KAP HENDRAWINATA HANNY ERWIN & SUMARGO
PT ULINK SUPPLY CHAIN TECHNOLOGY (ii)	Indonesia March 18, 2024	IDR 10,500,000,000	—	100.00%	Transportation and warehousing	2024-2025: KAP HENDRAWINATA HANNY ERWIN & SUMARGO
WOOK GLOBAL TECHNOLOGY VIETNAM COMPANY LIMITED (ii)	Vietnam July 11, 2019	Vietnamese Dong (VND) 10,665,250,000	—	100.00%	Export, import, and wholesale distribution of goods	2023-2025: Asia Dragon Auditing & Appraisal Value Co., Ltd
WOOK GLOBAL PHILIPPINE TECHNOLOGY INC. (ii)	The Philippines November 5, 2019	December 31, 2023, 2024 and 2025: Philippine Peso (PHP) 10,500,000 June 30, 2026: PHP30,000,000	—	100.00%	Wholesale trading of goods and merchandises	2023-2025：Yi Consulting Inc.

Company name	Place of incorporation and business and date of incorporation	Particulars of registered capital and paid-up capital	Proportion of ownership Interest		Principal activities	Name of auditor
			Held by the Company	Held by the subsidiary		
WOOK GLOBAL TECHNOLOGY (THAILAND) CO., LTD. (ii)	Thailand June 15, 2020	December 31, 2023, 2024 and 2025: Thailand Baht (THB) 12,800,000 June 30, 2026: THB200,000,000	—	December 31, 2023 and 2024: 66.04% December 31, 2025 and June 30, 2026: 100.00%	Online retail sale	2023-2024: SAM NAK-NGAN A.M.T.AUDIT GROUP CO., LTD 2025: Arphakorn Advisory Company Limited

Notes:

(i) The official name of these entities is in Chinese. The English translation of the names is for identification purpose only.

(ii) The financial statements of these entities have been prepared in accordance with the relevant accounting standards applicable to entities in the countries/jurisdictions in which they were incorporated/established.

(iii) No audited statutory financial statements were prepared for this entity for the Track Record Period unless otherwise indicated.

The Historical Financial Information has been prepared in accordance with all applicable IFRS Accounting Standards as issued by the International Accounting Standards Board ("**IASB**"). Further details of the material accounting policy information are set out in Note 2.

The IASB has issued a number of new and revised IFRS Accounting Standards. For the purpose of preparing the Historical Financial Information, the Group has adopted all applicable new and revised IFRS Accounting Standards to the Track Record Period, except for any new standards or interpretations that are not yet effective for the accounting period beginning on January 1, 2026. The revised and new accounting standards and interpretations issued but not yet effective for the accounting year beginning on January 1, 2026 are set out in Note 38.

The Historical Financial Information also complies with the applicable disclosure provisions of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited.

As at June 30, 2026, the Group recorded net current liabilities of RMB87,769,000, which included redemption liabilities amounted to RMB457,599,000 (see Note 27). The carrying amounts of the redemption liabilities will be reclassified to equity upon the **[REDACTED]** of the Company's H shares on the Stock Exchange. The directors have reviewed the Group's cash flow projections, which cover a period of twelve months from the date of this report. Notwithstanding the net current liabilities as at June 30, 2026, the directors of the Company consider that there are no material uncertainties related to events or conditions which, individually or collectively, may cast significant doubt on the Group's ability to continue as a going concern. Accordingly, the directors of the Company consider it is appropriate to prepare the consolidated financial statements on a going concern basis.

The accounting policies set out below have been applied consistently to all periods presented in the Historical Financial Information.

The Stub Period Corresponding Financial Information has been prepared in accordance with the same basis of preparation and presentation adopted in respect of the Historical Financial Information.

The Historical Financial Information and the Stub Period Corresponding Financial Information are presented in Renminbi ("**RMB**") and all values are rounded to the nearest thousand (RMB'000) except when otherwise indicated.

2 Material accounting policy information

(a) Basis of measurement

The measurement basis used in the preparation of the Historical Financial Information is the historical cost basis except that the following assets and liabilities are stated at their fair value as explained in the accounting policies below:

— investments in unlisted debt and equity securities (see Note 2(e)); and

— other financial instruments measured at fair value through profit or loss (see Note 2(f)).

(b) Use of estimates and judgments

The preparation of Historical Financial Information in conformity with IFRS Accounting Standards requires management to make judgments, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgments about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Judgments made by management in the application of IFRS Accounting Standards that have significant effect on the Historical Financial Information and major sources of estimation uncertainty are discussed in Note 3.

(c) Subsidiaries and non-controlling interests

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed, or has rights, to variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date on which control commences until the date on which control ceases.

Intra-group balances and transactions, and any unrealized income and expenses (except for foreign currency transaction gains or losses) arising from intra-group transactions, are eliminated. Unrealized losses resulting from intra-group transactions are eliminated in the same way as unrealized gains, but only to the extent that there is no evidence of impairment.

For each business combination, the Group can elect to measure any non-controlling interests ("**NCI**") either at fair value or at the NCI's proportionate share of the subsidiary's net identifiable assets. NCI are presented in the consolidated statement of financial position within equity, separately from equity attributable to the equity shareholders of the Company. NCI in the results of the Group are presented on the face of the consolidated statement of profit or loss and the consolidated statement of profit or loss and other comprehensive income as an allocation of the total profit or loss and total comprehensive income for the year between NCI and the equity shareholders of the Company. Loans from holders of NCI and other contractual obligations towards these holders are presented as financial liabilities in the consolidated statement of financial position depending on the nature of the liability.

Changes in the Group's interests in a subsidiary that do not result in a loss of control are accounted for as equity transactions.

When the Group loses control of a subsidiary, it derecognizes the assets and liabilities of the subsidiary, and any related NCI and other components of equity. Any resulting gain or loss is recognized in profit or loss. Any interest retained in that former subsidiary is measured at fair value when control is lost.

In the Company's statement of financial position, an investment in a subsidiary is stated at cost less impairment losses (see Note 2(j)(ii)), unless it is classified as held for sale.

(d) Associates

An associate is an entity in which the Group or the Company has significant influence, but not control, over the financial and operating policies.

An interest in an associate is accounted for using the equity method, unless it is classified as held for sale. They are initially recognized at cost, which includes transaction costs. Subsequently, the financial statements include the Group's share of the profit or loss and other comprehensive income ("**OCI**") of those investees, until the date on which significant influence ceases.

When the Group's share of losses exceeds its interest in the associates, the Group's interest is reduced to nil and recognition of further losses is discontinued except to the extent that the Group has incurred legal or constructive obligations or made payments on behalf of the investee. For this purpose, the Group's interest is the carrying amount of the investment under the equity method, together with any other long-term interests that in substance form part of the Group's net investment in the associates, after applying the ECL model to such other long-term interests where applicable (see Note 2(j)(ii)).

Unrealized profits and losses resulting from transactions between the Group and its associates are eliminated to the extent of the Group's interest in the investee, Unrealized losses are eliminated in the same way as unrealized gains, but only to the extent there is no evidence of impairment.

(e) Other investments in debt and equity securities

The Group's policies for investments in securities, other than investments in subsidiaries and associates, are set out below.

Investments in securities are recognized/derecognized on the date the Group commits to purchase/sell the investment. The investments are initially stated at fair value plus directly attributable transaction costs, except for those investments measured at fair value through profit or loss (FVPL) for which transaction costs are recognized directly in profit or loss. For an explanation of how the Group determines fair value of financial instruments, see Note 34(e). These investments are subsequently accounted for as follows, depending on their classification.

(i) Non-equity investments

Non-equity investments are classified into one of the following measurement categories:

— amortized cost, if the investment is held for the collection of contractual cash flows which represent solely payments of principal and interest. Expected credit losses, interest income calculated using the effective interest method, foreign exchange gains and losses are recognized in profit or loss. Any gain or loss on derecognition is recognized in profit or loss.

— fair value through other comprehensive income ("**FVOCI**") — recycling, if the contractual cash flows of the investment comprise solely payments of principal and interest and the investment is held within a business model whose objective is achieved by both the collection of contractual cash flows and sale. Changes in fair value are recognized in other comprehensive income, except for the recognition in profit or loss of expected credit losses,

interest income (calculated using the effective interest method) and foreign exchange gains and losses. When the investment is derecognized, the amount accumulated in other comprehensive income is recycled from equity to profit or loss.

— FVPL if the investment does not meet the criteria for being measured at amortized cost or FVOCI (recycling). Changes in the fair value of the investment (including interest) are recognized in profit or loss.

(ii) Equity investments

An investment in equity securities is classified as FVPL, unless the investment is not held for trading purposes and on initial recognition the Group makes an irrevocable election to designate the investment at FVOCI (non-recycling) such that subsequent changes in fair value are recognized in OCI. Such elections are made on an instrument-by-instrument basis, but may only be made if the investment meets the definition of equity from the issuer's perspective. If such election is made for a particular investment, at the time of disposal, the amount accumulated in the fair value reserve (non-recycling) is transferred to retained earnings and not recycled through profit or loss. Dividends from an investment in equity securities, irrespective of whether classified as at FVPL or FVOCI, are recognized in profit or loss as other income.

(f) Derivative financial instruments

The Group holds derivative financial instruments to manage its foreign currency risk exposures. Derivatives are initially measured at fair value. Subsequently, they are measured at fair value with changes therein recognized in profit or loss. The Group does not apply hedge accounting and has not designated any derivatives as hedges of net investment in a foreign operation.

(g) Property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation and impairment losses (see Note 2(j)(ii)).

If significant parts of an item of property, plant and equipment have different useful lives, then they are accounted for as separate items (major components).

Any gain or loss on disposal of an item of property, plant and equipment is recognized in profit or loss.

Depreciation is calculated to write-off the cost of items of property, plant and equipment, less their estimated residual value, if any, using the straight-line method over their estimated useful lives, and is generally recognized in profit or loss.

The estimated useful lives for the Track Record Periods are as follows:

—	Building	20 years
—	Vehicle	4-8 years
—	Equipment and other	3–8 years

Depreciation methods, useful lives and residual values are reviewed annually and adjusted if appropriate.

(h) Intangible assets

Expenditure on research activities is recognized in profit or loss as incurred. Development expenditure is capitalized only if the expenditure can be measured reliably, the product or process is technically and commercially feasible, future economic benefits are probable and the Group intends to

and has sufficient resources to complete development and to use or sell the resulting asset. Otherwise, it is recognized in profit or loss as incurred. Capitalized development expenditure is subsequently measured at cost less accumulated amortization and any accumulated impairment losses.

Other intangible assets are stated at cost less accumulated amortization (where the estimated useful life is finite) and impairment losses (see Note 2(j)(ii)).

Amortization is calculated to write-off the cost of intangible assets less their estimated residual values using the straight-line method over their estimated useful lives, if any, and is generally recognized in profit or loss.

The estimated useful lives are as follows:

— Software 4–10 years

The estimated useful lives of software are determined based on the expected period of technological or commercial usability of the software.

Amortization methods, useful lives and residual values are reviewed annually and adjusted if appropriate.

(i) Leased assets

At inception of a contract, the Group assesses whether the contract is, or contains, a lease. This is the case if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. Control is conveyed where the customer has both the right to direct the use of the identified asset and to obtain substantially all of the economic benefits from that use.

(i) As a lessee

Where the contracts contain lease component(s) and non-lease component(s), the Group has elected to separate non-lease components and accounts for each lease component and any associated non-lease components as a single lease component for all leases.

At the lease commencement date, the Group recognizes a right-of-use asset and a lease liability, except for short-term leases that have a lease term of 12 months or less and leases of low-value assets. When the Group enters into a lease in respect of a low-value asset, the Group decides whether to capitalize the lease on a lease-by-lease basis. If not capitalized the associated lease payments are recognized in profit or loss on a systematic basis over the lease term.

Where the lease is capitalized, the lease liability is initially recognized at the present value of the lease payments payable over the lease term, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, using a relevant incremental borrowing rate. After initial recognition, the lease liability is measured at amortized cost and interest expense is recognized using the effective interest method. Variable lease payments that do not depend on an index or rate are not included in the measurement of the lease liability, and are charged to profit or loss as incurred.

The right-of-use asset recognized when a lease is capitalized is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received. The right-of-use asset is subsequently stated at cost less accumulated depreciation and impairment losses (see Note 2(j)(ii)).

The lease liability is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Group's estimate of the amount expected to be payable under a residual value guarantee, or if the Group changes its assessment of whether it will

exercise a purchase, extension or termination option. When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

The lease liability is also remeasured when there is a lease modification, which means a change in the scope of a lease or the consideration for a lease that is not originally provided for in the lease contract, if such modification is not accounted for as a separate lease. In this case, the lease liability is remeasured based on the revised lease payments and lease term using a revised discount rate at the effective date of the modification.

In the consolidated statements of financial position, the current portion of long-term lease liabilities is determined as the present value of contractual payments that are due to be settled within twelve months after the reporting period.

(ii) As a lessor

The Group determines at lease inception whether each lease is a finance lease or an operating lease. A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to the ownership of an underlying assets to the lessee. Otherwise, the lease is classified as an operating lease.

When a contract contains lease and non-lease components, the Group allocates the consideration in the contract to each component on a relative stand-alone selling price basis.

When the Group is an intermediate lessor, the sub-leases are classified as a finance lease or as an operating lease with reference to the right-of-use asset arising from the head lease. If the head lease is a short-term lease to which the Group applies the exemption described in Note 2(i)(i), then the Group classifies the sub-lease as an operating lease.

(j) Credit losses and impairment of assets

(i) The Group recognizes a loss allowance for expected credit losses (ECLs) on financial assets measured at amortized cost (including cash and cash equivalents, trade receivables and other receivables).

Measurement of ECLs

ECLs are a probability-weighted estimate of credit losses. Generally, credit losses are measured as the present value of all expected cash shortfalls between the contractual and expected amounts.

For undrawn loan commitments, expected cash shortfalls are measured as the difference between (i) the contractual cash flows that would be due to the Group if the holder of the loan commitment draws down on the loan and (ii) the cash flows that the Group expects to receive if the loan is drawn down.

The expected cash shortfalls are discounted using the following rates if the effect is material:

— fixed-rate financial assets, trade and other receivables: effective interest rate determined at initial recognition or an approximation thereof;

— variable-rate financial assets: current effective interest rate;

— lease receivables: discount rate used in the measurement of the lease receivable.

The maximum period considered when estimating ECLs is the maximum contractual period over which the Group is exposed to credit risk.

ECLs are measured on either of the following bases:

— 12-month ECLs: these are the portion of ECLs that result from default events that are possible within the 12 months after the reporting date (or a shorter period if the expected life of the instrument is less than 12 months); and

— lifetime ECLs: these are the ECLs that are expected to result from all possible default events over the expected lives of the items to which the ECL model applies.

The Group measures loss allowances at an amount equal to lifetime ECLs, except for the following, which are measured at 12-months ECLs:

— financial instruments that are determined to have low credit risk at the reporting date; and

— other financial instruments for which credit risk (i.e. the risk of default occurring over the expected life of the financial instrument) has not increased significantly since initial recognition.

Loss allowances for trade receivables are always measured at an amount equal to lifetime ECLs.

Significant increases in credit risk

When determining whether the credit risk of a financial instrument has increased significantly since initial recognition and when measuring ECLs, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Group's historical experience and informed credit assessment, that includes forward-looking information.

The Group assumes that the credit risk on a financial asset has increased significantly if it is more than 30 days past due.

The Group considers a financial asset to be in default when:

— the debtor is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to actions such as realizing security (if any is held); or

— the financial asset is 90 days past due.

The Group considers a financial instrument to have low credit risk when its credit risk rating is equivalent to the globally understood definition of 'investment grade'.

ECLs are remeasured at each reporting date to reflect changes in the financial instrument's credit risk since initial recognition. Any change in the ECL amount is recognized as an impairment gain or loss in profit or loss. The Group recognizes an impairment gain or loss for all financial instruments with a corresponding adjustment to their carrying amount through a loss allowance account, except for investments in non-equity securities that are measured at FVOCI (recycling), for which the loss allowance is recognized in OCI and accumulated in the fair value reserve (recycling) does not reduce the carrying amount of the financial asset in the statement of financial position (see Note 2(e)).

Credit-impaired financial assets

At each reporting date, the Group assesses whether a financial asset is credit-impaired. A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

Evidence that a financial asset is credit-impaired includes the following observable events:

— significant financial difficulties of the debtor;

— a breach of contract, such as a default or being more than 90 days past due;

— the restructuring of a loan or advance by the Group on terms that the Group would not consider otherwise.

— it is probable that the debtor will enter bankruptcy or other financial reorganization; or

— the disappearance of an active market for a security because of financial difficulties of the issuer.

Write-off policy

The gross carrying amount of a financial asset is written off (either partially or in full) to the extent that there is no realistic prospect of recovery. This is generally the case when the Group determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off.

Subsequent recoveries of an asset that was previously written off are recognized as a reversal of impairment in profit or loss in the period in which the recovery occurs.

(ii) Impairment of other non-current assets

At the end of each reporting period, the Group reviews the carrying amounts of its non-financial assets (other than inventories and deferred tax assets) to determine whether there is any indication of impairment.

Internal and external sources of information are reviewed at the end of each reporting period to identify indications that the following assets may be impaired or, except in the case of goodwill, an impairment loss previously recognized no longer exists or may have decreased:

— property, plant and equipment;

— right-of-use assets;

— intangible assets;

— investments in subsidiaries in the Company's statement of financial position.

If any such indication exists, the asset's recoverable amount is estimated. In addition, for intangible assets that are not yet available for use and intangible assets that have indefinite useful lives, the recoverable amount is estimated annually whether or not there is any indication of impairment.

Calculation of recoverable amount

The recoverable amount of an asset is the greater of its fair value less costs of disposal and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. Where an asset does not generate cash inflows largely independent of those from other assets, the recoverable amount is determined for the smallest group of assets that generates cash inflows independently (i.e. a cash-generating unit). A portion of the carrying amount of a corporate asset is allocated to an individual cash-generating unit if the allocation can be done on a reasonable and consistent basis, or to the smallest group of cash-generating units if otherwise.

Recognition of impairment losses

An impairment loss is recognized in profit or loss if the carrying amount of an asset, or the cash-generating unit to which it belongs, exceeds its recoverable amount. Impairment losses recognized in respect of cash-generating units are allocated first to reduce the carrying amount of any goodwill allocated to the cash-generating unit (or group of units) and then, to reduce the carrying amount of the

other assets in the unit (or group of units) on a pro rata basis, except that the carrying value of an asset will not be reduced below its individual fair value less costs of disposal (if measurable) or value in use (if determinable).

Reversals of impairment losses

In respect of assets other than goodwill, an impairment loss is reversed if there has been a favorable change in the estimates used to determine the recoverable amount. An impairment loss in respect of goodwill is not reversed.

A reversal of an impairment loss is limited to the asset's carrying amount that would have been determined had no impairment loss been recognized in prior period. Reversals of impairment losses are credited to profit or loss in the period in which the reversals are recognized.

(k) Inventories

Inventories are measured at the lower of cost and net realizable value as follows:

Cost is calculated using first-in and first-out method and comprises all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition.

Net realizable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

(l) Contract liabilities

A contract liability is recognized when the customer pays non-refundable consideration before the Group recognizes the related revenue (see Note 2(t)). A contract liability is also recognized if the Group has an unconditional right to receive non-refundable consideration before the Group recognizes the related revenue. In such latter cases, a corresponding receivable is also recognized (see Note 2(m)).

When the contract includes a significant financing component, the contract balance includes interest accrued under the effective interest method (see Note 2(t)(ii)).

(m) Trade and other receivables

A receivable is recognized when the Group has an unconditional right to receive consideration and only the passage of time is required before payment of that consideration is due.

Trade receivables that do not contain a significant financing component are initially measured at their transaction price. Trade receivables that contain a significant financing component and other receivables are initially measured at fair value plus transaction costs. All receivables are subsequently stated at amortized cost (see Note 2(j)(i)).

(n) Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and on hand, demand deposits with banks and other financial institutions, and other short-term, highly liquid investments that are readily convertible into known amounts of cash and which are subject to an insignificant risk of changes in value, having been within three months of maturity at acquisition. Cash and cash equivalents are assessed for ECL (see Note 2(j)(i)).

(o) Trade and other payables

Trade and other payables are initially recognized at fair value. Subsequent to initial recognition, trade and other payables are stated at amortized cost unless the effect of discounting would be immaterial, in which case they are stated at invoice amounts.

(p) Bank loans

Bank loans are measured initially at fair value less transaction costs. Subsequent these bank loans are stated at amortized cost using the effective interest method. Interest expense is recognized in accordance with Note 2(v).

(q) Employee benefits

(i) Short-term employee benefits and contributions to defined contribution retirement plans

Short-term employee benefits are expensed as the related service is provided. A liability is recognized for the amount expected to be paid if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

Obligations for contributions to defined contribution retirement plans are expensed as the related service is provided.

(ii) Share-based payments

The Group operates share incentive plans, under which it receives services from eligible participants as consideration for equity instruments (including share options and restricted ordinary shares) of the Group. The fair value of the services received in exchange for the grant of the equity instruments (share options and restricted ordinary shares) is recognized as an expense in the consolidated statements of profit or loss with a corresponding increase in share-based payments reserve in equity.

Restricted ordinary shares

For grant of restricted ordinary shares of the Company, the total amount to be expensed is determined by reference to the fair value of the Company's ordinary shares at the grant date. The total expense is recognized over the vesting period, which is the period over which all of the specified vesting conditions are to be satisfied. At the end of each period, the Group revises its estimates of the number of restricted ordinary shares that are expected to vest based on the non-market vesting and service conditions. It recognizes the impact of the revision to original estimates, if any, in profit or loss, with a corresponding adjustment to equity.

Share options

For grant of share options, the total amount to be expensed is determined by reference to the fair value of the options granted using option-pricing models. The total expense is recognized over the vesting period, which is the period over which all of the specified vesting conditions are to be satisfied. At the end of each period, the Group revises its estimates of the number of options that are expected to vest based on the non-market vesting and service conditions. It recognizes the impact of the revision to original estimates, if any, in profit or loss, with a corresponding adjustment to equity. The equity amount is recognized in the share-based payment reserve until either the option is exercised (when it is included in the amount recognized in share capital and capital reserve for the shares issued) or the option expires (when it is released directly to retained profits).

(iii) Termination benefits

Termination benefits are expensed at the earlier of when the Group can no longer withdraw the offer of those benefits and when the Group recognizes costs for a restructuring.

(iv) Defined benefit obligations

The Group provides defined benefit plans to its employees in Indonesia in conformity with the relevant requirements of Indonesia's labor regulations. The provision for defined benefit plans is determined using the Projected Unit Credit method. Remeasurements arising from defined benefit plans, which comprise actuarial gains and losses, are recognized immediately in other comprehensive income. Remeasurements are not reclassified to profit or loss in subsequent periods. Past service costs are recognized in profit or loss at the earlier of:

— The date of the plan amendment or curtailment; or

— The date of the Group recognizes restructuring-related costs.

Net interest is calculated by applying the discount rate to the net defined benefit liability. The Group recognizes the following changes in the net defined benefit obligation in profit or loss:

— Service costs comprising current service costs, past-service costs, gains and losses on curtailments and non-routine settlements; and

— Net interest expense or income.

(r) Income tax

Income tax expense comprises current tax and deferred tax. It is recognized in profit or loss except to the extent that it relates to a business combination, or items recognized directly in equity or in OCI.

Current tax comprises the estimated tax payable or receivable on the taxable income or loss for the year and any adjustments to the tax payable or receivable in respect of previous years. The amount of current tax payable or receivable is the best estimate of the tax amount expected to be paid or received that reflects any uncertainty related to income taxes. It is measured using tax rates enacted or substantively enacted at the reporting date. Current tax also includes any tax arising from dividends.

Current tax assets and liabilities are offset only if certain criteria are met.

Deferred tax is recognized in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognized for:

— temporary differences on the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences;

— temporary differences related to investment in subsidiaries, associates to the extent that the Group is able to control the timing of the reversal of the temporary differences and it is probable that they will not reverse in the foreseeable future;

— those related to the income taxes arising from tax laws enacted or substantively enacted to implement the Pillar Two model rules published by the Organisation for Economic Co-operation and Development.

The Group recognized deferred tax assets and deferred tax liabilities separately in relation to its lease liabilities and right-of-use assets.

Deferred tax assets are recognized for unused tax losses, unused tax credits and deductible temporary differences to the extent that it is probable that future taxable profits will be available against which they can be used. Future taxable profits are determined based on the reversal of relevant taxable temporary differences. If the amount of taxable temporary differences is insufficient to recognize a deferred tax asset in full, then future taxable profits, adjusted for reversals of existing

temporary differences, are considered, based on the business plans for individual subsidiaries in the Group. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realized; such reductions are reversed when the probability of future taxable profits improves.

Deferred tax assets and liabilities are offset only if certain criteria are met.

(s) Provisions and contingent liabilities

Generally provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessment of the time value of money and the risks specific to the liability.

A provision for refund liabilities to sales with a right of return in practice was recognized based on historical sales return data associated with similar products.

A provision for warranties is recognized when the underlying products or services are sold, based on historical warranty data and a weighting of possible outcomes against their associated probabilities.

Where it is not probable that an outflow of economic benefits will be required, or the amount cannot be estimated reliably, the obligation is disclosed as a contingent liability, unless the probability of outflow of economic benefits is remote. Possible obligations, whose existence will only be confirmed by the occurrence or non-occurrence of one or more future events are also disclosed as contingent liabilities unless the probability of outflow of economic benefits is remote.

(t) Revenue and other net income

Income is classified by the Group as revenue when it arises from the sale of goods or the provision of services in the ordinary course of the Group's business.

Further details of the Group's revenue and other income recognition policies are as follows:

(i) Revenue from contract with customers

Revenue is recognized when control over a product or service is transferred to the customer at the amount of promised consideration to which the Group is expected to be entitled, excluding those amounts collected on behalf of third parties such as value added tax or other sales taxes.

The Group determines whether it is a principal or an agent, based on whether it obtains control of the specified good or service before that good or service is transferred to a customer. Control refers to the Group's ability to direct the use of and obtain substantially all of the remaining benefits from the goods or services. The Group is a principal if it controls the specified good or service before that good or service is transferred to a customer, and recognizes revenue in the gross amount of consideration which it has received (or which is receivable). Otherwise, the Group is an agent, and recognizes revenue in the amount of any fee or commission to which it expects to be entitled.

The periods and terms of product quality warranty are provided in accordance with the laws and regulations related to the products. The Group recognizes provision for the warranty, which is presented as cost of sales (see Note 2(s)).

For contracts which provide a customer with a right to return the goods within a specified period, the expected value method is used to estimate the goods that will not be returned because this method best predicts the amount of variable consideration to which the Group will be entitled. The requirements in IFRS 15 on constraining estimates of variable consideration are applied to determine the amount of variable consideration that can be included in the transaction price. For goods that are expected to be returned, provision is recognized. A right of return asset is also recognized for the right to recover products from a customer.

(ii) Revenue from other sources and other income

(a) Interest income

Interest income is recognized using the effective interest method. The "effective interest rate" is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the gross carrying amount of the financial asset. In calculating interest income, the effective interest rate is applied to the gross carrying amount of the asset (when the asset is not credit-impaired). However, for financial assets that have become credit-impaired subsequent to initial recognition, interest income is calculated by applying the effective interest rate to the amortized cost of the financial asset. If the asset is no longer credit-impaired, then the calculation of interest income reverts to the gross basis.

(b) Government grants

Government grants are recognized in the statement of financial position initially when there is reasonable assurance that they will be received and that the Group will comply with the conditions attaching to them.

Grants that compensate the Group for expenses incurred are recognized as income in profit or loss on a systematic basis in the same periods in which the expenses are incurred.

Grants that compensate the Group for the cost of an asset is recognized as deferred income in the statement of financial position and amortized over the useful life of the related asset, and is recognized as other income.

(u) Translation of foreign currencies

Transactions in foreign currencies are translated into the respective functional currencies of group companies at the exchange rates at the dates of the transactions.

Monetary assets and liabilities denominated in foreign currencies are translated into the functional currency at the exchange rate at the reporting date. Non-monetary assets and liabilities that are measured at fair value in a foreign currency are translated into the functional currency at the exchange rate when the fair value was determined. Non-monetary assets and liabilities that are measured based on historical cost in a foreign currency are translated at the exchange rate at the date of the transaction. Foreign currency differences are generally recognized in profit or loss.

The assets and liabilities of foreign operations are translated into RMB at the exchange rates at the reporting date. The income and expenses of foreign operations are translated into RMB at the exchange rates at the dates of the transactions.

Foreign currency differences are recognized in OCI and accumulated in the exchange reserve, except to the extent that the translation difference is allocated to NCI.

When a foreign operation is disposed of in its entirety or partially such that control, significant influence is lost, the cumulative amount in OCI related to that foreign operation is reclassified to profit or loss as part of the gain or loss on disposal. On disposal of a subsidiary that includes a foreign operation, the cumulative amount of the exchange differences relating to that foreign operation that have been attributed to the NCI shall be derecognized, but shall not be reclassified to profit or loss. If the Group disposes of part of its interest in a subsidiary but retains control, then the relevant proportion of the cumulative amount is reattributed to NCI. When the Group disposes of only part of an associate while retaining significant influence, the relevant proportion of the cumulative amount is reclassified to profit or loss.

(v) Borrowing costs

Borrowing costs that are directly attributable to the acquisition, construction or production of an asset which necessarily takes a substantial period of time to get ready for its intended use or sale are capitalized as part of the cost of that asset. Other borrowing costs are expensed in the period in which they are incurred.

(w) Redemption liabilities

A contract that contains an obligation for the Company or the Group to purchase its own equity instruments for cash or another financial asset gives rise to a financial liability even if the Company's or the Group's obligation to purchase is conditional on the counterparty exercising its right to redeem. The redemption liabilities are initially recognized and subsequently measured at the present value of the redemption amount, which represents the settlement that would be triggered by the event with the highest settlement outcome. Changes in the carrying amounts of the redemption liabilities are recognized in profit or loss as "changes in the carrying amount of redemption liabilities". The redemption liabilities would be reclassified to equity upon the **[REDACTED]** of the Company's H shares on the Stock Exchange.

(x) Related parties

(a) A person, or a close member of that person's family, is related to the Group if that person:

  (i) has control over the Group;

  (ii) has significant influence over the Group; or

  (iii) is a member of the key management personnel of the Group or the Group's parent.

(b) An entity is related to the Group if any of the following conditions applies:

  (i) The entity and the Group are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).

  (ii) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).

  (iii) Both entities are joint ventures of the same third party.

  (iv) One entity is a joint venture of a third entity and the other entity is an associate of the third entity.

  (v) The entity is a post-employment benefit plan for the benefit of employees of either the Group or an entity related to the Group.

  (vi) The entity is controlled or jointly controlled by a person identified in (a).

  (vii) A person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).

  (viii) The entity, or any member of a group of which it is a part, provides key management personnel services to the Group or to the Group's parent.

Close members of the family of a person are those family members who may be expected to influence, or be influenced by, that person in their dealings with the entity.

(y) Segment reporting

Operating segments, and the amounts of each segment item reported in the Historical Financial Information, are identified from the financial information provided regularly to the Group's most senior executive management for the purposes of allocating resources to, and assessing the performance of, the Group's various lines of business and geographical locations.

Individually material operating segments are not aggregated for financial reporting purposes unless the segments have similar economic characteristics and are similar in respect of the nature of products and services, the nature of production processes, the type or class of customers, the methods used to distribute the products or provide the services, and the nature of the regulatory environment. Operating segments which are not individually material may be aggregated if they share a majority of these criteria.

3 Accounting judgment and estimates

Note 34 contain information about the assumptions and their risk factors relating to measurement of ECL allowance for trade receivables and fair value of financial instruments. Other significant sources of estimation uncertainty and accounting judgments are as follows:

(i) Net realizable value of inventories

Net realizable value of inventories is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale. Special consideration is given to estimate the selling price of those technically obsolete and/or slow-moving inventory items. Management reassesses these estimations at the end of reporting period to ensure inventory is shown at the lower of cost and net realizable value.

(ii) Share-based compensation arrangement and its fair value measurement

The Group measures the cost of share-based payments with employees by reference to the fair value of the equity instruments at the date at which they are granted. Estimating fair value requires determining the most appropriate valuation model for a grant of equity instruments, which is dependent on the terms and conditions of the grant. The determination of the fair value of the share-based payments is affected by the significant assumptions such as the underlying equity value, the expected volatility of **[REDACTED]** and risk-free interest rate. Details of share-based payments are contained in Note 29.

(iii) Income taxes

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the end of the reporting period in the countries where the Company and its subsidiaries operate and generate taxable income. Significant judgment is required in determining the tax position and the estimates and assumptions in relation to the provision for taxes, having regard to the nature and timing of their origination and compliance with the relevant tax legislation.

The tax authorities may assess or amend taxes within the statute of limitations, under prevailing regulations. Management periodically evaluates positions taken in income tax charge with respect to situations in which applicable tax regulation is subject to interpretation and considers whether it is probable that a taxation authority will accept an uncertain tax treatment. This assessment relies on estimates and assumptions and may involve judgment about future events. New information may become available that causes management to change its judgment. Such changes will impact tax expense in the period in which such determination is made.

Deferred tax assets are recognized only if it is probable that future taxable profits will be available to utilize those temporary differences and losses, and the tax losses continue to be available having regard to the nature and timing of their origination and compliance with the relevant tax

legislation associated with their recoupment. In addition, the applicable tax rate used in recognizing deferred tax assets is determined by the forecast proportion of assessable income against gross sales and the timing of the usage of tax losses when the entity was granted income tax incentives.

4 Revenue and segment reporting

(a) Revenue

The Group is principally engaged in cross-border sales of products including 3C accessories, small appliances and home furnishings & building materials to Southeast Asian countries.

(i) Disaggregation of revenue

Disaggregation of revenue from contracts with customers within scope of IFRS 15 by major products and services are as follows:

	Year ended December 31,			Six months ended June 30,	
	2023	2024	2025	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000 (unaudited)*	*RMB'000*
3C accessories	692,611	751,587	813,384	397,642	405,581
Small appliances	40,065	103,741	171,006	69,188	145,861
Home furnishings & building materials	67,688	88,968	133,528	59,948	93,784
Others *(note)*	107,994	104,446	99,026	46,266	54,131
	908,358	1,048,742	1,216,944	573,044	699,357

Note: Others primarily consist of sales of lifestyle products, stationery and electric two-wheelers, as well as offering of warehousing services.

Disaggregation of revenue from contracts with customers by the timing of revenue recognition is set out below:

	Year ended December 31,			Six months ended June 30,	
	2023	2024	2025	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000 (unaudited)*	*RMB'000*
Point in time	908,358	1,048,742	1,216,944	573,044	699,357

The Group's customer base is diversified, and the Group did not have any customer with whom transactions have exceeded 10% of the Group's aggregate revenue during the Track Record Periods.

The Group has applied the practical expedient in paragraph 121 of IFRS 15 and does not disclose remaining performance obligations under existing sales contracts as the performance obligations under these contracts have an original expected duration of one year or less.

(b) Segment reporting

(i) Segment results

IFRS 8, Operating Segments, requires identification and disclosure of operating segment information based on internal financial reports that are regularly reviewed by the Group's chief operating decision maker for the purpose of resources allocation and performance assessment. On this basis, as for the purpose of making decisions about resources allocation and performance assessment, the Group's management reviews on the operating results of the Group as a whole, the Group has determined that it only has one operating segment during the Track Record Periods.

(ii) Geographic information

The following table sets out information about the geographical location of the Group's revenue from external customers. The geographical location of customers is based on the location at which the goods were delivered, or the services provided.

	Revenues from external customers				
	Year ended December 31,			Six months ended June 30,	
	2023	2024	2025	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000 (unaudited)*	*RMB'000*
Indonesia	871,036	1,004,839	1,143,543	538,177	650,728
Others	37,322	43,903	73,401	34,867	48,629
	908,358	1,048,742	1,216,944	573,044	699,357

Most of the Group's non-current assets are located in Indonesia.

5 Other net income

	Year ended December 31,			Six months ended June 30,	
	2023	2024	2025	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000 (unaudited)*	*RMB'000*
Government grants	65	182	424	56	353
Fair value changes on financial instruments measured at fair value through profit or loss	184	545	314	165	603
Gains on disposal of an associate	—	871	16,635	—	—
Losses on disposal of a subsidiary	(1,398)	—	—	—	—
Interest income	1,529	1,904	2,151	1,324	1,022
Net exchange gains/(losses)	6,076	(2,019)	(18,194)	(4,161)	(17,923)
Gains/(losses) on disposal of property, plant and equipment and early termination of right-of-use assets	11	62	(18)	(27)	1,279
Others	(39)	307	(452)	(320)	602
	6,428	1,852	860	(2,963)	(14,064)

6 Profit before taxation

Profit before taxation is arrived at after charging:

(a) Finance costs

	Year ended December 31,			Six months ended June 30,	
	2023	2024	2025	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000 (unaudited)*	*RMB'000*
Interest on bank loans	809	1,141	1,852	924	132
Interest on defined benefit obligations	297	283	353	182	206
Interest on lease liabilities	329	2,637	2,881	1,599	737
	1,435	4,061	5,086	2,705	1,075

(b) Staff costs

	Year ended December 31,			Six months ended June 30,	
	2023	2024	2025	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000 (unaudited)*	*RMB'000*
Salaries, wages and other benefits	151,347	162,873	172,681	88,907	91,517
Contributions to defined contribution retirement plans	3,340	3,633	4,405	2,212	2,566
Expenses recognized in respect of defined benefit obligations *(Note 32(b))*	1,074	1,493	2,028	910	921
Equity-settled share-based payment expenses *(Note 29)*	8,968	35,970	—	—	3,748
	164,729	203,969	179,114	92,029	98,752

Note: Employees of the Group's subsidiaries in the PRC are required to participate in a defined contribution retirement scheme administered and operated by the local municipal government.

In the PRC, the Group's subsidiaries contribute funds which are calculated at certain percentages of applicable salary bases as agreed by the local municipal government to the scheme to fund the retirement benefits of the employees.

All other overseas subsidiaries of the Group are subject to the statutory enterprise contribution retirement scheme under the laws of the countries/jurisdictions.

In accordance with Indonesian labor regulations, employees are entitled to certain post-employment benefits, which become payable upon termination of employment or retirement. These benefits are primarily based on years of service and compensation at termination or retirement. Other than the above, the Group has no further obligations for the actual pension payments or post-retirement benefits beyond the contributions.

(c) Other items

	Year ended December 31,			Six months ended June 30,	
	2023	2024	2025	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000 (unaudited)*	*RMB'000*
Cost of inventories *(Note 16)*	603,296	660,827	748,967	352,836	422,798
Depreciation and amortization					
— Property, plant and equipment	5,151	6,388	7,820	3,953	3,460
— Right-of-use assets	4,963	10,710	14,748	7,398	6,437
— Intangible assets	253	278	297	143	109
Impairment losses recognized/(reversed)					
— Trade receivables	771	1,359	280	170	(198)
— Other receivables	179	42	(612)	(449)	60
[REDACTED]	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**

7 Income tax in the consolidated statements of profit or loss and other comprehensive income

(a) Taxation in the consolidated statements of profit or loss and other comprehensive income represents:

	Year ended December 31,			Six months ended June 30,	
	2023	2024	2025	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000 (unaudited)*	*RMB'000*
Current tax					
Provision for the year/period	14,382	10,060	13,734	7,631	8,447
Deferred taxation					
Origination and reversal of temporary differences *(Note 30(b))*	(2,031)	(1,581)	(1,189)	(1,944)	(2,059)
Income tax expense	12,351	8,479	12,545	5,687	6,388

(b) Reconciliation between tax expense and accounting profit at applicable tax rates

	Year ended December 31,			Six months ended June 30,	
	2023	2024	2025	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000 (unaudited)*	*RMB'000*
Profit before taxation	30,670	28,832	60,497	27,343	31,184
Tax calculated at statutory income tax rate of 25%	7,667	7,208	15,124	6,836	7,796
Tax effects of different tax rates applicable to subsidiaries	(560)	(2,443)	(5,086)	(2,532)	(3,487)
Tax effects of non-taxable income	(282)	(388)	(2,937)	(115)	(159)
Tax effects of non-deductible expenses	4,678	3,432	5,254	2,020	2,699
Tax effect of unrecognized unused tax losses and deductible temporary differences	2,175	1,721	1,129	56	—
Tax effect of additional deduction on research and development expenses	(1,327)	(1,051)	(939)	(578)	(461)
Income tax expense	12,351	8,479	12,545	5,687	6,388

Notes:

(i) The Company and the subsidiaries of the Group established in the Chinese Mainland are subject to the PRC Corporate Income Tax rate of 25% during the Track Record Period except for those subject to tax concessions disclosed in the notes below.

(ii) The PRC Corporate Income Tax Law allows enterprises to apply for certificate of "High and New Technology Enterprise" ("**HNTE**"), which entitles the qualified companies to a preferential income tax rate of 15%, subject to fulfillment of the recognition criteria.

(iii) According to the relevant tax rules in the Chinese Mainland, qualified research and development expenses are allowed for additional tax deduction based on 100% of the relevant expenses during the Track Record Period.

(iv) According to the PRC income tax law and its relevant regulations, the entity that qualified as small and micro enterprises is entitled to a preferential income tax rate of 5% during the Track Record Period.

(v) For the Hong Kong subsidiary, the first HK$2 million of assessable profits are taxed at 8.25% and the remaining assessable profits are taxed at 16.5%. The provision for Hong Kong Profits Tax for the Hong Kong subsidiary was calculated at the same basis during the Track Record Period.

(vi) Taxation for subsidiaries incorporated in other jurisdictions is charged at the appropriate current rates of taxation ruling in the relevant countries.

(c) The applicable tax rates of the Group's overseas subsidiaries are as follows:

	Year ended December 31,			Six months ended June 30,
	2023	2024	2025	2026
Indonesia	22.00%	22.00%	22.00%	22.00%
Vietnam	20.00%	20.00%	20.00%	20.00%
Thailand	20.00%	20.00%	20.00%	20.00%
The Philippines	25.00%	25.00%	25.00%	25.00%

(d) Pillar Two income taxes

Given that the Group's full-year revenue is less than Euro750 million, the Group is not subject to the Global Anti-Base Erosion Model Rules ("**Pillar Two model rules**") published by the Organisation for Economic Co-operation and Development. Consequently, the Group has not recognized any current tax relating to the Pillar Two model rules for the Track Record Period.

8 Directors' and supervisors' emoluments

Details of emoluments of directors and supervisors are as follows:

	Year ended December 31, 2023							
	Directors' fees	Salaries, allowances and benefits in kind	Discretionary bonuses	Retirement scheme contributions	Others	Sub-total	Share-based payment expenses (i)	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
Executive Directors								
Mr. Xu Longhua	—	1,663	404	6	—	2,073	—	2,073
Mr. Wang Feng	—	557	177	6	—	740	985	1,725
Mr. Yao Hongbin	—	506	115	6	—	627	929	1,556
Ms. Dai Hong	—	234	62	5	—	301	232	533
Sub-total	—	2,960	758	23	—	3,741	2,146	5,887
Non-Executive Directors								
Mr. Xin Jifu	—	—	—	—	—	—	—	—
Mr. Li Xin	—	—	—	—	—	—	—	—
Mr. Zhao Wu	—	—	—	—	—	—	—	—
Sub-total	—	—	—	—	—	—	—	—
Supervisors								
Ms. Xu Fangchun	—	—	—	—	—	—	—	—
Mr. Bi Ziying	—	334	76	6	—	416	391	807
Mr. Zheng Zhong	—	—	—	—	—	—	—	—
Sub-total	—	334	76	6	—	416	391	807
Total	—	3,294	834	29	—	4,157	2,537	6,694

	Year ended December 31, 2024							
	Directors' fees	Salaries, allowances and benefits in kind	Discretionary bonuses	Retirement scheme contributions	Others	Sub-total	Share-based payment expenses (i)	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
Executive Directors								
Mr. Xu Longhua	—	1,637	57	9	33	1,736	—	1,736
Mr. Wang Feng	—	[REDACTED]	178	9	—	787	1,917	2,704
Mr. Yao Hongbin	—	509	90	9	—	608	1,359	1,967
Ms. Dai Hong	—	253	52	7	—	312	519	831
Sub-total	—	2,999	377	34	33	3,443	3,795	7,238
Non-Executive Directors								
Mr. Xin Jifu	—	—	—	—	—	—	—	—
Mr. Li Xin	—	—	—	—	—	—	—	—
Mr. Zhao Wu	—	—	—	—	—	—	—	—
Sub-total	—	—	—	—	—	—	—	—
Supervisors								
Ms. Xu Fangchun	—	—	—	—	—	—	—	—
Mr. Bi Ziying	—	388	68	8	—	464	363	827
Mr. Zheng Zhong	—	—	—	—	—	—	—	—
Sub-total	—	388	68	8	—	464	363	827
Total	—	3,387	445	42	33	3,907	4,158	8,065

	Year ended December 31, 2025							
	Directors' fees	Salaries, allowances and benefits in kind	Discretionary bonuses	Retirement scheme contributions	Others	Sub-total	Share-based payment expenses (i)	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
Executive Directors								
Mr. Xu Longhua	—	1,583	97	10	396	2,086	—	2,086
Mr. Wang Feng	—	614	206	10	—	830	—	830
Mr. Yao Hongbin	—	509	77	10	—	596	—	596
Ms. Dai Hong	—	281	72	9	—	362	—	362
Sub-total	—	2,987	452	39	396	3,874	—	3,874
Non-Executive Directors								
Mr. Xin Jifu (ii)	—	—	—	—	—	—	—	—
Mr. Li Xin (ii)	—	—	—	—	—	—	—	—
Mr. Zhao Wu (ii)	—	—	—	—	—	—	—	—
Sub-total	—	—	—	—	—	—	—	—
Independent Non-Executive Directors								
Mr. Tao Zhigang (ii)(iii)	—	—	—	—	—	—	—	—
Ms. Liang Bishan (ii)	3	—	—	—	—	3	—	3
Mr. Han Bin (ii)	3	—	—	—	—	3	—	3
Sub-total	6	—	—	—	—	6	—	6
Supervisors								
Ms. Xu Fangchun (ii)	—	—	—	—	—	—	—	—
Mr. Bi Ziying (ii)	—	399	57	10	—	466	—	466
Mr. Zheng Zhong (ii)	—	—	—	—	—	—	—	—
Sub-total	—	399	57	10	—	466	—	466
Total	6	3,386	509	49	396	4,346	—	4,346

	Six months ended June 30, 2026							
	Directors' fees	Salaries, allowances and benefits in kind	Discretionary bonuses	Retirement scheme contributions	Others	Sub-total	Share-based payment expenses (i)	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
Executive Directors								
Mr. Xu Longhua	—	771	22	11	198	1,002	—	1,002
Mr. Wang Feng	—	263	38	11	—	312	90	402
Mr. Yao Hongbin	—	210	11	11	—	232	75	307
Ms. Dai Hong	—	123	3	8	—	134	15	149
Sub-total	—	1,367	74	41	198	1,680	180	1,860
Independent Non-Executive Directors								
Mr. Tao Zhigang	40	—	—	—	—	40	—	40
Ms. Liang Bishan	40	—	—	—	—	40	—	40
Mr. Han Bin	40	—	—	—	—	40	—	40
Sub-total	120	—	—	—	—	120	—	120
Total	120	1,367	74	41	198	1,800	180	1,980

	Six months ended June 30, 2025 (unaudited)							
	Directors' fees	Salaries, allowances and benefits in kind	Discretionary bonuses	Retirement scheme contributions	Others	Sub-total	Share-based payment expenses (i)	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
Executive Directors								
Mr. Xu Longhua	—	792	11	5	198	1,006	—	1,006
Mr. Wang Feng	—	309	44	5	—	358	—	358
Mr. Yao Hongbin	—	255	10	5	—	270	—	270
Ms. Dai Hong	—	142	5	4	—	151	—	151
Sub-total	—	1,498	[REDACTED]	19	198	1,785	—	1,785
Non-Executive Directors								
Mr. Xin Jifu	—	—	—	—	—	—	—	—
Mr. Li Xin	—	—	—	—	—	—	—	—
Mr. Zhao Wu	—	—	—	—	—	—	—	—
Sub-total	—	—	—	—	—	—	—	—
Supervisors								
Ms. Xu Fangchun	—	—	—	—	—	—	—	—
Mr. Bi Ziying	—	200	7	5	—	212	—	212
Mr. Zheng Zhong	—	—	—	—	—	—	—	—
Sub-total	—	200	7	5	—	212	—	212
Total	—	1,698	77	24	198	1,997	—	1,997

Notes:

(i) These represent the estimated value of share awards granted to the directors and the supervisors under the Company's **[REDACTED]**. The value of these share awards is measured according to the Group's accounting policies for share-based payment transactions as set out in Note 2(q) and, in accordance with that policy, includes adjustments to reverse amounts accrued in previous years where grants of equity instruments are forfeited prior to vesting. The details of share-based payment, including the principal terms and number of options granted, are disclosed in Note 29.

(ii) Mr. Xin Jifu resigned from his position as directors of the Company on September 17, 2025. Mr. Li Xin and Mr. Zhao Wu resigned from their respective positions as directors of the Company on December 18, 2025 due to a routine rotation of directors on the investor side. Mr. Li Xin and Mr. Zhao Wu did not have any disagreements with us during their tenure with our company. On the same date, the Company passed a resolution to dissolve the Board of supervisors, whereupon

Ms. Xu Fangchun, Mr. Bi Ziying and Mr. Zheng Zhong, the former supervisors, ceased to hold their respective supervisory offices with immediate effect. Concurrently, the Company appointed Mr. Tao Zhigang, Ms. Liang Bishan and Mr. Han Bin as independent non-executive directors.

(iii) Mr. Tao Zhigang has voluntarily waived his director's fees for the year ended December 31, 2025.

9 Individuals with highest emoluments

The number of directors, supervisors and other employees included in the five highest paid individuals during the Track Record Period are set forth below:

	Year ended December 31,			Six months ended June 30,	
	2023	2024	2025	2025	2026
	Number of individuals	*Number of individuals*	*Number of individuals*	*Number of individuals (unaudited)*	*Number of individuals*
Directors and supervisors	4	3	2	3	3
Other employees	1	2	3	2	2
	5	5	5	5	5

The emoluments of the directors and supervisors are disclosed in Note 8. The aggregate of the emoluments in respect of the remaining highest paid individuals, are as follows:

	Year ended December 31,			Six months ended June 30,	
	2023	2024	2025	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000 (unaudited)*	*RMB'000*
Salaries, allowances and benefits	503	1,325	1,574	525	412
Discretionary bonuses	947	1,324	2,232	590	615
Retirement scheme contributions	6	17	29	9	13
Share-based payment expenses	473	3,702	—	—	180
	1,929	6,368	3,835	1,124	1,220

The emoluments of the remaining highest paid non-director individuals are within the following bands:

	Year ended December 31,			Six months ended June 30,	
	2023	2024	2025	2025	2026
	Number of individuals	*Number of individuals*	*Number of individuals*	*Number of individuals (unaudited)*	*Number of individuals*
Nil - HK$1,000,000	—	—	—	2	2
HK$1,000,001–HK$1,500,000	—	—	3	—	—
HK$2,000,001–HK$2,500,000	1	—	—	—	—
HK$3,000,001–HK$3,500,000	—	1	—	—	—
HK$3,500,001–HK$4,000,000	—	1	—	—	—
	1	2	3	2	2

10 Earnings per share

(a) Basic earnings per share

The calculation of basic earnings per share during the Track Record Period is based on the profit attributable to ordinary equity shareholders of the Company and the weighted average number of ordinary shares deemed to be in issue during the Track Record Period.

As described in Note 33(b), the Company was converted into a joint stock limited liability company and issued 9,078,434 shares with the par value of RMB1 each on November 14, 2025. For the purpose of computing basic earnings per share, the weighted average number of ordinary shares deemed to be in issue before the Company's conversion into a joint stock limited liability company was determined assuming the conversion into joint stock limited liability company had occurred since January 1, 2023, at the exchange ratio established in the conversion in November 2025.

The weighted average number of ordinary shares does not take into account the effect of the share subdivision plan that will become effective immediately prior to the **[REDACTED]** (Note 33(b)).

Profit attributable to ordinary equity shareholders of the Company

	Year ended December 31,			Six months ended June 30,	
	2023	2024	2025	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000 (unaudited)*	*RMB'000*
Profit for the year/period attributable to all ordinary shareholders of the Company	21,212	20,374	46,846	21,005	24,235
Allocation of profit for the year/period attributable to the ordinary shares with redemption rights *(Note 27)*	(9,337)	(9,153)	(21,045)	(9,437)	(10,888)
Profit for the year/period attributable to ordinary equity shareholders of the Company	11,875	11,221	25,801	11,568	13,347

Weighted average number of ordinary shares in issue or deemed to be in issue

	Year ended December 31,			Six months ended June 30,	
	2023	2024	2025	2025	2026
	'000	*'000*	*'000*	*'000 (unaudited)*	*'000*
Ordinary shares in issue or deemed to be issued at January 1	8,727	9,078	9,078	9,078	9,078
Effect of ordinary shares deemed to be in issue	204	—	—	—	—
Effect of ordinary shares with redemption rights *(Note 27)*	(3,931)	(4,078)	(4,078)	(4,078)	(4,078)
Weighted average number of ordinary shares in issue or deemed to be in issue at December 31/June 30	5,000	5,000	5,000	5,000	5,000

(b) Diluted earnings per share

During the six months ended June 30, 2026, the calculation of diluted earnings per share is based on the profit attributable to ordinary equity shareholders of the Company of RMB13,347,000 and the weighted average number of ordinary shares, calculated as follows:

Weighted average number of ordinary shares in issue (diluted)

	Six months ended June 30,
	2026
	'000
Weighted average number of ordinary shares in issue	5,000
Effect of equity awards granted (Note 29(b))	44
Weighted average number of ordinary shares in issue (diluted) at June 30	5,044

During the year ended December 31, 2023, 2024 and 2025 and the six months period ended June 30, 2025, ordinary shares with redemption rights (Note 27) and equity awards (Note 29(b)) were not included in the calculation of diluted earnings per share, as their inclusion would have been anti-dilutive. Accordingly, diluted earnings per share were the same as basic earnings per share for the respective years/periods.

11 Property, plant and equipment

	Building	Vehicle	Equipment and other	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Cost:				
At December 31, 2022 and at January 1, 2023	49,646	8,445	6,703	64,794
Exchange adjustments	1,782	267	164	2,213
Additions	20	279	133	432
Disposals	—	(270)	(83)	(353)
At December 31, 2023 and at January 1, 2024	51,448	8,721	6,917	67,086
Exchange adjustments	(1,071)	(161)	(134)	(1,366)
Additions	171	1,999	11,881	14,051
Disposals	(51)	(712)	(148)	(911)
At December 31, 2024 and at January 1, 2025	50,497	9,847	18,516	78,860
Exchange adjustments	(3,750)	(679)	(1,323)	(5,752)
Additions	—	834	2,695	3,529
Disposals	—	(492)	(701)	(1,193)
At December 31, 2025 and at January 1, 2026	46,747	9,510	19,187	75,444
Exchange adjustments	(4,061)	(747)	(1,227)	(6,035)
Additions	—	6	298	304
Disposals	—	(176)	(6,610)	(6,786)
At June 30, 2026	42,686	8,593	11,648	62,927
Accumulated depreciation:				
At December 31, 2022 and at January 1, 2023	4,395	2,372	1,925	8,692
Exchange adjustments	140	54	26	220
Charge for the year	2,525	1,100	1,526	5,151
Disposals	—	(124)	(53)	(177)
At December 31, 2023 and at January 1, 2024	7,060	3,402	3,424	13,886
Exchange adjustments	(152)	(57)	(45)	(254)
Charge for the year	2,200	983	3,205	6,388
Disposals	—	(663)	(122)	(785)
At December 31, 2024 and at January 1, 2025	9,108	3,665	6,462	19,235
Exchange adjustments	(794)	(309)	(485)	(1,588)
Charge for the year	2,664	1,434	3,722	7,820
Disposals	—	(24)	(280)	(304)
At December 31, 2025 and at January 1, 2026	10,978	4,766	9,419	25,163
Exchange adjustments	(1,011)	(400)	(619)	(2,030)
Charge for the period	978	588	1,894	3,460
Disposals	—	(136)	(3,063)	(3,199)
At June 30, 2026	10,945	4,818	7,631	23,394

	Building	Vehicle	Equipment and other	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Net book value:				
At December 31, 2023	44,388	5,319	3,493	53,200
At December 31, 2024	41,389	6,182	12,054	59,625
At December 31, 2025	35,769	4,744	9,768	50,281
At June 30, 2026	31,741	3,775	4,017	39,533

12 Right-of-use assets

	As at December 31,			As at June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Cost:				
At January 1	21,595	20,501	55,628	53,235
Additions	2,298	44,117	4,111	9,016
Expiration of lease term	(4,260)	(8,622)	(2,352)	(31,558)
Exchange adjustments	868	(368)	(4,152)	(3,209)
At December 31/June 30	20,501	55,628	53,235	27,484
Accumulated depreciation:				
At January 1	7,896	9,861	11,856	23,245
Charge for the year/period	4,963	10,710	14,748	6,437
Expiration of lease term	(3,454)	(8,597)	(2,195)	(19,377)
Exchange adjustments	456	(118)	(1,164)	(1,295)
At December 31/June 30	9,861	11,856	23,245	9,010
Net book value:				
At December 31/June 30	10,640	43,772	29,990	18,474

In April 2026, the Group derecognised right-of-use assets and lease liabilities of RMB12,181,000 and RMB13,460,000, respectively, upon the early termination of a lease with the lessor, and recognized a gain of RMB1,279,000 in profit or loss, after consideration of refund of rental deposits.

The analysis of expense items in relation to leases recognized in profit or loss is as follows:

	Year ended December 31,			Six months ended June 30,	
	2023	2024	2025	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000 (unaudited)*	*RMB'000*
Depreciation charge of right-of-use assets	4,963	10,710	14,748	7,398	6,437
Interest on lease liabilities	329	2,637	2,881	1,599	737
Expenses relating to short-term leases	5,849	6,014	6,989	3,814	3,378

The Group has obtained the right-of-use assets as its warehouses and offices through tenancy agreements. The leases run for an initial period of 1 to 5 year during the Track Record Period.

Details of total cash outflow for leases and the maturity analysis of lease liabilities are set out in Notes 22(d) and 28, respectively.

13 Intangible assets

	Software
	RMB'000
Cost:	
At January 1, 2023	1,400
Additions	316
At December 31, 2023 and January 1, 2024	1,716
Additions	212
Disposals	(236)
At December 31, 2024 and January 1, 2025	1,692
Additions	310
At December 31, 2025 and January 1, 2026	2,002
Additions	23
Disposals	(51)
At June 30, 2026	1,974
Accumulated Amortization:	
At January 1, 2023	292
Charge for the year	253
At December 31, 2023 and January 1, 2024	545
Charge for the year	278
Disposals	(171)
At December 31, 2024 and January 1, 2025	652
Charge for the year	297
At December 31, 2025 and January 1, 2026	949
Charge for the period	109
Disposals	(38)
At June 30, 2026	1,020
Net book value:	
At December 31, 2023	1,171
At December 31, 2024	1,040
At December 31, 2025	1,053
At June 30, 2026	954

The amortization charge for the year is included in "research and development expenses", "selling and distribution expenses" and "general and administrative expenses" in the consolidated statements of profit or loss and other comprehensive income.

14 Interests in associates and investment in subsidiaries

(a) Interests in associates

The following list contains the particulars of the Group's associates, all of which are unlisted entities:

Name of associates	Place of incorporation and business	Group's effective interest				Held by the Company				Principal business activities
		December 31, 2023	December 31, 2024	December 31, 2025	June 30, 2026	December 31, 2023	December 31, 2024	December 31, 2025	June 30, 2026	
Jiangsu AOFEILUO Technology Co., Ltd (江蘇奧菲羅科技有限公司) *(note i)*	China	29.00%	—	—	—	29.00%	—	—	—	Consumer products
PT. Ofero Technology Indonesia *(note ii)*	Indonesia	29.00%	21.11%	—	—	—	—	—	—	Consumer products

Notes:

(i) In December 2024, the Group disposed of a 19.34% equity interest in Jiangsu AOFEILUO Technology Co., Ltd ("**Jiangsu AOFEILUO**"), the remaining 9.66% equity interest in Jiangsu AOFEILUO was reclassified as other financial assets.

(ii) During the year ended December 31, 2024, the Group's equity interest in PT. Ofero Technology Indonesia ("**PT. Ofero**") decreased from 29.00% to 21.11%, mainly due to passively dilution in equity interests. During the year ended December 31, 2025, the Group further disposed its equity interests in PT. Ofero, the remaining 3.50% equity interest was reclassified as other financial assets.

The carrying amount and the Group's share of the results of individually immaterial associates are shown in aggregate as below:

	Year ended December 31,			Six months ended June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Aggregate carrying amount of individually immaterial associates in the consolidated financial statements	7,781	3,169	—	—
Aggregate amounts of the Group's share of those associates' net loss	(258)	(4,094)	(2,787)	—

(b) Investment in subsidiaries

The Company

	As at December 31,			As at June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Investment in subsidiaries, at cost	54,606	138,976	138,207	140,811

15 Other non-current assets

	As at December 31,			As at June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Prepaid income tax	21,256	3,630	14,886	30,203

Prepaid income tax arises from payments made to tax authorities, including monthly installment of corporate income tax (Article 25 Income Tax) by the Group's Indonesian subsidiaries and withheld taxes on import purchases (Article 22 Income Tax) which are creditable against income tax liabilities. Given uncertainties in the timing of the tax authorities' assessment and refund procedures, the amount is not expected to be recovered within 12 months.

16 Inventories

The Group

	As at December 31,			As at June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Finished goods	65,294	106,239	134,469	168,641
Goods in transit	30,113	44,542	50,571	36,800
Less: write-down of inventories	(1,608)	(2,504)	(1,830)	(1,995)
	93,799	148,277	183,210	203,446

The analysis of the amount of inventories recognized as an expense and included in profit or loss is as follows:

	Year ended December 31,			Six months ended June 30,	
	2023	2024	2025	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000 (unaudited)*	*RMB'000*
Carrying amount of inventories sold	599,204	655,996	744,761	351,333	420,578
Write-down of inventories	4,092	4,831	4,206	1,503	2,220
	603,296	660,827	748,967	352,836	422,798

17 Trade receivables

The Group

	As at December 31,			As at June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Trade receivables	14,487	31,860	33,539	32,507
Less: loss allowance *(Note 34(a))*	(2,468)	(2,781)	(2,873)	(2,452)
	12,019	29,079	30,666	30,055

The Company

	As at December 31,			As at June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Trade receivables	174,890	144,683	192,471	215,279
— Amounts due from subsidiaries	173,979	143,804	191,612	214,446
— Amounts due from third parties	911	879	859	833
Less: loss allowance	(911)	(879)	(859)	(833)
	173,979	143,804	191,612	214,446

Aging analysis

As at the end of each reporting period, the aging analysis of trade receivables of the Group, based on the invoice date and net of loss allowance, is as follows:

The Group

	As at December 31,			As at June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
0–90 days	11,296	27,719	28,421	28,932
91–180 days	485	1,194	1,503	576
181–365 days	238	166	742	547
	12,019	29,079	30,666	30,055

The Company

	As at December 31,			As at June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
0–90 days	36,059	44,975	23,210	35,332
91–180 days	77,922	26,695	37,119	17,524
181–365 days	7,953	54,527	50,228	61,512
Over 365 days	52,045	17,607	81,055	100,078
	173,979	143,804	191,612	214,446

All the trade receivables of the Group are expected to be recovered within one year. Further details on the Group's credit policy and credit risk arising from trade receivables are set out in Note 34(a).

18 Prepayments and other receivables

The Group

	As at December 31,			As at June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Prepayments	14,800	19,470	23,296	20,414
[REDACTED] to be deducted from equity	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**
Other receivables	6,030	8,641	6,813	4,613
— Deposits	1,238	5,074	5,522	2,627
— Due from a shareholder for capital injection	1,893	—	—	—
— Due from a third party for partial disposal in an associate	—	3,211	—	—
— Others	2,899	356	1,291	1,986
	20,830	28,111	32,763	30,506
Less: loss allowance	(595)	(643)	(32)	(97)
	20,235	27,468	32,731	30,409

The Company

	As at December 31,			As at June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Prepayments	2,204	836	3,559	3,133
[REDACTED] to be deducted from equity	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**
Other receivables	2,770	47,148	43,679	38,877
— Amounts due from subsidiaries	—	43,025	42,850	37,826
— Deposits	595	628	475	483
— Due from a shareholder for capital injection	1,893	—	—	—
— Due from a third party for partial disposal in an associate	—	3,211	—	—
— Others	282	284	354	568
	4,974	47,984	49,892	47,489
Less: loss allowance	(258)	(162)	(11)	(16)
	4,716	47,822	49,881	47,473

The above prepayments and other receivables are expected to be settled within one year.

19 Other current assets

	As at December 31,			As at June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Deductible input value-added tax	28,529	31,336	26,588	18,460
Others	9,961	10,576	12,484	11,516
	38,490	41,912	39,072	29,976

20 Other financial assets

	As at December 31,			As at June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
At fair value through profit or loss:				
Unlisted equity investments	—	1,261	3,127	3,602
Bank structured deposits	—	10,160	15,009	20,010
	—	11,421	18,136	23,612

21 Restricted cash

	As at December 31,			As at June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Restricted cash	5,220	3,601	3,760	1,914

As at December 31, 2023, 2024 and 2025 and June 30, 2026, restricted cash was held at bank as margin deposits for foreign exchange forward contracts.

22 Cash and cash equivalents and other cash flow information

(a) Cash and cash equivalents comprise:

The Group

	As at December 31,			As at June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Cash at bank	205,181	263,067	278,207	246,183
Cash on hand	24	54	58	45
Less: restricted cash	(5,220)	(3,601)	(3,760)	(1,914)
	199,985	259,520	274,505	244,314

As at December 31, 2023, 2024 and 2025 and June 30, 2026, cash at bank and on hand amounting to RMB109,146,000, RMB63,989,000, RMB33,929,000, and RMB103,374,000, respectively, are placed at financial institutions in the Chinese Mainland. Remittance of funds out of the Chinese Mainland is subject to relevant rules and regulations of foreign exchange control.

The Company

	As at December 31,			As at June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Cash at bank	98,191	35,219	14,864	23,833
Less: restricted cash	(3,124)	(3,150)	(3,343)	(1,533)
	95,067	32,069	11,521	22,300

(b) Reconciliation of profit before taxation to cash generated from operations:

	Note	Year ended December 31,			Six months ended June 30,	
		2023	2024	2025	2025	2026
		RMB'000	*RMB'000*	*RMB'000*	*RMB'000 (unaudited)*	*RMB'000*
Profit before taxation		30,670	28,832	60,497	27,343	31,184
Depreciation of property, plant and equipment	*6(c)*	5,151	6,388	7,820	3,953	3,460
Depreciation of right-of-use assets	*6(c)*	4,963	10,710	14,748	7,398	6,437
Amortization of intangible assets	*6(c)*	253	278	297	143	109
(Gains)/losses on disposal of property, plant and equipment, right-of-use assets	*5*	(11)	(62)	18	27	(1,279)
Share of losses of associates	*14(a)*	258	4,094	2,787	2,497	—
Write-down of inventories	*16*	4,092	4,831	4,206	1,503	2,220
Impairment loss recognized /(reversed) on trade and other receivables	*34(a)*	950	1,401	(332)	(279)	(138)
Share-based payment expenses	*6(b)*	8,968	35,970	—	—	3,748
Changes in the carrying amount of redemption liabilities	*27*	19,511	22,720	25,246	12,183	12,365
Losses on disposal of a subsidiary	*5*	1,398	—	—	—	—
Gains on fair value changes on financial instruments at FVPL	*5*	(184)	(545)	(314)	(165)	(603)
Interest expenses	*6(a)*	1,435	4,061	5,086	2,705	1,075
Gains on disposal of an associate	*5*	—	(871)	(16,635)	—	—
Net exchange (gains)/ losses	*5*	(6,076)	2,019	18,194	4,161	17,923
		71,378	119,826	121,618	61,469	76,501
Changes in working capital:						
Increase in inventories		(4,885)	(54,478)	(39,139)	(17,628)	(22,456)
(Increase)/decrease in trade receivables		(5,250)	(17,060)	(1,679)	(1,324)	1,032
(Increase)/decrease in prepayments, other receivables		(1,205)	(17,629)	(9,209)	13,265	(2,058)
(Increase)/decrease in restricted bank deposits		(2,183)	1,619	(159)	(35)	1,846
(Decrease)/increase in trade payables		(5,528)	44,414	13,107	(7,785)	(15,732)
(Decrease)/increase in other payables		(201)	3,518	(460)	(7,891)	(7,306)
(Decrease)/increase in contract liabilities		(1,136)	1,647	1,512	1,111	(1,680)
Increase/(decrease) in defined benefit obligations		874	969	802	278	(14)
Increase in provision		352	597	318	76	9
Cash generated from operations		52,216	83,423	86,711	41,536	30,142

(c) Reconciliation of liabilities arising from financing activities

The table below details changes in the Group's liabilities from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are liabilities for which cash flows were, or future cash flows will be classified in the Group's consolidated statements of cash flows as cash flows from financing activities.

	Bank loans	Lease liabilities	Redemption liabilities	Total
	RMB'000 (Note 26)	*RMB'000 (Note 28)*	*RMB'000 (Note 27)*	*RMB'000*
At January 1, 2023	11,496	4,234	322,907	338,637
Changes from financing cash flows:				
Capital element of lease rentals paid	—	(4,283)	—	(4,283)
Interest element of lease rentals paid	—	(329)	—	(329)
Proceeds from capital injection	—	—	52,957	52,957
Proceeds from new bank loans	20,000	—	—	20,000
Repayment of bank loans	(11,800)	—	—	(11,800)
Interests paid	(1,117)	—	—	(1,117)
Total changes from financing cash flows	7,083	(4,612)	52,957	55,428
Other changes:				
Increase in lease liabilities from entering into new leases during the year	—	2,298	—	2,298
Due from a shareholder for capital injection	—	—	1,893	1,893
Changes in the carrying amount of redemption liabilities	—	—	19,511	19,511
Interest expenses *(Note 6(a))*	809	329	—	1,138
Exchange adjustments	—	(290)	—	(290)
Total other changes	809	2,337	21,404	24,550
At December 31, 2023	**19,388**	**1,959**	**397,268**	**418,615**

	Bank loans	Lease liabilities	Redemption liabilities	Total
	RMB'000 (Note 26)	*RMB'000 (Note 28)*	*RMB'000 (Note 27)*	*RMB'000*
At January 1, 2024	19,388	1,959	397,268	418,615
Changes from financing cash flows:				
Capital element of lease rentals paid	—	(12,436)	—	(12,436)
Interest element of lease rentals paid	—	(2,637)	—	(2,637)
Proceeds from capital injection	—	—	1,893	1,893
Proceeds from new bank loans	34,413	—	—	34,413
Repayment of bank loans	(24,300)	—	—	(24,300)
Interests paid	(1,125)	—	—	(1,125)
Total changes from financing cash flows	8,988	(15,073)	1,893	(4,192)
Other changes:				
Increase in lease liabilities from entering into new leases during the year	—	44,117	—	44,117
Due from a shareholder for capital injection settled	—	—	(1,893)	(1,893)
Changes in the carrying amount of redemption liabilities	—	—	22,720	22,720
Interest expenses *(Note 6(a))*	1,141	2,637	—	3,778
Exchange adjustments	—	(92)	—	(92)
Total other changes	1,141	46,662	20,827	68,630
At December 31, 2024	**29,517**	**33,548**	**419,988**	**483,053**

	Bank loans	Lease liabilities	Redemption liabilities	Total
	RMB'000 (Note 26)	*RMB'000 (Note 28)*	*RMB'000 (Note 27)*	*RMB'000*
At January 1, 2025	29,517	33,548	419,988	483,053
Changes from financing cash flows:				
Capital element of lease rentals paid	—	(15,093)	—	(15,093)
Interest element of lease rentals paid	—	(2,881)	—	(2,881)
Proceeds from new bank loans	42,032	—	—	42,032
Repayment of bank loans	(59,139)	—	—	(59,139)
Interests paid	(1,737)	—	—	(1,737)
Total changes from financing cash flows	(18,844)	(17,974)	—	(36,818)
Other changes:				
Increase in lease liabilities from entering into new leases during the year	—	4,111	—	4,111
Changes in the carrying amount of redemption liabilities	—	—	25,246	25,246
Interest expenses *(Note 6(a))*	1,852	2,881	—	4,733
Exchange adjustments	—	(2,299)	—	(2,299)
Total other changes	1,852	4,693	25,246	31,791
At December 31, 2025	12,525	20,267	445,234	478,026

	Bank loans	Lease liabilities	Redemption liabilities	Total
	RMB'000 (Note 26)	*RMB'000 (Note 28)*	*RMB'000 (Note 27)*	*RMB'000*
At January 1, 2026	12,525	20,267	445,234	478,026
Changes from financing cash flows:				
Capital element of lease rentals paid	—	(8,432)	—	(8,432)
Interest element of lease rentals paid	—	(737)	—	(737)
Proceeds from new bank loans	20,032	—	—	20,032
Repayment of bank loans	(22,184)	—	—	(22,184)
Interests paid	(172)	—	—	(172)
Total changes from financing cash flows	(2,324)	(9,169)	—	(11,493)
Other changes:				
Increase in lease liabilities from entering into new leases during the period	—	9,016	—	9,016
Changes in the carrying amount of redemption liabilities	—	—	12,365	12,365
Interest expenses *(Note 6(a))*	132	737	—	869
Expiration of lease term	—	(13,460)	—	(13,460)
Exchange adjustments	—	(316)	—	(316)
Total other changes	132	(4,023)	12,365	8,474
At June 30, 2026	10,333	7,075	457,599	475,007

	Bank loans	Lease liabilities	Redemption liabilities	Total
	RMB'000 (Note 26)	*RMB'000 (Note 28)*	*RMB'000 (Note 27)*	*RMB'000*
(Unaudited)				
At January 1, 2025	29,517	33,548	419,988	483,053
Changes from financing cash flows:				
Capital element of lease rentals paid	—	(6,322)	—	(6,322)
Interest element of lease rentals paid	—	(1,599)	—	(1,599)
Proceeds from new bank loans	40,032	—	—	40,032
Repayment of bank loans	(15,982)	—	—	(15,982)
Interests paid	(799)	—	—	(799)
Total changes from financing cash flows	23,251	(7,921)	—	15,330
Other changes:				
Increase in lease liabilities from entering into new leases during the period	—	3,248	—	3,248
Changes in the carrying amount of redemption liabilities	—	—	12,183	12,183
Interest expenses *(Note 6(a))*	924	1,599	—	2,523
Exchange adjustments	—	(836)	—	(836)
Total other changes	924	4,011	12,183	17,118
At June 30, 2025	53,692	29,638	432,171	515,501

(d) Total cash outflow for leases

Amounts included in the statements of cash flows for leases represent lease rental paid and comprise the following:

	Year ended December 31,			Six months ended June 30,	
	2023	2024	2025	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000 (unaudited)*	*RMB'000*
Within operating cash flows	5,849	6,014	6,989	3,814	3,378
Within financing cash flows	4,612	15,073	17,974	7,921	9,169
	10,461	21,087	24,963	11,735	12,547

23 Trade payables

The Group

	As at December 31,			As at June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Trade payables	91,675	136,090	149,197	133,465

The Company

	As at December 31,			As at June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Trade payables	3,267	249	293	251

As at the end of each reporting period, the aging analysis of trade payables, based on the invoice date, is as follows:

The Group

	As at December 31,			As at June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Within 1 year	91,675	136,090	148,677	132,670
Over 1 year	—	—	520	795
	91,675	136,090	149,197	133,465

The Company

	As at December 31,			As at June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Within 1 year	3,267	249	293	—
Over 1 year	—	—	—	251
	3,267	249	293	251

24 Other payables

The Group

	As at December 31,			As at June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Payroll and welfare payables	16,694	16,538	17,206	13,192
Other tax payables	4,146	3,304	2,652	1,240
Payables for services	5,148	5,853	6,910	7,054
Government grants	1,765	1,945	2,383	2,083
Deposits	475	1,918	626	1,013
Others	2,685	4,873	4,801	3,935
	30,913	34,431	34,578	28,517

The Company

	As at December 31,			As at June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Payroll and welfare payables	8,219	7,104	7,133	4,736
Other tax payables	304	318	333	205
Payables for services	771	1,405	2,676	3,482
Government grants	1,765	1,945	2,383	2,083
Deposits	112	346	54	74
Others	958	703	845	1,439
	12,129	11,821	13,424	12,019

25 Contract liabilities

	As at December 31,			As at June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Contract liabilities	7,641	9,286	10,798	9,118

	Year ended December 31,			Six months ended June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Balance at the beginning of the year/period	8,774	7,641	9,286	10,798
Decrease in contract liabilities as a result of recognizing revenue during the year/period that was included in the contract liabilities at the beginning of the year/period	(8,774)	(7,641)	(9,286)	(10,798)
Increase in contract liabilities as a result of receipts in advance	7,641	9,286	10,798	9,118
Balance at the end of the year/period	7,641	9,286	10,798	9,118

All of the contract liabilities were/are expected to be recognized as revenue within one year after each year end of the Track Record Period.

26 Bank loans

The Group

	As at December 31,			As at June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Bank loans				
Secured	19,127	28,825	12,141	10,100
Unsecured	261	692	384	233
	19,388	29,517	12,525	10,333

The analysis of the repayment schedule of bank loans is as follows:

	As at December 31,			As at June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Within 1 year	19,384	29,100	12,403	10,323
After 1 year but within 2 years	4	286	122	10
After 2 years but within 3 years	—	131	—	—
	19,388	29,517	12,525	10,333

As at December 31, 2023, 2024 and 2025 and June 30, 2026, bank loans are mainly obtained through guarantees provided by Mr.Xu Longhua and Ms.Wu Xianxian, as well as by pledging the Company's intangible assets. Such guarantee shall be released upon the **[REDACTED]**.

As at December 31, 2023, 2024 and 2025 and June 30, 2026, the interest rate of the Group's bank loans ranged from 2.250%–6.000%, 2.750%–6.000%, 2.750%-3.750% and 2.500%–3.750% per annum, respectively.

The Company

	As at December 31,			As at June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Bank loans				
Secured	19,127	—	2,002	—

The analysis of the repayment schedule of bank loans is as follows:

	As at December 31,			As at June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Within 1 year	19,127	—	2,002	—

27 Redemption liabilities

The Group and the Company

	As at December 31,			As at June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Current portion	341,838	362,315	445,234	457,599
Non-current portion	55,430	57,673	—	—
	397,268	419,988	445,234	457,599

The movements of the redemption liabilities during the Track Record Period are set out as below:

	Redemption liabilities
	RMB'000
The Group and the Company	
At January 1, 2023	322,907
Additions	54,850
Changes in the carrying amount of redemption liabilities	19,511
At December 31, 2023 and January 1, 2024	397,268
Changes in the carrying amount of redemption liabilities	22,720
At December 31, 2024 and January 1, 2025	419,988
Changes in the carrying amount of redemption liabilities	25,246
At December 31, 2025	445,234
Changes in the carrying amount of redemption liabilities	12,365
At June 30, 2026	457,599

From 2017 onwards and during the Track Record Period, the Group has conducted several rounds of financing from various **[REDACTED]** to support the development of the Group's business. The Company and these **[REDACTED]** have entered into investment agreements pursuant to which these **[REDACTED]** were to acquire both existing equity interests from existing equity shareholders and additional equity interests by injections of new capital. At the same time, the Company and these **[REDACTED]** have also entered into equity holders' agreements pursuant to which the Company has granted rights for these **[REDACTED]** to require the Company to redeem the invested amounts upon the occurrence of certain triggering events, including the failure to complete an **[REDACTED]** of the Company's shares in a specified time frame (i.e. the redemption rights).

In accordance with the accounting policies adopted by the Group (see Note 2(w)), the Group recognized these financial liabilities as "redemption liabilities" in the statements of financial position, where changes in the carrying amounts of these financial instruments were charged to profit or loss during the Track Record Period. The Group has assessed the highest possible outcome arising from the redemption rights would be the original subscription price plus accrued interests at 12% per annum or 200% of the subscription price. The redemption rights will be terminated upon the successful **[REDACTED]** of the Company's H shares on the Stock Exchange.

In addition to the financial liabilities recognized, the Group has credited the Company's paid-in capital account with the nominal value of the additional equity interests acquired by the **[REDACTED]**, and debited the capital reserve account with the same amount plus the investment amounts related to the existing equity interests acquired by the **[REDACTED]**. The amounts accumulated in capital reserve will be transferred to the Company's share premium account upon the successful **[REDACTED]** of the Company's H shares on the Stock Exchange.

28 Lease liabilities

At the end of each reporting period, the lease liabilities were repayable as follows:

	As at December 31,			As at June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Within 1 year	1,349	14,657	14,064	5,380
After 1 year but within 2 years	464	14,520	6,160	1,654
After 2 years but within 5 years	146	4,371	43	41
Total amount after 1 year	610	18,891	6,203	1,695
	1,959	33,548	20,267	7,075

29 Equity-settled share-based payment

(a) Restricted shares

The Group operates share incentive schemes (the "**Scheme**") for the purpose of rewarding participants for their service and to providing incentives to them to further contribute to the Group. Eligible participants of the Scheme include the Company's directors and other employees of the Group who contribute directly to the overall business performance and sustainable development of the Group.

Movements in the numbers of restricted shares are as follows:

	Year ended December 31,						Six months ended June 30,			
	2023		2024		2025		2025		2026	
	Weighted average exercise price	Number of restricted shares	Weighted average exercise price	Number of restricted shares	Weighted average exercise price	Number of restricted shares	Weighted average exercise price	Number of restricted shares	Weighted average exercise price	Number of restricted shares
	RMB		*RMB*		*RMB*		*RMB (unaudited)*	*(unaudited)*	*RMB*	
Outstanding at the beginning of the year/period	13.25	456,200	14.15	437,200	—	—	—	—	—	—
Granted during the year/period	29.66	47,860	39.22	199,500	—	—	—	—	—	—
Vested during the year/period	—	—	23.59	(558,985)	—	—	—	—	—	—
Forfeited during the year/period	19.15	(66,860)	10.60	(77,715)	—	—	—	—	—	—
Outstanding at the end of the year/period	14.15	437,200	—	—	—	—	—	—	—	—

Fair value of Restricted shares and assumptions:

The fair value of the restricted shares granted is estimated with reference to the fair value of the ordinary shares, which is determined using an equity allocation model. Key inputs used in determining the fair value of restricted shares granted are as follows:

	Year ended December 31,	
	2023	2024
Fair value of each ordinary share at measurement date	RMB131.16	RMB142.70
Exercise price	RMB6–33.47	RMB39.22

The variables and assumptions used in computing the fair value of the restricted shares are based on the Group's best estimate. The fair values of restricted shares will vary if different variables and assumptions are adopted.

(b) Share options

At December 31, 2025, the Group granted share options to directors and employees of the Group and individuals who contribute directly to the overall business performance and sustainable development of the Group. The share options are issued under service condition. The exercise period of the options is 10 years from the date of grant. The options were divided into three tranches as at their grant dates and the first tranche can be vested one year from the grant date, and the remaining tranches will become vest in each subsequent year. Each option gives the holder the right to subscribe for one ordinary share in the Company. The share options outstanding as at December 31, 2025 and June 30, 2026 had a weighted average remaining contractual life of 10 years, and 9.5 years, respectively.

The number and weighted average exercise prices of share options are as follows:

	Year ended December 31,		Six months ended June 30,	
	2025		2026	
	Weighted average exercise price RMB	*Number of options*	*Weighted average exercise price RMB*	*Number of options*
Outstanding at the beginning of the year/period	—	—	43.12	116,502
Granted during the year/period	43.12	116,502	—	—
Forfeited during the year/period	—	—	48.61	(4,535)
Outstanding at the end of the year/period	43.12	116,502	42.90	111,967

No share options were exercised during the Track Record Period.

Fair value of share options and assumptions:

The estimate of the fair value of the share options granted is measured based on binomial model. Key assumptions used in determining the fair value of share options granted are as follows:

	Year ended December 31,
	2025
Fair value of each unit at measurement date	RMB100.23–137.86
Exercise price	RMB6.00, RMB48.61
Expected volatility	44.29%
Expected dividends	0.00%
Risk-free interest rate	1.84%

Expected volatility is estimated based on the historic volatility of comparable listed companies, adjusted for any expected changes to future volatility due to publicly available information.

Expected dividends are estimated based on historical dividends.

Risk-free interest rates are based on the benchmark interest rates for deposits placed at financial institutions set by the People's Bank of the PRC.

The binomial model has been used to estimate the fair value of the share options. The variables and assumptions used in computing the fair value of the share options are based on the Group's best estimate. The fair values of share options will vary if different variables and assumptions are adopted.

30 Income tax in the consolidated statements of financial position

(a) Current taxation in the consolidated statements of financial position:

	Year ended December 31,			Six months ended June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
At January 1	5,020	6,614	4,869	7,912
Provision for the year/period	14,382	10,060	13,734	8,448
Change in prepaid income tax	(5,624)	(17,222)	12,254	15,175
Income tax (paid)/refund	(7,164)	5,417	(22,945)	(29,494)
At December 31/June 30	6,614	4,869	7,912	2,041

(b) Deferred tax assets and liabilities recognized

The components of deferred tax assets/(liabilities) recognized in the consolidated statements of financial position and the movements during the Track Record Period are as follows:

	Share-based payment	Unrealized gains on inventories	Provision for inventories	Right-of-use assets	Lease liabilities	Unused tax losses	Defined benefit obligations	Others	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
At January 1, 2023	2,602	4,810	1,100	(569)	123	147	906	779	9,898
Credited/(charged) to profit or loss	1,345	(697)	171	452	41	754	16	(51)	2,031
Exchange adjustments	—	—	43	(13)	5	8	33	29	105
At December 31, 2023 and January 1, 2024	3,947	4,113	1,314	(130)	169	909	955	757	12,034
(Charged)/credited to profit or loss	(3,947)	3,106	40	(5,708)	6,234	1,514	236	106	1,581
Exchange adjustments	—	—	(27)	61	(68)	(20)	(22)	(17)	(93)
At December 31, 2024 and January 1, 2025	—	7,219	1,327	(5,777)	6,335	2,403	1,169	846	13,522
Credited/(charged) to profit or loss	—	318	(380)	245	(1,544)	2,063	326	161	1,189
Exchange adjustments	—	—	(67)	408	(401)	(49)	(96)	(68)	(273)
At December 31, 2025 and January 1, 2026	—	7,537	880	(5,124)	4,390	4,417	1,399	939	14,438
Credited/(charged) to profit or loss	—	3,072	434	2,209	(2,820)	(1,064)	(59)	287	2,059
Exchange adjustments	—	—	(92)	337	(250)	(326)	(115)	(91)	(537)
At June 30, 2026	—	10,609	1,222	(2,578)	1,320	3,027	1,225	1,135	15,960

Reconciliations to the consolidated statements of financial position:

	As at December 31,			As at June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Net deferred tax assets in the consolidated statements of financial position	12,034	13,522	14,440	15,966
Net deferred tax liabilities in the consolidated statements of financial position	—	—	(2)	(6)
	12,034	13,522	14,438	15,960

(c) Deferred tax assets not recognized

In accordance with the accounting policy set out in Note 2(r), the Group has not recognized deferred tax assets in respect of cumulative tax losses and deductible temporary difference amounting to RMB5,879,000, RMB6,468,000 RMB4,800,000 and RMB4,292,000 as at December 31, 2023, 2024 and 2025 and June 30, 2026, respectively, as it is not probable that future taxable profits against which the losses can be utilized will be available in the relevant tax jurisdiction and entity. The tax losses expire in 5 years from the respective year of loss.

31 Provision

	As at December 31,			As at June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Provisions for warranties *(note i)*	3,574	4,075	4,291	4,300
Refund liabilities arising from right of return *(note ii)*	225	322	424	424
	3,799	4,397	4,715	4,724

Notes:

(i) Under the terms of the Group's sales agreements, the Group will rectify any product defects arising within the warranty period, which primarily ranges from one to three years from the date of customer acceptance. Provision is therefore made for the best estimate of the expected settlement under these agreements in respect of products sold which are still within the warranty period. The amount of provision considers the Group's recent claim experience and is only made where a warranty claim is probable.

(ii) A refund liability relating to sales with a right of return in practice was recognized based on historical sales return data associated with similar products. A right of return asset was recognized accordingly for a right to recover products on settling the refund liability.

32 Defined benefit obligations

The Group's companies located in Indonesia provide post-employment benefits to their employees in conformity with the requirements of Indonesia's labor regulations. The estimated liabilities for employees benefits as at December 31, 2023, 2024 and 2025 and June 30, 2026 are based on the actuarial calculation.

	As at December 31,			As at June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Portion classified as current portion	316	398	300	328
Non-current portion	4,027	4,914	6,061	5,239
Total defined benefit obligations	4,343	5,312	6,361	5,567

(a) Movements in the present value of the defined benefit obligation

	Year ended December 31,			Six months ended June 30,	
	2023	2024	2025	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000 (unaudited)*	*RMB'000*
At January 1	4,117	4,343	5,312	5,312	6,361
Benefits paid by the Group	(948)	(333)	(967)	(432)	(389)
Current service cost	1,074	1,493	2,028	910	921
Interest cost	297	283	353	182	206
Changes in other comprehensive income	(197)	(474)	(365)	(306)	(1,532)
At December 31/ June 30	4,343	5,312	6,361	5,666	5,567

The average duration of the defined benefit obligationis 31.15 years, 31.30 years, 31.50 and 31.48 years as at December 31, 2023, 2024 and 2025 and June30, 2026, respectively.

(b) Amounts recognized in the consolidated statements of profit or loss are as follows:

The current service cost and the net interest on net defined benefit liability are recognized in the following line items in the consolidated statements of profit or loss:

	Year ended December 31,			Six months ended June 30,	
	2023	2024	2025	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000 (unaudited)*	*RMB'000*
General and administrative expenses	1,074	1,493	2,028	910	921
Finance costs	297	283	353	182	206
	1,371	1,776	2,381	1,092	1,127

(c) Significant actuarial assumptions (expressed as weighted averages) and sensitivity analysis are as follows:

	Year ended December 31,			Six months ended June 30,	
	2023	2024	2025	2025	2026
				(unaudited)	
Discount rate	6.90%	7.15%	6.80%	7.15%	7.30%
Mortality table(i)	TMI IV	TMI IV	TMI IV	TMI IV	TMI IV
Annual salary increase rate	5.50%	5.50%	5.50%	5.50%	5.50%

(i) TMI IV stands for forth updated Table Mortality Indonesia which assesses the probability of employee death during employment or after retirement.

The below analysis shows how the defined benefit obligation would have increased (decreased) as a result of 1% change in the significant actuarial assumptions:

	Increase in 1%				Decrease in 1%			
	As at December 31,			As at June 30,	As at December 31,			As at June 30,
	2023	2024	2025	2026	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
Discount rate	(445)	(572)	(453)	(339)	587	673	1,129	1,029
Annual salary increase rate	610	702	1,156	1,020	(471)	(605)	(487)	(343)

The above sensitivity analysis is based on the assumption that changes in actuarial assumptions are not correlated and therefore it does not take into account the correlations between the actuarial assumptions.

33 Capital and reserves

(a) Movements in components of equity

The reconciliation between the opening and closing balances of each component of the Group's consolidated equity is set out in the consolidated statements of changes in equity. Details of the changes in the Company's individual components of equity during the Track Record Period are set out below:

The Company

	Paid-in capital/ Share capital	Capital reserve	Share-based payments reserve	Accumulated losses	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
Balance at January 1, 2023	8,727	(27,183)	17,343	(83,680)	(84,793)
Changes in equity for 2023:					
Loss for the year	—	—	—	(11,019)	(11,019)
Total comprehensive income	—	—	—	(11,019)	(11,019)
Issuance of ordinary shares with redemption rights	351	54,499	—	—	54,850
Recognition of redemption liabilities *(Note 27)*	—	(54,850)	—	—	(54,850)
Equity-settled share-based payment expenses	—	—	8,968	—	8,968
At December 31, 2023 and January 1, 2024	9,078	(27,534)	26,311	(94,699)	(86,844)

	Paid-in capital/ Share capital	Capital reserve	Share-based payments reserve	Accumulated losses	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
Changes in equity for 2024:					
Loss for the year	—	—	—	(759)	(759)
Total comprehensive income	—	—	—	(759)	(759)
Equity-settled share-based payment expenses	—	—	35,970	—	35,970
Shares vested under **[REDACTED]**	—	62,281	(62,281)	—	—
At December 31, 2024 and January 1, 2025	9,078	34,747	—	(95,458)	(51,633)
Changes in equity for 2025:					
Profit for the year	—	—	—	495	495
Total comprehensive income	—	—	—	495	495
Conversion into a joint stock limited liability company *(Note 33(b))*	—	41,267	—	(41,267)	—
At December 31, 2025 and January 1, 2026	9,078	76,014	—	(136,230)	(51,138)
Changes in equity for the six months ended 30 June 2026:					
Profit for the period	—	—	—	6,748	6,748
Total comprehensive income	—	—	—	6,748	6,748
Equity-settled share-based payment expenses	—	—	3,748	—	3,748
Balance at June 30, 2026	9,078	76,014	3,748	(129,482)	(40,642)

	Paid-in capital	Capital reserve	Share-based payments reserve	Accumulated losses	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
(Unaudited)					
At January 1, 2025	9,078	34,747	—	(95,458)	(51,633)
Changes in equity for the six months ended 30 June 2025:					
Profit for the period	—	—	—	10,028	10,028
Total comprehensive income	—	—	—	10,028	10,028
Balance at June 30, 2025	9,078	34,747	—	(85,430)	(41,605)

(b) Paid-in capital/share capital

(i) Paid-in capital

For the purpose of the Historical Financial Information, the paid-in capital of the Group represents the paid-in capital of the Company before it was converted into a joint stock company with limited liability.

	Paid-in capital
	RMB'000
At January 1, 2023	8,727
Issuance of financial instruments to **[REDACTED]**	351
At December 31, 2023 and 2024	9,078
Conversion into a joint stock limited liability company	(9,078)
At December 31, 2025	—

On November 14, 2025, the Company was converted into a joint stock limited liability company and issued 9,078,434 shares with a par value of RMB1 each.

(ii) Share capital

	Number of shares	**Share capital**
	'000	*RMB '000*
At January 1, 2025	—	—
Conversion into a joint stock limited liability company	9,078	9,078
At December 31, 2025 and June 30, 2026	9,078	9,078

Immediately prior to the **[REDACTED]**, the ordinary shares of the Company will be split on a one for ten basis, and the registered share capital of our Company will be RMB9,078,434 comprising 90,784,340 shares in issue of nominal value of RMB0.10 each.

(c) Nature and purpose of reserves

(i) Capital reserve

The capital reserve principally comprises the following:

— the **[REDACTED]** received in excess of the total amount of the par value of the Company's shares;

— the differences between the net assets received and the total amount of the par value of shares issued in relation to the conversion into a joint stock company;

— the difference arising from equity transactions with non-controlling interests.

(ii) Exchange reserve

The exchange reserve comprises all relevant exchange differences arising from the translation of the financial statements of operations with functional currency other than RMB.

(iii) Defined benefit obligations remeasurement reserve

Defined benefit obligation remeasurement reserve represents actuarial gains and losses after tax from experience adjustments and changes in actuarial assumptions for the defined benefit plan.

(iv) Share-based payments reserve

The share-based payments reserve comprises the Company's equity-settled share-based payment (see Note 29).

(d) Dividends

No dividends have been declared or paid by the Company during the Track Record Period.

34 Financial risk management and fair values of financial instruments

Exposure to credit, liquidity, interest rate and currency risks arises in the normal course of the Group's business. The Group is also exposed to equity price risk arising from its equity investments in other entities and movements in its own equity **[REDACTED]**.

The Group's exposure to these risks and the financial risk management policies and practices used by the Group to manage these risks are described below.

(a) Credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in a financial loss to the Group. The Group's credit risk is primarily attributable to trade receivables and other receivables. The Group's exposure to credit risk arising from cash and cash equivalents is limited because the Group only conducting transacts with state-owned or reputable financial institutions, which have no recent history of default.

Trade receivables

The Group has established a credit risk management policy under which individual credit evaluations are performed on all customers requiring credit over a certain amount. These evaluations focus on the customer's past history of making payments when due and current ability to pay, and take into account information specific to the customer as well as pertaining to the economic environment in which the customer operates.

The Group has no significant concentration of credit risk in industries or countries in which the customers operate. Significant concentrations of credit risk primarily arise when the Group has significant exposure to individual customers. At December 31, 2023, 2024 and 2025 and June 30, 2026, 17.46%, 43.39%, 30.07% and 22.68% of the total trade receivables was due from the Group's five largest debtors respectively.

The Group measures loss allowances for trade receivables at an amount equal to lifetime ECLs, which is calculated using a provision matrix. As the Group's historical credit loss experience does not indicate significantly different loss patterns for different customer bases, the loss allowance based on past due status is not further distinguished between the Group's different customer bases.

The following table provides information about the Group's exposure to credit risk and ECLs for trade receivables:

	As at December 31, 2023		
	Gross carrying Amount	ECL rate	Loss allowance
	RMB'000	*%*	*RMB'000*
0–90 days	11,442	1.28%	146
91–180 days	622	22.03%	137
181–365 days	588	59.52%	350
Over 365 days	1,835	100.00%	1,835
	14,487		2,468

	As at December 31, 2024		
	Gross carrying Amount	ECL rate	Loss allowance
	RMB'000	*%*	*RMB'000*
0–90 days	28,240	1.84%	521
91–180 days	1,366	12.59%	172
181–365 days	264	37.12%	98
Over 365 days	1,990	100.00%	1,990
	31,860		2,781

	As at December 31, 2025		
	Gross carrying Amount	ECL rate	Loss allowance
	RMB'000	*%*	*RMB'000*
0–90 days	28,673	0.88%	252
91–180 days	1,586	5.23%	83
181–365 days	1,079	31.23%	337
Over 365 days	2,201	100.00%	2,201
	33,539		2,873

	As at June 30, 2026		
	Gross carrying Amount	ECL rate	Loss allowance
	RMB'000	*%*	*RMB'000*
0-90 days	29,069	0.47%	137
91-180 days	642	10.28%	66
181-365 days	793	31.02%	246
Over 365 days	2,003	100.00%	2,003
	32,507		2,452

Movement in the loss allowance account in respect of trade receivables during the year/period is as follows:

	Year ended December 31,			Six months ended June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Balance at January 1	1,624	2,468	2,781	2,873
Impairment losses recognized during the year	771	1,827	362	327
Impairment losses reversed during the year	—	(468)	(82)	(525)
Written-off	(29)	(1,079)	(117)	(28)
Exchange adjustments	102	33	(71)	(195)
Balance at December 31/June 30	2,468	2,781	2,873	2,452

Other receivables

The Group measures loss allowances for other receivables at an amount equal to 12-month ECLs unless there has been a significant increase in credit risk.

Movement in the loss allowance account in respect of other receivables of the Group during the Track Record Period is as follows:

	Year ended December 31,			Six months ended June 30,
	2023	2024	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Balance at January 1	384	595	643	32
Impairment losses recognized during the year/period	179	42	—	60
Impairment losses reversed during the year/period	—	—	(612)	—
Exchange adjustments	32	6	1	5
Balance at December 31/June 30	595	643	32	97

(b) Liquidity risk

The Group's policy is to regularly monitor current and expected liquidity requirements, to ensure that it maintains sufficient reserves of cash and adequate committed lines of funding from major financial institutions to meet its liquidity requirements in the short and longer term.

The following tables show the remaining contractual maturities at the end of each reporting period of the Group's non-derivative financial liabilities, which are based on contractual undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on rates current at the end of each reporting period) and the earliest date the Group can be required to pay:

	As at December 31, 2023					
	Contractual undiscounted cash outflow					
	Within 1 year or on demand	After 1 year but within 2 years	After 2 years but within 5 years	After 5 years	Total	Carrying amount
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
Bank loans *(Note 26)*	20,908	5	—	—	20,913	19,388
Trade payables *(Note 23)*	91,675	—	—	—	91,675	91,675
Other payables *(Note 24)*	26,767	—	—	—	26,767	26,767
Lease liabilities *(Note 28)*	1,356	489	170	—	2,015	1,959
	140,706	494	170	—	141,370	139,789

	As at December 31, 2024					
	Contractual undiscounted cash outflow					
	Within 1 year or on demand	After 1 year but within 2 years	After 2 years but within 5 years	After 5 years	Total	Carrying amount
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
Bank loans *(Note 26)*	31,058	295	139	—	31,492	29,517
Trade payables *(Note 23)*	136,090	—	—	—	136,090	136,090
Other payables *(Note 24)*	31,127	—	—	—	31,127	31,127
Lease liabilities *(Note 28)*	15,447	15,714	6,705	—	37,866	33,548
	213,722	16,009	6,844	—	236,575	230,282

	As at December 31, 2025					
	Contractual undiscounted cash outflow					
	Within 1 year or on demand	After 1 year but within 2 years	After 2 years but within 5 years	After 5 years	Total	Carrying amount
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
Bank loans *(Note 26)*	12,446	124	—	—	12,570	12,525
Trade payables *(Note 23)*	149,197	—	—	—	149,197	149,197
Other payables *(Note 24)*	31,926	—	—	—	31,926	31,926
Lease liabilities *(Note 28)*	15,388	6,301	46	—	21,735	20,267
	208,957	6,425	46	—	215,428	213,915

	As at June 30, 2026					
	Contractual undiscounted cash outflow					
	Within 1 year or on demand	After 1 year but within 2 years	After 2 years but within 5 years	After 5 years	Total	Carrying amount
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
Bank loans *(Note 26)*	10,358	10	—	—	10,368	10,333
Trade payables *(Note 23)*	133,465	—	—	—	133,465	133,465
Other payables *(Note 24)*	27,277	—	—	—	27,277	27,277
Lease liabilities *(Note 28)*	5,678	1,689	42	—	7,409	7,075
	176,778	1,699	42	—	178,519	178,150

In addition to the above, the Group was also exposed to liquidity risk arising from redemption liabilities at December 31, 2023, 2024 and 2025 and June 30, 2026, the payment terms of which are further disclosed in Note 27.

(c) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The interest-bearing financial instruments with fixed and floating interest rates expose the Group to fair value interest rate risk and cash flow interest rate risk, respectively. The Group's interest rate risk arises primarily from bank loans. The bank loans were all fixed-rate borrowings.

(d) Currency risk

The Group is exposed to currency risk primarily through sales and purchases which give rise to receivables, payables and cash balances that are denominated in a foreign currency, i.e. a currency other than the functional currency of the operations to which the transactions relate.

To mitigate this risk, the Group manages its net foreign currency exposure within an acceptable range by entering into foreign currency-denominated and RMB-denominated foreign exchange forward contracts to offset the potential adverse impact of exchange rate fluctuations on short-term imbalances.

(i) Exposure to currency risk

The following table details the Group's exposure at the end of the reporting period to currency risk arising from recognized assets or liabilities denominated in a currency other than the functional currency of the entity to which they relate. The Group has subsidiaries mainly using IDR and RMB as their functional currencies. These subsidiaries have transactions in currencies other than their functional currencies. For presentation purposes, the amounts of the exposure are shown in RMB, translated using the spot rate at the year-end date. Differences resulting from the translation of the financial statements of foreign operations into the Group's presentation currency are excluded. The currencies giving rise to this risk are primarily USD and RMB.

	Exposure to foreign currencies as at December 31, 2023					
	Trade receivables	Prepayments and other receivables	Trade payables	Other payables	Cash and cash equivalents	Gross exposure arising from recognized assets and liabilities
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
USD	112,950	467	(51,516)	(1,911)	2,994	62,984
RMB	8,584	414	(137,126)	—	2,105	(126,023)

	Exposure to foreign currencies as at December 31, 2024					
	Trade receivables	Prepayments and other receivables	Trade payables	Other payables	Cash and cash equivalents	Gross exposure arising from recognized assets and liabilities
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
USD	37,275	342	(69,923)	(1,984)	9,440	(24,850)
RMB	—	41	(292,862)	—	761	(292,060)

	Exposure to foreign currencies as at December 31, 2025					
	Trade receivables	Prepayments and other receivables	Trade payables	Other payables	Cash and cash equivalents	Gross exposure arising from recognized assets and liabilities
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
USD	1,619	913	(45,738)	(1,913)	20,526	(24,593)
RMB	—	12	(418,084)	—	2,805	(415,267)

	Exposure to foreign currencies as at June 30, 2026					
	Trade receivables	Prepayments and other receivables	Trade payables	Other payables	Cash and cash equivalents	Gross exposure arising from recognized assets and liabilities
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
USD	22,360	26,267	(23,510)	(3,707)	43,428	64,838
RMB	—	16	(226,710)	—	1,106	(225,588)
HKD	—	—	—	—	26	26

(ii) Sensitivity analysis

The following table indicates the instantaneous change in the Group's profit after tax (and retained profits) that would arise if foreign exchange rates to which the Group has significant exposure at the end of each reporting period had changed at that date, assuming all other risk variables remained constant.

	As at December 31,						As at June 30,	
	2023		2024		2025		2026	
	Increase/ (decrease) in foreign exchange rates	Effect on profit after tax and accumulated losses	Increase/ (decrease) in foreign exchange rates	Effect on profit after tax and accumulated losses	Increase/ (decrease) in foreign exchange rates	Effect on profit after tax and accumulated losses	Increase/ (decrease) in foreign exchange rates	Effect on profit after tax and accumulated losses
		RMB'000		*RMB'000*		*RMB'000*		*RMB'000*
USD	10%	5,635	10%	(1,822)	10%	(1,931)	10%	5,228
	-10%	(5,635)	-10%	1,822	-10%	1,931	-10%	(5,228)
RMB	10%	(9,773)	10%	(22,921)	10%	(33,178)	10%	(17,599)
	-10%	9,773	-10%	22,921	-10%	33,178	-10%	17,599
HKD	10%	—	10%	—	10%	—	10%	2
	-10%	—	-10%	—	-10%	—	-10%	(2)

Results of the analysis as presented in the above table represent an aggregation of the instantaneous effects on each of the Group entities' profit after tax and equity measured in the respective functional currencies, translated into RMB at the exchange rate ruling at the end of each reporting period for presentation purposes.

The sensitivity analysis assumes that the change in foreign exchange rates had been applied to remeasure those financial instruments held by the Group which expose the Group to foreign currency risk at the end of the reporting period, including inter-company payables and receivables within the Group which are denominated in a currency other than the functional currencies. The analysis excludes differences that would result from the translation of the financial statements of foreign operations into the Group's presentation currency.

(e) Fair value measurement

(i) Assets and liabilities measured at fair value

Fair value hierarchy

The following table presents the fair value of the Group's financial instruments measured at the end of the reporting period on a recurring basis, categorized into the three-level fair value hierarchy as defined in IFRS 13, *Fair value measurement.* The level into which a fair value measurement is classified is determined with reference to the observability and significance of the inputs used in the valuation technique as follows:

- Level 1 valuations: Fair value measured using only Level 1 inputs i.e. unadjusted quoted prices in active markets for identical assets or liabilities at the measurement date.
- Level 2 valuations: Fair value measured using Level 2 inputs i.e. observable inputs which fail to meet Level 1, and not using significant unobservable inputs. Unobservable inputs are inputs for which market data are not available.
- Level 3 valuations: Fair value measured using significant unobservable inputs.

The following table presents the Group's financial assets and financial liabilities that are measured at fair value at the end of each reporting date:

	Fair value hierarchy	Fair value at December 31,			Fair value at June 30,
		2023	2024	2025	2026
		RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Recurring fair value measurements					
Financial assets measured at fair value through profit or loss					
— Bank structured deposits	Level 2	—	10,160	15,009	20,010
— Unlisted equity investments	Level 3	—	1,261	3,127	3,602
		—	11,421	18,136	23,612

During the Track Record Period, there were no transfers between Lever 1 or Level 2, or transfers into or out of Level 3. The Group's policy is to recognize transfers between levels of fair value hierarchy as at the end of the reporting period in which they occur.

Structured deposits purchased by the Group are issued by major and reputable commercial banks without guaranteed returns. The Group managed and evaluated the performance of investments on a fair value basis in accordance with the Group's risk management and investment strategy. The fair values are based on cash flow discounted using the expected return based on observable market inputs and are within level 2 of the fair value hierarchy.

The fair value of unlisted equity investments in Level 3 is sensitive to changes in lack of marketability discount. If the key unobservable inputs used in the valuation models were to increase or decrease by 5%, with all other variables held constant, the fair value of the related financial instruments would have decreased or increased by approximately RMB63,000, RMB121,000 and RMB144,000 for the year ended December 31, 2024 and 2025 and the six months ended June 30, 2026.

35 Material related party transactions

(i) Key management personnel remuneration

Remuneration for key management personnel of the Group, including amounts paid to the Company's directors and supervisors as disclosed in Note 8 and certain of the highest paid employees as disclosed in Note 9, is as follows:

	Year ended December 31,			Six months ended June 30,	
	2023	2024	2025	2025	2026
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000 (unaudited)*	*RMB'000*
Short-term employee benefits	5,995	5,642	7,295	3,380	2,989
Retirement scheme contributions	43	59	80	38	72
Share-based payment expenses	4,439	8,964	—	—	541
	10,477	14,665	7,375	3,418	3,602

Total remuneration is included in "staff costs" (see Note 6(b)).

(ii) Guarantee

As at December 31, 2023, 2024 and 2025 and June 30, 2026, Mr. Xu Longhua, the director of the Group, and his spouse Ms. Wu Xianxian provided guarantees for the Group's borrowings in the amounts of RMB19,127,000, RMB28,825,000, RMB12,141,000 and RMB10,100,000 respectively. Such guarantee shall be released prior to the **[REDACTED]**.

36 Immediate and ultimate controlling party

As at December 31, 2023, 2024 and 2025 and June 30, 2026, the directors consider the immediate controlling parties of the Group to be Mr. Xu Longhua and Shenzhen Qianhai Hailu Investment Co., Ltd, and the ultimate controlling party of the Group to be Mr. Xu Longhua.

37 Subsequent events

Subsequent to June 30, 2026 and up to the date of this report, there is no material subsequent event.

38 Possible impact of amendments, new standards and interpretations issued but not yet effective for the Track Record Period

Up to the date of issue the Historical Financial Information, the IASB has issued a number of amendments and new standards which are not yet effective for the Track Record Period and which have not been adopted in the Historical Financial Information. These developments include the following:

	Effective for accounting year beginning on or after
IFRS 18, *Presentation and disclosure in financial statements*	1 January 2027
IFRS 19, *Subsidiaries without public accountability: disclosures*	1 January 2027
Amendments to IAS 21, *Translation to a hyperinflationary presentation currency*	1 January 2027
Sale or Contribution of Assets between an Investor and its Associate or Joint Venture — Amendments to IFRS 10 and IAS 28	To be determined

The Group is in the process of making an assessment of what the impact of these developments is expected to be in the period of initial application. So far it has concluded that the adoption of them is unlikely to have a significant impact on the consolidated financial statements except for the following.

IFRS 18, Presentation and disclosure in financial statements

IFRS 18 will replace IAS 1 *Presentation of financial statements* and aims to improve the transparency and comparability of information about an entity's financial statements. IFRS 18 is effective for annual reporting periods beginning on or after January 1, 2027 and is to be applied retrospectively.

Among other changes, under IFRS 18, entities are required to classify all income and expenses into five categories in the statement of profit or loss and other comprehensive income, namely the operating, investing, financing, discontinued operations and income tax categories. Entities are also required to provide specific disclosures about management-defined performance measures in a single note in the financial statements.

The Group does not plan to early adopt IFRS 18. IFRS 18 will impact the presentation of financial statements and is not expected to have significant impact on the financial performance and positions of the Group.

SUBSEQUENT FINANCIAL STATEMENTS

No audited financial statements have been prepared by the Company and its subsidiaries in respect of any period subsequent to June 30, 2026.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

REGULATIONS IN RELATION TO TAXATION

Taxation of Security Holders

Income tax and capital gain tax of holders of the H shares is subject to the laws and practices of Chinese Mainland and of jurisdictions in which holders of the H shares are resident or otherwise subject to tax. The following summary of certain relevant taxation provisions is based on current laws and practices, and has not taken into account the expected change or amendment to the relevant laws and policies and does not constitute any opinion or advice. The discussion does not deal with all possible tax consequences relating to an investment in the H shares, nor does it take into account the specific circumstances of any particular investor, some of which may be subject to special regulations. Accordingly, you should consult your own tax advisors regarding the tax consequences of an investment in the H shares. The discussion is based upon laws and relevant interpretations in effect as of the Latest Practicable Date, all of which are subject to change and may have retrospective effect.

This discussion does not address any aspects of Chinese Mainland taxation other than income tax, capital gain tax and profit tax, sales tax, VAT, stamp duty and estate duty. **[REDACTED]** are urged to consult their financial advisors regarding Chinese Mainland and elsewhere tax consequences of owning and disposing of the H shares.

Taxation in Chinese Mainland

Tax on Dividends

Individual Investors

Pursuant to the Individual Income Tax Law of the PRC (《中華人民共和國個人所得税法》) (or the "**IIT Law**") lastly amended by the SCNPC on August 31, 2018 and effective on January 1, 2019, and the Implementation Rules of the Individual Income Tax Law of the PRC (《中華人民共和國個人所得税法實施條例》) lastly amended by the State Council on December 18, 2018 and effective on January 1, 2019, dividends paid by Chinese Mainland companies to individual investors are ordinarily subject to a withholding income tax levied at a flat rate of 20%. Meanwhile, according to the Notice on Issues Concerning Differentiated Individual Income Tax Policies on Dividends and Bonus of Listed Companies (《關於上市公司股息紅利差異化個人所得税政策有關問題的通知》) jointly issued by the MOF, the SAT and the CSRC on September 7, 2015 and effective on September 8, 2015, where an individual holds the shares of a listed company obtained from the public offering and market transfer, if the holding period is more than one year, the dividends and bonus income shall be temporarily exempted from individual income tax.

Where an individual holds shares of a listed company from the public offering and market transfer, if the holding period is within one month (inclusive), the dividend and bonus income shall be included in the taxable income in full; if the holding period is more than one month but less than one year (inclusive), the dividend and bonus income shall be included in the taxable income at the rate of 50%; the aforesaid income shall be subject to individual income tax at an applicable uniform rate of 20%.

Pursuant to the Arrangement between the Chinese Mainland and the Hong Kong Special Administrative Region for the Avoidance of Double Taxation and the Prevention of Fiscal Evasion with respect to Taxes on Income (《內地和香港特別行政區關於對所得避免雙重徵税和防止偷漏税的安排》) (the "**Arrangement for the Avoidance of Double Taxation and the Prevention of Fiscal Evasion with respect to Taxes on Income**"), executed on August 21, 2006, the government may impose tax on dividends paid by a company in Chinese Mainland to a Hong Kong resident (including natural person and legal entity), but such tax shall not exceed 10% of the total amount of dividends payable. If a Hong Kong resident directly holds 25% or more of the equity interests in a company in Chinese Mainland and the Hong Kong resident is the beneficial owner of the dividends and meets other conditions, such tax shall not exceed 5% of the total amount of dividends payable by the company in Chinese Mainland. The Fifth Protocol to the Arrangement between the Chinese Mainland and the Hong Kong Special

Administrative Region for the Avoidance of Double Taxation and the Prevention of Fiscal Evasion with Respect to Taxes on Income (《國家税務總局關於<內地和香港特別行政區關於對所得避免雙重徵税和防止偷漏税的安排>第五議定書》) (the "**Fifth Protocol**"), issued by the SAT and effective on December 31, 2019 provides that such provisions shall not apply to arrangements or transactions made for one of the primary purposes of obtaining such tax benefits.

Enterprise Investors

Pursuant to the EIT Law, lastly amended by the SCNPC and effective on December 29, 2018, and the Implementation Rules of the Enterprise Income Tax Law of the PRC (《中華人民共和國企業所得税法實施條例》) (the "**Implementation Rules of the EIT Law**"), lastly amended by the State Council on December 6, 2024 and effective on January 20, 2025, a non-resident enterprise is subject to a 10% EIT on Chinese Mainland-sourced income, including dividends paid by a PRC resident enterprise that issues and lists shares in Hong Kong, if such non-resident enterprise does not have an establishment or place of business in the Chinese Mainland or has an establishment or place of business in the Chinese Mainland but the Chinese Mainland-sourced income is not actually connected with such establishment or place of business in the Chinese Mainland. The aforesaid income tax payable by non-resident enterprises shall be withheld at source, and the payer shall be the withholding agent, and the tax shall be withheld by the withholding agent from the payment to be made. Such tax may be reduced or exempted pursuant to an applicable treaty for the avoidance of double taxation. Pursuant to the Notice on the Issues Concerning Withholding the EIT on the Dividends Paid by Chinese Resident Enterprises to H Share Holders Which Are Overseas Non-resident Enterprises (《關於中國居民企業向境外H股非居民企業股東派發股息代扣代繳企業所得税有關問題的通知》) issued by the SAT and effective on November 6, 2008, a PRC resident enterprise is required to withhold EIT at a unified rate of 10% on dividends paid to non-PRC resident enterprise holders of H shares which are derived out of profit generated since 2008. The Reply on Imposition of Enterprise Income Tax on Dividends Received by Non-resident Enterprises from Holding B Shares and Other Shares (《關於非居民企業取得B股等股票股息徵收企業所得税問題的批覆》), promulgated by the SAT on July 24, 2009 and effective on the same day, further provides that any PRC resident enterprise listed on Chinese Mainland and overseas stock exchanges by public offering must withhold EIT at a rate of 10% on dividends of 2008 and onwards that it distributes to non-resident enterprise shareholders. Such tax rates may be further modified pursuant to the tax treaty or agreement that the PRC government has concluded with a relevant country or region, where applicable.

Pursuant to applicable regulations, we intend to withhold tax at a rate of 10% from dividends paid to non-PRC resident enterprise holders of our H Shares (including **[REDACTED]** Nominees). Non-PRC resident enterprises that are entitled to be taxed at a reduced rate under an applicable income tax treaty will be required to apply to the tax authorities in Chinese Mainland for a refund of any amount withheld in excess of the applicable treaty rate, and payment of such refund will be subject to the Chinese Mainland tax authorities' verification.

Tax Related to Gains from Share Transfers

Income Tax

Individual Investors

Under the IIT Law and its implementation rules, individuals are subject to individual income tax at a rate of 20% on gains realized on the sale of equity interests in PRC resident enterprises. Pursuant to the Circular on Continuing the Temporary Exemption of Individual Income Tax on Gains from Share Transfers by Individuals (《關於個人轉讓股票所得繼續暫免徵收個人所得税的通知》), which was promulgated by the MOF and the SAT on March 30, 1998 and effective on the same day, from January 1, 1997, gains of individuals from the transfer of shares in listed companies continues to be temporarily exempted from individual income tax. The SAT does not specify whether to continue to exempt individuals from individual income tax on the gains from the transfer of shareholdings in listed company in the newly revised EIT Law and Implementation Rules of the EIT Law.

Enterprise Investors

Under the EIT Law and its implementation rules, a non-PRC resident enterprise is subject to EIT at the rate of 10% with respect to Chinese Mainland-sourced income, including gains derived from the disposal of shares in a PRC resident enterprise, if it does not have an establishment or place of business in the Chinese Mainland or has an establishment or place of business in the Chinese Mainland but the Chinese Mainland-sourced income is not actually connected with such establishment or place of business in the Chinese Mainland. The aforementioned income tax payable by non-PRC resident enterprises is subject to source withholding, and the payer is the withholding agent. The tax shall be withheld by the withholding agent from the payment or due payment every time it is paid or due. Such tax may be reduced or exempted under the applicable tax treaties or arrangements on the avoidance of double taxation.

Shanghai-Hong Kong Stock Connect Taxation Policy

Pursuant to the Notice on the Tax Policies Concerning the Pilot Program of the Shanghai-Hong Kong Stock Connect (《關於滬港股票市場交易互聯互通機制試點有關稅收政策的通知》) promulgated by the MOF, the SAT and the CSRC on October 31, 2014 and effective on November 17, 2014, transfer spread income derived by enterprises in Chinese Mainland from stock investment listed on the Hong Kong Stock Exchange through Shanghai-Hong Kong Stock Connect shall be included in their total income and subject to EIT according to law. For dividends and bonuses received by individual investors in Chinese Mainland from investing in H shares listed on the Hong Kong Stock Exchange through Shanghai-Hong Kong Stock Connect, the H share companies shall apply to CSDCC for providing the register of individual investors in Chinese Mainland to the H share companies and the H share companies shall withhold individual income tax at the rate of 20% on behalf of the investors. Pursuant to the Announcement on Extending the Implementation of the Individual Income Tax Policies Concerning the Shanghai-Hong Kong Stock Connect and the Shenzhen-Hong Kong Stock Connect and the Mainland-Hong Kong Mutual Recognition of Funds (《關於延續實施滬港、深港股票市場交易互聯互通機制和內地與香港基金互認有關個人所得稅政策的公告》) which promulgated by the MOF, the SAT and the CSRC on August 21, 2023 and implemented on the same day, the transfer spread income derived by individual investors in Chinese Mainland from investing in shares listed on the Hong Kong Stock Exchange through Shanghai-Hong Kong Stock Connect shall be continued to exempt from individual income tax from December 5, 2019 to December 31, 2027.

Pursuant to the Notice on the Tax Policies Concerning the Pilot Program of the Shanghai-Hong Kong Stock Connect (《關於滬港股票市場交易互聯互通機制試點有關稅收政策的通知》), dividend and bonus income derived by enterprise investors in Chinese Mainland from investing in shares listed on the Hong Kong Stock Exchange through Shanghai-Hong Kong Stock Connect are included in their total income and subject to EIT according to law. Pursuant to which, dividend and bonus income obtained by resident enterprises in Chinese Mainland from holding H shares for 12 consecutive months shall be exempted from EIT according to law. H share companies shall not withhold income tax on dividend and bonus income for enterprise investors in Chinese Mainland. The tax payable shall be declared and paid by the enterprise itself.

Shenzhen-Hong Kong Stock Connect Taxation Policy

Pursuant to the Notice on the Tax Policies Concerning the Pilot Program of the Shenzhen-Hong Kong Stock Connect (《關於深港股票市場交易互聯互通機制試點有關稅收政策的通知》) promulgated by the MOF, the SAT and the CSRC on November 5, 2016 and effective on December 5, 2016, transfer spread income derived by enterprise investors in Chinese Mainland from stock investment listed on the Hong Kong Stock Exchange through Shenzhen-Hong Kong Stock Connect shall be included in their total income and subject to EIT according to law. For dividends and bonuses received by individual investors in Chinese Mainland from investing in H shares listed on the Hong Kong Stock Exchange through Shenzhen-Hong Kong Stock Connect, the H share companies shall apply to CSDCC for providing the register of individual investors in Chinese Mainland to the H share companies and the H share companies shall withhold individual income tax at the rate of 20% on behalf of the investors.

Pursuant to the Notice on the Tax Policies Concerning the Pilot Program of the Shenzhen-Hong Kong Stock Connect (《關於深港股票市場交易互聯互通機制試點有關稅收政策的通知》), dividend and bonus income derived by enterprise investors in Chinese Mainland from investing in shares listed on the Hong Kong Stock Exchange through Shenzhen-Hong Kong Stock Connect are included in their total income and subject to EIT according to law. In particular, dividend and bonus income obtained by resident enterprises in Chinese Mainland from holding H shares for 12 consecutive months shall be exempted from EIT according to law. H share companies shall not withhold income tax on dividend and bonus income for enterprise investors in Chinese Mainland. The tax payable shall be declared and paid by the enterprise itself.

Stamp Duty

Pursuant to the Stamp Duty Law of the PRC (《中華人民共和國印花稅法》), which was promulgated by the SCNPC on June 10, 2021 and effective on July 1, 2022, the purchase and disposal of H shares by non-Chinese Mainland investors overseas are not subject to the requirements of the Stamp Duty Law of the PRC.

Estate Duty

Pursuant to the laws of Chinese Mainland, no estate duty is currently levied in Chinese Mainland.

MAJOR TAXATION OF OUR COMPANY IN CHINESE MAINLAND

EIT

According to the EIT Law, enterprises and other income-generating organizations (hereinafter collectively referred to as "**enterprises**") within the territory of the Chinese Mainland are the taxpayers of EIT and shall pay EIT in accordance with the provisions of the EIT Law. The EIT rate is 25%.

Enterprises are classified into resident enterprises and non-resident enterprises. A non-resident enterprise that does not have an establishment or place of business in the Chinese Mainland, or has an establishment or place of business in the Chinese Mainland but the income has no actual connection to such establishment or place of business, shall pay EIT on its income within the Chinese Mainland and withhold at source, where the payer is the withholding agent. The tax shall be withheld by the withholding agent from the payment or due payment every time it is paid or due. Meanwhile, any gains realized on the transfer of shares by such investors are subject to EIT and shall be withheld at source if such gains are regarded as income derived from the transfer of property within the Chinese Mainland.

VAT

Pursuant to the Interim Regulations on Value-added Tax of the PRC (《中華人民共和國增值稅暫行條例》) lastly amended by the State Council on November 19, 2017 and effective on the same day and the Detailed Rules for the Implementation of the Interim Regulations on Value-added Tax of the PRC (《中華人民共和國增值稅暫行條例實施細則》) lastly amended by the MOF on October 28, 2011 and effective on November 1, 2011, all entities and individuals in Chinese Mainland engaging in the sale of goods, the provision of processing, repairs and maintenance services, and the importation of goods are subject to VAT.

According to the Article 10 under the Value-Added Tax Law of the PRC (《中華人民共和國增值稅法》) being adopted by the SCNPC on December 25, 2024 and implemented since January 1, 2026, it provides that for taxpayers selling or importing goods, the VAT rate shall generally be 13%.

Pursuant to the Notice on the Adjustment to VAT Rates (《關於調整增值稅稅率的通知》) (Cai Shui [2018] No. 32), promulgated by the MOF and the SAT on April 4, 2018 and effective on May 1, 2018, the VAT rates of 17% and 11% applicable to the taxpayers who have VAT taxable sales activities or imported goods are adjusted to 16% and 10%, respectively.

Pursuant to the Announcement on Relevant Policies for Deepening Value-added Tax Reform (《關於深化增值税改革有關政策的公告》) (Announcement No. 39 [2019] of the MOF, the SAT and the General Administration of Customs), promulgated by the MOF, the SAT and the General Administration of Customs on March 20, 2019 and became effective on April 1, 2019, the VAT rates of 16% and 10% applicable to the taxpayers who have VAT taxable sales activities or imported goods are adjusted to 13% and 9%, respectively.

FOREIGN EXCHANGE ADMINISTRATION

The lawful currency of Chinese Mainland is Renminbi. The SAFE, authorized by the PBOC, is empowered with the functions of administering all matters relating to foreign exchange, including the enforcement of foreign exchange regulations.

Pursuant to the Regulations of the PRC on Foreign Exchange Administration (《中華人民共和國外匯管理條例》) announced by the State Council on August 5, 2008 and effective on the same day, all international payments and transfers are classified into current account items and capital account items. Chinese Mainland does not impose restrictions on international payments and transfers under current account items. Foreign exchange income from the current account of enterprises in Chinese Mainland may be retained or sold to financial institutions engaged in the settlement and sale of foreign exchange in accordance with relevant provisions of the State. The retention or sale of foreign exchange receipts under capital accounts to financial institutions engaging in settlement and sale of foreign exchange shall be subject to the approval of foreign exchange administrative authorities, unless otherwise stipulated by the State.

Pursuant to the Provisions on the Settlement and Sale of and Payment in Foreign Exchange (《結匯、售匯及付匯管理規定》) promulgated by the PBOC on June 20, 1996 and became effective on July 1, 1996, the remaining restrictions on convertibility of foreign exchange in respect of current account items are abolished while the existing restrictions on foreign exchange transactions in respect of capital account items are retained.

Pursuant to relevant laws and regulations of the Chinese Mainland, Chinese Mainland enterprises (including foreign-invested enterprises) which require foreign exchange for transactions relating to current account items, may, without the approval of SAFE, effect payment from their foreign exchange accounts at the designated foreign exchange banks, on the strength of valid receipts and proof of transactions. Foreign-invested enterprises that need to distribute profits to their shareholders in foreign exchange and Chinese enterprises that need to pay fixed dividends in foreign exchange in accordance with the requirements shall pay from its foreign exchange account or pay at the designated foreign exchange bank by a resolution of the board of directors on the distribution of profits.

Pursuant to the Decision of the State Council on Cancelling and Adjusting a Group of Administrative Approval Items and Other Matters (《國務院關於取消和調整一批行政審批項目等事項的決定》) promulgated by the State Council on February 24, 2015 and effective on the same day, the administrative approval of the SAFE and its branches on matters concerning the repatriation and settlement of foreign exchange of overseas-raised funds through overseas listing has been canceled.

Pursuant to the Notice of the State Administration of Foreign Exchange on Issues concerning the Foreign Exchange Administration of Overseas Listing (《國家外匯管理局關於境外上市外匯管理有關問題的通知》) promulgated by the SAFE on December 26, 2014 and effective on the same day, the relevant provisions on foreign exchange administration of domestic joint stock companies (hereinafter referred to as "**domestic companies**") listed overseas are as follows:

(i) The SAFE and its branches and the Foreign Exchange Management Department, or the Foreign Exchange Bureau, supervise, manage and inspect the business registration, account opening and use, cross-border income and expenditure, and capital exchange involved in the overseas listing of domestic companies.

(ii) A domestic company shall, within 15 working days after the completion of the overseas listing and issuance, register the overseas listing with the Foreign Exchange Bureau at the place where it is registered with relevant material.

(iii) A domestic company (other than banking financial institutions) shall, by virtue of its registration certificate for overseas listing business, open a "special foreign exchange account for overseas listing of domestic companies" with a domestic bank for its initial offering (or additional offering) and repurchase business to handle the remittance and transfer of funds for the relevant business. Pursuant to the Notice of the State Administration of Foreign Exchange on Further Simplifying and Improving Policies for the Foreign Exchange Administration of Direct Investment (《國家外匯管理局關於進一步簡化和改進直接投資外匯管理政策的通知》) promulgated by the SAFE on February 13, 2015 and implemented on June 1, 2015, the SAFE cancels the administrative approvals of foreign exchange registration under domestic direct investment and foreign exchange registration under overseas direct investment, and banks will directly review and handle foreign exchange registration under domestic direct investment and foreign exchange registration under overseas direct investment. The SAFE and its branch offices shall exercise indirect supervision over foreign exchange registration for direct investment through banks.

According to the Notice of the State Administration of Foreign Exchange on Reforming and Regulating the Policies for the Administration of Foreign Exchange Settlement under the Capital Account (《國家外匯管理局關於改革和規範資本項目結匯管理政策的通知》) promulgated by the SAFE on June 9, 2016 and effective on the same day, foreign currency earnings in capital account that relevant policies of willingness exchange settlement have been clearly implemented on (including the recalling of raised capital by overseas listing) may undertake foreign exchange settlement in the banks according to actual business needs of the domestic institutions. The tentative percentage of foreign exchange settlement for foreign currency earnings in capital account of domestic institutions is 100%, subject to adjustment by the SAFE in due time in accordance with international revenue and expenditure situations.

According to the Notice by the State Administration of Foreign Exchange of Matters Concerning Deepening the Reform of Foreign Exchange Management for Cross-border Investment and Financing (《國家外匯管理局關於深化跨境投融資外匯管理改革有關事宜的通知》) promulgated by the SAFE on September 12, 2025 and effective on the same day, the registration of basic information on upfront costs of domestic direct investment and the registration of foreign-invested enterprises for onshore reinvestment were canceled, and the carrying out of onshore reinvestments of foreign exchange profits under foreign direct investment, profits in form of foreign exchange legally generated by foreign-invested enterprises within the territory of the PRC and foreign exchange profits legally obtained by overseas investors were permitted. The relevant foreign exchange capital could be transferred to the capital account of the investee enterprise or the capital account of the party transferring the equity, and the use of funds shall be handled in accordance with the administrative requirements of the relevant account.

This Appendix summarizes certain aspects of the PRC laws and regulations which are relevant to our Company's operations and business. Laws and regulations relating to taxation in the PRC are discussed separately in "Appendix III — Taxation and Foreign Exchange" to this document. This Appendix also contains a summary of laws and regulatory provisions of the PRC Company Law (《中華人民共和國公司法》) (the "**Company Law**"), as well as the material licenses and permits obtained by our Indonesian subsidiaries. The principal objective of this summary is to provide potential investors with an overview of the principal laws and regulatory provisions applicable to our Company. This summary is not intended to include all information which is important to the potential investors. For a discussion of laws and regulations which are relevant to our Company's business, see "Regulatory Overview" in this document.

THE PRC LEGAL SYSTEM

The PRC legal system is based on the Constitution of the PRC (《中華人民共和國憲法》) (the "**Constitution**"), and is made up of written laws, administrative regulations, local regulations, separate regulations, rules and regulations of departments of the State Council, rules and regulations of local governments, autonomous regulations, separate regulations of the autonomous regions, laws of special administrative regions and international treaties and other regulatory documents signed by the PRC government. Court decisions do not constitute binding precedents, although they are used for the purposes of judicial reference and guidance.

According to the Constitution and the Legislation Law of the PRC (《中華人民共和國立法法》) (the "**Legislation Law**"), which was lastly amended by the NPC on March 13, 2023 and became effective on March 15, 2023, the NPC and the SCNPC are empowered to exercise the legislative power of the State. The NPC has the power to formulate and amend basic laws governing criminal and civil matters, state organs and other matters. The SCNPC is empowered to formulate and amend laws other than those required to be enacted by the NPC and to supplement and amend any parts of laws enacted by the NPC during the adjournment of the NPC, provided such supplements and amendments are not in conflict with the basic principles of such laws.

The State Council is the highest organ of state administration and has the power to formulate administrative regulations based on the Constitution and laws. The people's congresses of provinces, autonomous regions and municipalities directly under the Central Government and their respective standing committees may formulate local regulations based on the specific circumstances and actual needs of their respective administrative areas, provided that such local regulations do not contravene any provision of the Constitution, laws or administrative regulations. The people's congresses of cities divided into districts and their standing committees may formulate local regulations on matters such as urban and rural construction and management, environmental protection and historical and cultural protection based on the specific circumstances and actual needs of such cities, provided that such local regulations do not contravene any provision of the Constitution, laws, administrative regulations and local regulations of such provinces or autonomous regions. Where laws have other stipulations on matters of local regulations formulated by cities divided into districts, such stipulations shall prevail. The local regulations of cities with autonomous regions shall be implemented after approval.

The standing committees of the people's congresses of provinces or autonomous regions shall examine the legality of local regulations submitted for approval, and such approval shall be granted within four months if they are not in conflict with the Constitution, laws, administrative regulations and local regulations of their respective provinces or autonomous regions. People's congresses of national autonomous areas have the power to enact autonomous regulations and separate regulations in the light of the political, economic and cultural characteristics of the nationality (nationalities) in the areas concerned. The ministries and commissions of the State Council, PBOC, National Audit Office and institutions with administrative functions directly under the State Council may formulate rules and regulations within the jurisdiction of their respective departments based on the laws and the administrative regulations, decisions and rulings of the State Council.

The Constitution has supreme legal authority and no laws, administrative regulations, local regulations, autonomous regulations and separate regulations or rules may contravene the Constitution. The authority of laws is greater than that of administrative regulations, local regulations and rules. The authority of administrative regulations is greater than that of local regulations and rules. The authority of the rules enacted by the people's governments of the provinces and autonomous regions is greater than that of the rules enacted by the people's governments of the cities divided into districts within their respective administrative regions.

The NPC has the power to alter or annul any inappropriate laws enacted by the SCNPC, and to annul any autonomous regulations and separate regulations which have been approved by the SCNPC but contravene the Constitution and the Legislation Law. The SCNPC has the power to annul administrative regulations that contravene the Constitution and laws, to annul local regulations that contravene the Constitution, laws and administrative regulations, and to annul autonomous regulations and separate regulations which have been approved by the standing committees of the people's congresses of the relevant provinces, autonomous regions or municipalities directly under the Central Government but contravene the Constitution and the Legislation Law. The State Council has the power to alter or annul any inappropriate ministerial rules and rules of local governments. The people's congresses of provinces, autonomous regions and municipalities directly under the Central Government have the power to alter or annul any inappropriate local regulations enacted or approved by their respective standing committees. The standing committees of the local people's congresses have the power to annul inappropriate rules enacted by the people's governments at the corresponding level. The people's governments of provinces and autonomous regions have the power to alter or annul any inappropriate rules enacted by the people's governments at a lower level.

According to the Constitution and the Legislation Law, the power to interpret laws is vested in the SCNPC. According to the Decision of the SCNPC Regarding the Strengthening of Interpretation of Laws (《全國人民代表大會常務委員會關於加強法律解釋工作的決議》) passed by the SCNPC on June 10, 1981 and becoming effective on the same date, issues related to the further clarification or supplement of laws and decrees shall be interpreted or provided by the SCNPC through decrees, issues related to the specific application of laws and decrees in a court trial shall be interpreted by the Supreme People's Court, and issues related to the specific application of laws and decrees in the procuratorial work shall be interpreted by the Supreme People's Procuratorate. If there are differences in principle in the interpretation of the Supreme People's court and the Supreme People's Procuratorate, they shall be submitted to the SCNPC for interpretation or decision, and issues related to the specific application of laws and decrees in areas unrelated to judicial and procuratorial work shall be interpreted by the State Council and the competent authorities.

Where the scope of local regulations needs to be further defined or additional stipulations need to be made, the standing committees of the people's congresses of provinces, autonomous regions and municipalities directly under the Central Government which have enacted these regulations shall provide the interpretations or make the stipulations. Interpretation of questions involving the specific application of local regulations shall be provided by the competent departments of the people's governments of provinces, autonomous regions and municipalities directly under the Central Government.

THE PRC JUDICIAL SYSTEM

According to the Constitution and the Law of Organization of the People's Courts of the PRC (《中華人民共和國人民法院組織法》) lastly amended by the SCNPC on October 26, 2018 and becoming effective on January 1, 2019, the people's courts are made up of the Supreme People's Court, the local people's courts, and special people's courts. The local people's courts are divided into three levels, namely the basic people's courts, the intermediate people's courts and the higher people's courts. The basic people's courts may set up certain people's tribunals based on the status of the region, population and cases. The Supreme People's Court shall be the highest judicial organ. The Supreme

People's Court shall supervise the judicial work by the local people's courts at all levels and by the special people's courts. The people's courts at a higher level shall supervise the judicial work of the people's courts at lower levels.

According to the Constitution and the Law of Organization of the People's Procuratorate of the PRC (《中華人民共和國人民檢察院組織法》) lastly amended by the SCNPC on October 26, 2018 and becoming effective on January 1, 2019, the people's procuratorates are the law supervision organs of the state. The Supreme People's Procuratorate shall be the highest procuratorial organ. The Supreme People's Procuratorate shall direct the work of the local people's procuratorates at all levels and of the special people's procuratorates; the people's procuratorates at higher levels shall direct the work of those at lower levels.

The people's courts employ a two-tier appellate system, and judgments or rulings of the second instance at the people's courts are final. A party may appeal against the judgment or ruling of the first instance of a local people's courts. The people's procuratorate may present a protest to the people's courts at the next higher level in accordance with the procedures stipulated by the laws. In the absence of any appeal by the parties and any protest by the people's procuratorate within the stipulated period, the judgments or rulings of the people's courts are final. Judgments or rulings of the second instance of the intermediate people's courts, the higher people's courts and the Supreme People's Court and those of the first instance of the Supreme People's Court are final. However, if the Supreme People's Court or the people's court at the higher level finds any definite errors in a legally effective final judgment or ruling of the people's court at a lower level, or if the chief judge of a people's court at any level finds any definite errors in a legally effective final judgment or ruling of such court, the case can be retried according to judicial supervision procedures.

The Civil Procedure Law of the PRC (《中華人民共和國民事訴訟法》) (the "**Civil Procedure Law**"), lastly amended by the SCNPC on September 1, 2023 and becoming effective on January 1, 2024, sets forth the requirements for instituting a civil action, the jurisdiction of the people's courts, the procedures to be followed for conducting a civil action and the procedures for enforcement of a civil judgment or order. All parties to a civil action conducted within the PRC must comply with the Civil Procedure Law. Civil cases are generally heard by the courts where the defendants are located. The court of jurisdiction in a civil action may be chosen by the written agreement between the parties, provided that the court is located at a place that has direct connection with the dispute, such as the plaintiff's or the defendant's place of domicile, the place where the contract is performed or signed or the object of the action is located. However, such choice cannot be in conflict with the regulations of grade jurisdictions and exclusive jurisdictions in any case.

A foreign individual, a person without nationality, a foreign enterprise and a foreign organization that institute or respond to proceedings in a people's court are given the same litigation rights and obligations as a PRC citizen, a legal person and other organizations. Should a foreign court limit the civil litigation rights of PRC citizens, legal persons and other organizations, any people's court shall apply the same limitations to the citizens, enterprises and organizations of such foreign country. A foreign individual, a person without nationality, a foreign enterprise and a foreign organization must engage a PRC lawyer in case he/she or it needs to engage a lawyer for the purpose of initiating actions or defending against litigations at a people's court. In accordance with the international treaties to which the PRC is a signatory or a participant or according to the principle of reciprocity, a people's court and a foreign court may request each other to serve documents, conduct investigation, collect evidence and conduct other actions on its behalf. A people's court shall not accommodate any request made by a foreign court which will result in the violation of sovereignty, security or social and public interests of the PRC.

All parties must comply with legally effective civil judgments and rulings. If any party to a civil action refused to comply with a judgment or order made by a people's court or an award made by an arbitration tribunal, the other party may apply to the people's court for enforcement within two years. Suspension or disruption of the time limit for applying for such enforcement shall comply with the provisions of the applicable law concerning the suspension or disruption of the time-barring of actions.

When a party applies to a people's court for enforcing an effective judgment or ruling by a people's court against a party who is not located within the territory of the PRC or whose property is not within the PRC, the party may apply to a foreign court with proper jurisdiction for recognition and enforcement of the judgment or ruling. A foreign judgment or ruling may also be recognized and enforced by the people's court according to the PRC enforcement procedures if the PRC has entered into, or acceded to, an international treaty with the relevant foreign country, which provides for such recognition and enforcement, or if the judgment or ruling satisfies the court's examination according to the principle of reciprocity, unless among other exceptions, the people's court finds that the recognition or enforcement of such judgment or ruling will result in a violation of the basic principles of the PRC, its sovereignty or security, or for reasons of social and public interests.

THE COMPANY LAW AND THE OVERSEAS LISTING TRIAL MEASURES

A joint stock limited company established in the PRC seeking a listing on the Hong Kong Stock Exchange is mainly subject to the following laws and regulations of the PRC.

The Company Law was lastly amended on December 29, 2023 and came into effect on July 1, 2024.

The Trial Administrative Measures of Overseas Securities Offering and Listing by Domestic Companies (《境內企業境外發行證券和上市管理試行辦法》) and its five interpretative guidelines, promulgated by the CSRC on February 17, 2023 and becoming effective on March 31, 2023, are applicable to companies within the PRC that directly or indirectly offer securities overseas or list their securities overseas.

Set out below is a summary of the major provisions of the Company Law and the Overseas Listing Trial Measures which are applicable to our Company.

General Provisions

"A joint stock limited company" means a corporate legal person incorporated under the Company Law, whose registered capital is divided into shares with equal nominal value. The liability of its shareholders is limited to the extent of the shares held by them and the liability of a company is limited to the full value of all the property owned by it.

A company shall conduct its business in accordance with laws and regulations, observe social ethics and business ethics, act in good faith, and be subject to government and public oversight. It may invest in other enterprises. Where any law provides that a company shall not become a capital contributor who has the joint liabilities associated with the debts of the invested enterprises, such provision shall prevail.

Incorporation

A joint stock limited company may be incorporated by promotion or subscription. A joint stock limited company may be incorporated by a minimum of one but not more than 200 promoters, and at least half of the promoters must have residence within the PRC.

The promoters of a joint stock company incorporated by subscription shall convene an inaugural meeting of the company within 30 days after the share capital has been paid-up and shall notified all subscribers the date of the meeting or make an announcement in this regard 15 days before the meeting. The inaugural meeting shall only be held with the presence of subscribers representing a majority of voting rights. The convening and voting procedures for the inaugural meeting of a joint stock limited company incorporated by promotion shall be stipulated in the articles of association or the agreement of the promoters. Power to be exercised at the inaugural meeting include but not limited to the adoption of articles of association and the election of members of the board of directors and the supervisory committee of a company. The aforesaid matters shall be passed by a majority of the voting rights held by subscribers presented at the meeting.

Within 30 days after the conclusion of the inaugural meeting, the board of directors shall apply to the registration authority for registration of the incorporation of the joint stock limited company. A company is formally established and has the status of a legal person after the business license has been issued by the relevant registration authority.

Registered Shares

Under the Company Law, shareholders may make capital contributions in currencies, or with non-monetary property that may be valued in money and legally transferred, such as contribution in kind or intellectual property rights, land use rights, shareholding or claims; except for properties which are prohibited from being contributed as capital by laws or administrative regulations.

Under the Overseas Listing Trial Measures, domestic enterprises that are listed overseas may raise funds and distribute dividends in foreign currencies or Renminbi.

Under the Company Law, a joint stock limited company is required to maintain a register of shareholders detailing the following information: (i) the name and domicile of each shareholder; (ii) the class and number of shares subscribed for by each shareholder; (iii) the serial number of shares if issued in paper form; and (iv) the date on which each shareholder acquired the shares.

Allotment and Issue of Shares

All issue of shares of a joint stock limited company shall be based on the principles of fairness and justice. The same class of shares must carry equal rights. Shares issued at the same time and within the same class must be issued on the same conditions and at the same price. It may issue shares at par value or at a premium, but it may not issue shares below the par value.

Domestic enterprises issued and listed overseas shall file with the CSRC in accordance with the Overseas Listing Trial Measures, submit filing reports, legal opinions and other relevant materials, and truthfully, accurately and completely explain shareholder information and other information. Where a domestic enterprise directly issues and is listed overseas, the issuer shall file with the CSRC. If a domestic enterprise is indirectly listed overseas, the issuer shall designate a major domestic operating entity as the domestic responsible person and file with the CSRC.

Increase in Share Capital

Under the Company Law, in the case of a joint stock limited company issuing new shares, resolutions shall be passed at the general meeting in respect of the class and number of new shares, the issue price of the new shares, the commencement and end dates for the issuance of new shares and the class and number of the new shares proposed to be issued to existing shareholders, if any. If no par value stock is issued, more than half of the proceeds from the issuance of shares shall be included into the registered capital. Additionally, if a company intends to make public offering of shares, it is required to complete the registration with the securities regulatory authority of the State Council and announces the prospectus.

Reduction of Share Capital

A company may reduce its registered capital in accordance with the following procedures prescribed by the Company Law: (i) to prepare a balance sheet and a property list; (ii) a company makes a resolution at the general meeting to reduce its registered capital; (iii) a company shall inform its creditors within 10 days and publish an announcement in newspapers or the National Enterprise Credit Information Publicity System within 30 days after the approval of resolution of reducing registered capital at the general meeting; (iv) the creditors shall have the right to require a company to repay its debts or provide corresponding guarantees within 30 days after receiving the notice or within 45 days from the date of the announcement if the creditors have not received the notice; (v) when a company reduces its registered capital, it shall register the change with a company registration authority in accordance with the law.

When a company reduces its registered capital, it must reduce the amount of capital contribution or shares in proportion to the capital contribution or shares held by the shareholders, unless otherwise prescribed by any law, or agreed upon by all the shareholders of a limited liability company, or as specified in the articles of association of a joint stock limited company.

Share Buy-Back

Under the Company Law, a company shall not acquire its own shares, except for any following circumstances: (i) reducing the registered capital of the company; (ii) merging with other companies that hold the shares of the company; (iii) using the shares for employee stock ownership plans or equity incentives; (iv) with respect to shareholders voting against any resolution adopted at the general meeting on the merger or division of the company, the right to require the company to acquire the shares held by them; (v) using the shares for the conversion of convertible corporate bonds issued by the listed company; (vi) as required for maintenance of the corporate value and shareholders' rights and interests of a listed company. The acquisition of shares of a company for reasons specified in the case of (i) to (ii) above shall be subject to the resolution of the general meeting; the purchase of shares of a company for reasons specified in the case of (iii), (v) and (vi) above shall be subject to the resolution of the board meeting attended by more than two-thirds of the directors in accordance with the articles of association or the authorization from the general meeting.

Following the acquisition of a company's shares by a company in accordance with the above provisions, such shares shall be canceled within 10 days from the date of acquisition in the case of item (i) above; such shares shall be transferred or canceled within six months in the case of items (ii) and (iv) above; the total numbers of share of the Company held by a company shall not exceed 10% of the total issued shares of the Company, and shall be transferred or canceled within 3 years in the case of items (iii), (v) and (vi) above.

Transfer of Shares

Shares held by a shareholder may be transferred according to the law. Under the Company Law, a shareholder of a joint stock limited company should affect a transfer of his/her shares through a legally established stock exchange or by any other means as required by the State Council. Registered shares may be transferred by endorsement of shareholders or by other means stipulated by laws or administrative regulations. After the transfer, a company shall record the name and domicile of the transferee in the register of shareholders. No changes to the shareholder register provided in the foregoing requirement shall be affected during a period of twenty days prior to the convening of the general meeting or five days prior to the record date for a company's distribution of dividends. If any law, administrative regulation, or any provision by the securities regulatory authority of the State Council specifies otherwise for the modification of the register of shareholders of a listed company, such provisions should prevail.

Under the Company Law, shares issued by a company prior to the public offering of shares shall not be transferred within one year from the date on which the shares of a company are listed and traded on a stock exchange. The directors, supervisors and senior management of the company should declare to the company the shares they hold and the changes thereof. During the term of office as determined when they assume the posts, the shares transferred each year should not exceed 25% of the total shares they hold of the company. Shares of a company held by its directors, supervisors and senior management shall not be transferred within one year from the date on which the shares of a company are listed and traded on a stock exchange, nor within half a year after their resignation from their positions with a company. Where the shares are pledged within the time limit for transfer prescribed by laws or administrative regulations, the pledgee may not exercise the pledge right within the time limit for transfer.

Shareholders

Under the Company Law, the rights of a shareholder of a company include: (i) to receive dividends and other distributions in proportion to the number of shares held; (ii) to request, convene, preside over, attend and vote in person or appoint a proxy to attend and vote correspondingly on their behalf at general meetings in accordance with the laws; (iii) to supervise the company's operations, and to put forward proposals or raise enquiries; (iv) to transfer, gift or pledge the company's shares held in accordance with the laws, administrative regulations and the articles of association; (v) to review and copy the articles of association, the register of members, counterfoil of company debentures, minutes of general meetings, resolutions of the board meetings, resolutions of meetings of the supervisory committee, and financial and accounting reports; (vi) shareholders who individually or jointly hold more than 3% of the shares of a company for more than 180 consecutive days may review the accounting books and accounting vouchers of a company in accordance with the law; (vii) in the event of the termination or liquidation of a company, to participate in the distribution of remaining assets of the Company in accordance with the number of shares held; (viii) shareholders who object to resolutions of merger or division made by the general meeting may request a company to purchase their shares; (ix) other rights conferred by laws, administrative regulations, department rules or the articles of association.

The obligations of a shareholder of a company include: (i) to abide by laws, administrative regulations and the articles of association; (ii) to pay capital contribution as per the shares subscribed for and the method of subscription; (iii) not to return shares unless prescribed otherwise in laws and administrative regulations; (iv) not to abuse shareholders' rights to infringe upon the interests of a company or other shareholders; not to abuse a company's status as an independent legal entity or the limited liability of shareholders to harm the interests of a company's creditors; (v) to assume other obligations required by laws, administrative regulations and the articles of association.

General Meetings

Under the Company Law, the general meeting of a joint stock limited company is made up of all shareholders. The general meeting is the organ of authority of a company, which exercises the following functions and powers: (i) to elect and replace directors and supervisors and to decide on matters relating to the remuneration of directors and supervisors; (ii) to examine and approve reports of the board of directors; (iii) to examine and approve reports of the supervisory committee; (iv) to examine and approve a company's profit distribution plans and loss recovery plans; (v) to resolve on the increase or reduction of a company's registered capital; (vi) to resolve on the issuance of corporate bonds; (vii) to resolve on the merger, division, dissolution, liquidation or change of corporate form of a company; (viii) to amend the articles of association; (ix) other functions and powers specified in provision of the articles of association. Under the Company Law, the annual general meetings are required to be held once every year. An extraordinary general meeting is required to be held within two months after the occurrence of any of the following circumstances: (i) the number of directors is less than the number stipulated in the Company Law or less than two-thirds of the number specified in the articles of association; (ii) when the unrecovered losses of a company amount to one-third of the total paid-up share capital; (iii) shareholders individually or jointly holding 10% or more of the company's shares request; (iv) when deemed necessary by the board of directors; (v) the supervisory committee proposes to convene the meeting; (vi) other circumstances as stipulated in the articles of association.

The general meeting shall be convened by the board of directors, and presided over by the chairman of the board. In the event that the chairman of the board is incapable of performing or not performing his/her duties, the meeting shall be presided over by the vice chairman. In the event that the vice chairman is incapable of performing or not performing his/her duties, a director nominated by more than half of directors shall preside over the meeting.

If the board of directors is incapable of performing or is not performing its duties to convene the general meeting, the supervisory committee should convene and preside over the general meeting in a timely manner. If the supervisory committee fails to convene and preside over the general meeting, shareholders individually or jointly holding more than 10% of the company's shares for 90 days or more consecutively may unilaterally convene and preside over the general meeting.

If the shareholders who individually or jointly hold more than 10% of the shares of the company request to convene an extraordinary general meeting, the board of directors and the supervisory committee should, within 10 days after the receipt of such request, decide whether to hold an extraordinary general meeting and reply to the shareholders in writing.

Notice of general meeting shall state the time and venue of and matters to be considered at the meeting and shall be given to all shareholders 20 days before the meeting. A notice of extraordinary general meeting shall be given to all shareholders 15 days prior to the meeting.

Shareholders who individually or jointly hold more than 1% of the company's shares may put forward interim proposals and submit them to the board of directors in writing 10 days before the general meeting. The board shall notify other shareholders within 2 days after receiving the proposal, and submit the interim proposal to the general meeting for consideration.

Under the Company Law, a shareholder may entrust a proxy to attend a general meeting, and it should clarify the matters, power and time limit of the proxy. The proxy shall present a written power of attorney issued by the shareholder to a company and shall exercise his/her voting rights within the scope of authorization. There is no specific provision in the Company Law regarding the number of shareholders constituting a quorum in a general meeting.

Under the Company Law, shareholders present at a general meeting have one vote for each share they hold, except the shareholders of classified shares. However, shares held by the company itself are not entitled to any voting rights.

The cumulative voting system may be adopted for the election of directors and supervisors at the general meeting in accordance with the provisions of the articles of association or the resolutions of the general meeting. Under the cumulative voting system, each share shall have the same number of voting rights as the number of directors or supervisors to be elected at the general meeting, and shareholders may consolidate their voting rights when casting a vote.

Under the Company Law, the passing of any resolution requires affirmative votes of shareholders representing more than half of the voting rights represented by the shareholders who attend the general meeting. Matters relating to merger, division or dissolution of a company, increase or reduction of registered capital, change of corporate form or amendments to the articles of association must be approved by more than two-thirds of the voting rights held by the shareholders present at the meeting.

Directors

Under the Company Law, a joint stock limited company should have a board of directors which consists of more than three members. The term of office of a director shall be stipulated in the articles of association, but each term of office shall not exceed three years. Directors may serve consecutive terms if re-elected.

Board meetings shall be convened at least twice a year. All directors and supervisors shall be notified 10 days before the meeting for every meeting. The board of directors exercises the following functions and power: (i) to convene general meetings and report its work to general meetings; (ii) to implement the resolutions of the general meeting; (iii) to decide on a company's business plans and investment plans; (iv) to formulate a company's profit distribution plan and loss recovery plan (v) to formulate proposals for the increase or reduction of a company's registered capital and the issue of corporate bonds; (vi) to formulate plans for merger, division, dissolution or change of corporate form of a company; (vii) to decide on the internal management structure of a company; (viii) to decide on the

appointment or dismissal of the manager of a company and his/her remuneration; to decide on the appointment or dismissal of the deputy manager and financial officer of a company based on the nomination of the manager and as well as remuneration; (ix) to formulate a company's basic management system; (x) other functions and power specified in the articles of association or granted by the general meeting.

Board meetings shall be held only if more than half of the directors are present. If a director is unable to attend a board meeting, he/she may appoint another director by a power of attorney specifying the scope of the authorization for another director to attend the meeting on his/her behalf. If a resolution of the Board violates the laws, administrative regulations or the articles of association, and as a result of which the company suffers serious losses, the directors participating in the resolution shall be liable to compensate the company. However, if it can be proved that a director expressly objected to the resolution when the resolution was voted on, and that such objection was recorded in the minutes of the meeting, such director may be exempt from such liability.

Under the Company Law, a person may not serve as a director of a company if he/she is: (i) a person without capacity or with restricted capacity; (ii) a person who has been sentenced to any criminal penalty due to an offense of corruption, bribery, encroachment of property, misappropriation of property, or disrupting the order of the socialist market economy, or has been deprived of political rights due to a crime, where a five-year period has not elapsed since the date of completion of the sentence; if he/she is pronounced for suspension of sentence, a two-year period has not elapsed since the expiration of the suspension period; (iii) a person who was a director, factory manager or manager of a company or enterprise which has entered into insolvent liquidation and who was personally liable for the insolvency of such company or enterprise, where less than three years have elapsed since the date of the completion of the insolvency and liquidation of such company or enterprise; (iv) persons who were legal representatives of a company or enterprise which had its business license revoked due to violation of the law and had been closed down by order, and who were personally liable, where less than three years have elapsed since the date of the revocation of the business license of the company or enterprise or the order for closure; and (v) being listed as one of dishonest persons subject to enforcement by the people's court due to his/her failure to pay off a relatively large amount of due debts.

The board of directors shall have one chairman of the board, who shall be elected by more than half of all the directors. The chairman of the board shall exercise the following functions and power (including but not limited to): (i) to preside over general meetings and convene and preside over board meetings; (ii) to examine the implementation of resolutions of the board of directors; (iii) to exercise other powers conferred by the board of directors.

Supervisors

Under the Company Law, a joint stock limited company may establish a supervisory committee composed of not less than three members. The supervisory committee shall comprise shareholder representatives and an appropriate proportion of a company's employee representatives, of which the proportion of employee representatives shall not be less than one-third and the specific proportion shall be stipulated in the articles of association. Employee representatives of the supervisory committee shall be democratically elected by the company's employees at the employee representative assembly, employee general meeting or otherwise. directors or senior management may not act concurrently as supervisors.

The supervisory committee exercises the following power: (i) to examine the company's financial affairs; (ii) to supervise the directors and senior management in their performance of their duties and to propose the removal of directors and senior management who have violated laws, administrative regulations, the articles of association or resolutions of general meetings; (iii) to demand rectification by a director or senior management when the acts of such persons are harmful to the company's interests; (iv) to propose the convening of extraordinary general meetings, and to convene and preside over general meetings when the board of directors fails to perform the duty of convening and presiding

over general meetings under the Company Law; (v) to submit proposals to the general meeting; (vi) to initiate legal proceedings against directors and senior management in accordance with the Company Law; (vii) other functions and powers specified in the articles of association.

Managers and Senior Management

Under the Company Law, a company should have a manager who shall be appointed or removed by the board of directors. The manager is responsible to the board of directors and exercises his/her functions and power according to the articles of association or the authorization of the board of directors. The manager attends the meetings of the board.

According to the Company Law, senior management shall refer to the managers, deputy managers, financial controller, secretary of the board and other personnel as stipulated in the articles of association.

Duties of Directors, Supervisors and Senior Management

Directors, supervisors and senior management of a company are required under the Company Law to comply with the relevant laws, regulations and the articles of association, and owe fiduciary and diligent duties to the company. Directors, supervisors and senior management are prohibited from abusing their powers to accept bribes or other illegal income and from misappropriating the company's properties.

Directors, supervisors and senior management are prohibited from: (i) embezzling the company's property or misappropriating the company's funds; (ii) depositing the company's funds into accounts under their own names or the names of other individuals; (iii) accepting bribes or any other illegal proceeds by taking advantage of their powers; (iv) accepting and possessing commissions paid by a third party for transactions conducted with the company; (v) disclosing the company's secrets without authorization; or (vi) other acts in violation of their fiduciary duty to the company.

If any director, supervisor or senior management directly or indirectly concludes a contract or conducts a transaction with the company, he/she should report the matters relating to the conclusion of the contract or transaction to the board of directors or general meeting, subject to the approval of the board of directors or general meeting according to the articles of association.

The provisions of the preceding paragraph shall apply if any near relatives of the directors, supervisors or senior management, or any of the enterprises directly or indirectly controlled by the directors, supervisors or senior management or any of their near relatives, or any related parties with any other related-party relationship with the directors, supervisors or senior management, concludes a contract or conducts a transaction with the company.

Neither directors, supervisors nor senior management may take advantage of their positions to seek any business opportunity that belongs to the company for themselves or any other person except under the following circumstances: (i) where they have reported to the board of directors or the general meeting and the matter has been approved by a resolution of the board or the general meeting according to the articles of association; or (ii) where the company cannot make use of the business opportunity as stipulated by laws, administrative regulations or the articles of association.

Where any director, supervisor or senior management fails to report to the board of directors or the general meeting and obtains approval by a resolution of the board or the general meeting according to the articles of association, he/she may not engage in any business that is similar to that of the company where he/she serves for himself/herself or for any other person.

A director, supervisor or senior management who contravenes any laws, administrative regulations or the articles of association in the performance of his/her duties, thus causing any loss to the company, shall be personally liable for the damages to the company.

Finance and Accounting

Under the Company Law, a company shall establish its financial and accounting systems according to the laws, administrative regulations and the regulations of the financial department of the State Council. At the end of each fiscal year, the company shall prepare a financial and accounting report which shall be audited by an accounting firm in accordance with the law. The financial and accounting report shall be prepared in accordance with the laws, administrative regulations and the regulations of the financial department of the State Council.

A joint stock limited company shall make its financial and accounting reports available at the company for inspection by the shareholders 20 days before the convening of an annual general meeting. A joint stock limited company issuing its shares in public must publish its financial and accounting reports.

When distributing each year's after-tax profits, the company shall set aside 10% of its profits into its statutory reserve fund. The company can no longer withdraw statutory reserve fund if its statutory reserve fund has accumulated to more than 50% of the registered capital. If the statutory reserve fund of the company is insufficient to make up for the losses of the previous years, the current year profits shall be used to make up for the losses before making allocations to the statutory reserve in accordance with the preceding paragraph. After the company has made an allocation to the statutory reserve fund from its after-tax profit, it may also make an allocation to the discretionary reserve fund from its after-tax profit upon a resolution of the general meeting.

A joint stock limited company may distribute profits in proportion to the number of shares held by its shareholders, except for profit distributions that are not in proportion to the number of shares held in accordance with the provisions of the articles of association of the joint stock limited company.

The premium over the nominal value of the shares of a joint stock limited company from the issue of shares, the amount of share proceeds from the issuance of no-par shares that have not been credited to the registered capital and other incomes required by the financial department of the State Council to be treated as the capital reserve fund shall be accounted for as the capital reserve fund of the company.

The reserve fund of a company shall be used to make up losses of the company, expand the production and operation of the Company or increase the capital of the company. Where the reserve fund of a company is used for making up losses, the discretionary reserve and statutory reserve shall be firstly used. If losses still cannot be made up, the capital reserve can be used according to the relevant provisions. When the statutory reserve fund is converted to increase registered capital, the balance of the statutory reserve fund shall not be less than 25% of the registered capital before such conversion.

The company shall not keep accounting books other than those provided by law.

Appointment and Dismissal of Accounting Firms

Pursuant to the Company Law, the engagement or dismissal of an accounting firm responsible for the Company's auditing shall be determined by the general meeting, the board of directors or the supervisory committee in accordance with the articles of association. The accounting firm shall be allowed to make representations when the general meeting, the board of directors or the supervisory committee votes on the dismissal of the accounting firm. The company shall provide true and complete accounting vouchers, accounting books, financial and accounting reports and other accounting materials to the engaged accounting firm, and shall not refuse, conceal or make false statements.

Profit Distribution

Where a company distributes profits to shareholders in violation of the provisions of the Company Law, the shareholders shall return the profits distributed in violation of the provisions to the company. If losses are caused to the company, the shareholders, as well as the responsible directors, supervisors and senior management, shall bear liability for compensation.

Dissolution and Liquidation

According to the Company Law, a company shall be dissolved for the following reasons: (i) the term of business stipulated in the articles of association has expired or other events of dissolution specified in the articles of association have occurred; (ii) a resolution on dissolution is adopted by the general meeting; (iii) dissolution is required due to the merger or division of the company; (iv) the business license is revoked, or the company is ordered to be closed down or is deregistered in accordance with the law; (v) where the company encounters serious difficulties in its operation and management, and its continued existence will cause significant losses to the interests of shareholders, and where the issue cannot be resolved through other means, shareholders holding more than 10% of the total shareholders' voting rights of the company may request the people's court to dissolve the company.

If any of the situations as mentioned in the preceding paragraph arises, the company shall publicize the situations through the National Enterprise Credit Information Publicity System within ten days.

Where a company is dissolved in accordance with sub-paragraph (i) above, it may carry on its existence by amending its articles of association or upon a resolution of the general meeting, which must be approved by more than two-thirds of the voting rights held by the shareholders present at the general meeting. Where a company is dissolved pursuant to sub-paragraphs (i), (ii), (iv) or (v) above, it shall be liquidated. The directors, who are the liquidation obligors of the company, shall form a liquidation group to carry out liquidation within 15 days from the date of occurrence of the cause of dissolution. The liquidation group shall be composed of the directors, unless it is otherwise provided for in the articles of association or it is otherwise elected by the resolution of the general meeting. The liquidation obligors shall be liable for compensation if they fail to fulfill their obligations of liquidation in a timely manner, and thus any loss is caused to the company or the creditors.

If the liquidation group fails to be formed within the time limit or fails to carry out the liquidation after its formation, any interested party may request the people's court to designate relevant persons to form a liquidation group. The people's court shall accept such request and organize a liquidation group to carry out the liquidation in a timely manner.

The liquidation group shall exercise the following functions and power during the liquidation period: (i) to liquidate the company's property and prepare the balance sheet and the list of property; (ii) to notify creditors by sending notices or making public announcements; (iii) to deal with the outstanding business of the company involved in the liquidation; (iv) to pay all outstanding taxes and taxes arising in the course of liquidation; (v) to liquidate claims and debts; (vi) to distribute the remaining property of the company after paying off debts; (vii) to participate in civil litigation activities on behalf of the company.

The liquidation group shall notify the company's creditors within ten days from its formation and shall make a public announcement in the newspaper or on the National Enterprise Credit Information Publicity System within 60 days. The creditors shall file their proofs of claim with the liquidation group within 30 days from the receipt of the notice or within 45 days as of the issuance of the public announcement in the case of failing to receive such notice.

The remaining property of the company after the payment of liquidation expenses, employees' wages, social insurance expenses and statutory compensation, outstanding taxes and the company's debts, shall be distributed to shareholders in proportion to their shareholdings. During the liquidation period, the company shall continue to exist but shall not carry out any business activities unrelated to the liquidation. The company's assets shall not be distributed to the shareholders before the liquidation in accordance with the preceding paragraph.

If the liquidation group, having thoroughly liquidated the company's assets and having prepared the balance sheet and the inventory of assets, discovers that the company's assets are insufficient to pay its debts in full, it shall file an application to the people's court for bankruptcy liquidation. After the people's court accepts the application for bankruptcy, the liquidation group shall hand over the liquidation matters to the bankruptcy administrator designated by the people's court.

Upon completion of the liquidation, the liquidation group shall prepare the liquidation report to be submitted to the general meeting or the people's court for confirmation, and submit the liquidation report to the company registration authority to apply for cancelation of the company's registration.

The members of the liquidation group performing their duties of liquidation are obliged to be loyal and diligent. Any member of the liquidation group who neglects to fulfill his/her liquidation duties and thus causing any loss to the company shall be liable for compensation, and any member of the liquidation group who causes any loss to any creditor due to his/her intentional or gross negligence shall be liable for compensation.

Where, after three years since the business license of the company is revoked, or the company is ordered to close down or is deregistered, the company fails to apply for its deregistration with the company registration authority, the said authority may announce the company's deregistration through the National Enterprise Credit Information Publicity System for a period of no less than 60 days. If there is no objection after the announcement period expires, the company registration authority may deregister the company.

Overseas Listing

According to the Trial Administrative Measures of Overseas Securities Offering and Listing by Domestic Companies (《境內企業境外發行證券和上市管理試行辦法》), where an issuer makes an overseas initial public offering or listing, it shall file with the CSRC within 3 working days after submitting the application documents for overseas issuance and listing. If an issuer issues securities in the same overseas market after overseas issuance and listing, it shall file with the CSRC within 3 working days after the completion of the issuance. If an issuer issues and lists in other overseas markets after overseas issuance and listing, it shall file in accordance with the provisions of Paragraph 1, Article 16 of the Trial Administrative Measures of Overseas Securities Offering and Listing by Domestic Companies (《境內企業境外發行證券和上市管理試行辦法》). Moreover, if the filing materials are complete and meet the requirements, the CSRC shall complete the filing within 20 working days from the date of receiving the filing materials, and publicize the filing information through the website. If the filing materials are incomplete or do not meet the requirements, the CSRC shall inform the issuer of the materials to be supplemented within 5 working days after receiving the filing materials. The issuer shall supplement the materials within 30 working days.

Loss of Share Certificates

If the share certificates in registered form are either stolen, lost or destroyed, the shareholders may, in accordance with the public notice procedures set out in the Civil Procedure Law (《民事訴訟法》), apply to the people's court for a declaration that such certificates will no longer be valid. After the people's court declared that such certificates would no longer be valid, the shareholders may apply to the Company for the issue of replacement certificates.

Suspension and Termination of Listing

The Company Law has deleted provisions regarding suspension and termination of listing. The Securities Law of the People's Republic of China (《中華人民共和國證券法》) has also deleted provisions regarding suspension of listing. Where listed securities fall under the delisting circumstances stipulated by a stock exchange, the stock exchange shall terminate its listing and trading in accordance with the business rules.

According to the Trial Administrative Measures of Overseas Securities Offering and Listing by Domestic Companies (《境內企業境外發行證券和上市管理試行辦法》), in case of active or compulsory termination of listing, the issuer shall report the specific situation to the CSRC within 3 working days from the date of occurrence and announcement of the relevant matters.

SECURITIES LAWS AND REGULATIONS

In October 1992, the State Council established the Securities Committee and the CSRC. The Securities Committee was responsible for coordinating the drafting of securities regulations, formulating securities-related policies, planning the development of securities markets, directing, coordinating and supervising all securities-related institutions in China and administering the CSRC. The CSRC was the regulatory arm of the Securities Committee and was responsible for drafting of regulatory provisions of securities markets, supervising securities companies, regulating public issuance of securities by Chinese companies in both domestic and overseas markets, regulating the trading of securities, compiling securities-related statistics and undertaking research and analysis. On March 29, 1998, the State Council consolidated the above two departments and reorganized the CSRC.

The Provisional Regulations Concerning the Issue and Trading of Shares (《股票發行與交易管理暫行條例》) promulgated by the State Council and effective on April 22, 1993 cover the application and approval procedures for public offerings of shares, trading in shares, the acquisition of listed companies, the deposit, settlement and transfer of listed shares, the disclosure of information with respect to a listed company, investigation and penalties and dispute arbitration.

The Regulations of the State Council Concerning the Domestic Listed Foreign Shares of Joint Stock Limited Companies (《國務院關於股份有限公司境內上市外資股的規定》), which were promulgated by the State Council and came into effect on December 25, 1995, mainly cover the issue, subscription, trading and payment of dividends of domestic listed foreign shares and disclosure of information of joint stock limited companies with domestic listed foreign shares.

The Securities Law of the People's Republic of China (《中華人民共和國證券法》), which was lastly amended by the SCNPC on December 28, 2019 and came into effect on March 1, 2020, provides a series of provisions regulating, among other things, the issue and trading of securities, takeovers by listed companies, stock exchanges, securities companies and the duties and responsibilities of the State Council's securities regulatory authorities in the PRC, and comprehensively regulates activities in the PRC securities market. The Securities Law of the People's Republic of China (《中華人民共和國證券法》) provides that a domestic enterprise must comply with the relevant provisions of the State Council in issuing securities directly or indirectly outside the PRC or listing and trading its securities outside the PRC. Currently, the issue and trading of foreign issued shares are mainly governed by the rules and regulations promulgated by the State Council and the CSRC.

ARBITRATION AND ENFORCEMENT OF ARBITRAL AWARDS

Under the Arbitration Law of the People's Republic of China (《中華人民共和國仲裁法》) (the "**Arbitration Law**"), lastly amended by the SCNPC on September 12, 2025 and will become effective on March 1, 2026, the Arbitration Law is applicable to economic disputes involving foreign parties where all parties have entered into a written agreement to refer the matter to an arbitration commission constituted in accordance with the Arbitration Law. For arbitrations regarding economic trades involving foreign parties, transportation, maritime disputes and other disputes involving foreign parties, the requirements under the special requirements for arbitrations involving foreign parties of Chapter 7 of the Arbitration Law shall apply. An arbitration commission committee may formulate interim arbitration rules in accordance with relevant regulations under the Arbitration Law and the Civil Procedure Law. Where both parties have agreed to settle disputes by means of arbitration, the people's court will refuse to take legal action brought by a party in the people's court.

Under the Arbitration Law, an arbitral award is final and binding on the parties. If a party fails to comply with an award, the other party may apply to the people's court for enforcement according to the Civil Procedure Law. If evidence demonstrates any of the following circumstances: the parties do not

include an arbitration clause in the contract or subsequently fail to reach a written arbitration agreement; the respondent is not properly notified of the appointment of the arbitrator or the arbitration proceedings, or is unable to present its case due to reasons not attributable to the respondent; the composition of the arbitral tribunal or the arbitration procedure is inconsistent with the arbitration rules; the matters decided in the award fall outside the scope of the arbitration agreement or the arbitration commission lacks jurisdiction, the people's court may rule to refuse enforcement. A party seeking to enforce an arbitral award of foreign arbitration commission against the other party who or whose property is not within the PRC shall apply to a foreign court with jurisdiction over the case for recognition and enforcement. Similarly, an arbitral award made by a foreign arbitration body may be recognized and enforced by the people's court in accordance with the principles of reciprocity or any international treaty concluded or acceded to by the PRC.

According to the Arrangement of the Supreme People's Court on Mutual Enforcement of Arbitral Awards between the Mainland and the Hong Kong Special Administrative Region (《最高人民法院關於內地與香港特別行政區相互執行仲裁裁決的安排》) promulgated by the Supreme People's Court on January 24, 2000 and effective on February 1, 2000, and the Supplementary Arrangement of the Supreme People's Court on Mutual Enforcement of Arbitral Awards between the Mainland and the Hong Kong Special Administrative Region (《最高人民法院關於內地與香港特別行政區相互執行仲裁裁決的補充安排》) promulgated by the Supreme People's Court on November 26, 2020 and effective on November 27, 2020 (the first and forth judicial interpretation became effective on November 27, 2020; the second and third judicial interpretation became effective on May 19, 2021), arbitration awards made by PRC arbitral authorities may be applied for enforcement in Hong Kong, and Hong Kong arbitration awards may also be applied for enforcement in the PRC.

Material Licenses and Permits of the Indonesian Subsidiaries

Set out below are the permits and licences material for the Indonesian subsidiaries to carry out their business activities:

PT Wook Global Technology ("PTWGT")

No.	License	Number	Date of First Grant	Expiry Date	Issuing Authority
1.	Business Identification Number ("**NIB**")	8120205930345	04/09/2018	n/a	Online Single Submission ("**OSS**")
2.	Taxpayer Registration Number ("**NPWP**")	0855 7761 4204 1000	09/08/2018	n/a	Intermediate Tax Office of North Jakarta
3.	Statement Letter of Environmental Management and Monitoring Commitment ("**SPPL**")	n/a	10/06/2024	n/a	OSS
4.	Approval on the Detailed Environmental Management Plan and Environmental Monitoring Plan (RKL-RPL Rinci) for the Activity and Operation Plan of Warehousing and Other Storage by PTWGT	03/CFLD/RKL-RPL/VII/2026	22/07/2026	n/a	PT CFLD Karawang New Industry City Development
5.	Building Construction Permit	503/808/107/IMB/II/DPMPTSP/2021	16/02/2021	n/a	Head of Investment and One-Stop Integrated Service Office ("**DPM-PTSP**") of Karawang Regency
6.	Building Functioning Certificate	600/101/SLF-BG/V/2021	04/05/2021	n/a	Head of Public Works and Spatial Planning Office of Karawang Regency
7.	Warehouse Registration Certificate ("**TDG**")	503/2726/7/TDG/V/DPMPTSP/2021	25/05/2021	n/a	Head of DPM-PTSP of Karawang Regency

No.	License	Number	Date of First Grant	Expiry Date	Issuing Authority
8.	Certificate on Good Distribution Practice for Medical Devices (*Cara Distribusi Alat Kesehatan yang Baik — CDAKB*)	812020593034500051471	07/01/2026	n/a	OSS
9.	Business License for Trading Through Electronic System (SIUPMSE)	81202059303450008	16/08/2023	n/a	OSS
10.	Electronic System Provider Registration Certificate (TDPSE)	812020593034500080001	22/05/2023	n/a	OSS
11.	Medical Equipment Distribution Permit (IDAK)	81202059303450005	19/04/2022	19/04/2027	OSS
12.	Imported Medical Equipment Marketing Permit (Izin Edar Alat Kesehatan Impor)	812020593034500050681	27/01/2024	24/01/2027	OSS
13.	Verified Standard Certificate for KBLI Code 46443	81202059303450003	16/11/2022	n/a	OSS
14.	Certificate of Telecommunications Equipment and/or Telecommunication Devices ("**Telecommunication Certificate**")	73765/SDPPI/2021	15/03/2021	n/a	Director of Standardization of Equipment for Post and Information Technology
15.	Certificate of ISO 27001	ISMS 24174	09/12/2024	08/12/2027	PT TSI Sertifikasi Internasional
16.	Manpower Social Security Agency ("**BPJS**") Participation Certificate	19047135	10/07/2024	n/a	Manpower BPJS
17.	Health BPJS Participation Certificate	0276/SER/0905/1025	30/10/2025	29/10/2026	Health BPJS
18.	Ratification Decree of Company Regulation	4/HI.00.00/00.0000.260 121023/P-1/I/2026	30/01/2026	29/01/2028	Ministry of Manpower ("**MOM**")

PT Win Ecommerce International ("PTWEI")

No.	License	Number	Date of First Grant	Expiry Date	Issuing Authority
1.	NIB	0259010122954	25/11/2020	n/a	OSS
2.	NPWP	96.655.266.3-047.000	25/11/2020	n/a	Primary Tax Office of Jakarta Pluit ("**KPP Pratama Jakarta Pluit**")
3.	SPPL	n/a	27/05/2025	n/a	OSS
4.	TDG	022010828267600000064	26/07/2024	n/a	Head of DPM-PTSP of Tangerang Regency
5.	Manpower BPJS Participation Certificate	21044414	10/07/2024	n/a	Manpower BPJS
6.	Health BPJS Participation Certificate	0277/SER/0905/1025	30/10/2025	29/10/2026	Health BPJS
7.	Ratification Decree of Company Regulation	4/HI.00.00/00.0000.260 123025/B/II/2026	13/02/2026	12/02/2028	MOM

PT Mobile Bersinar Papua ("PTMBP")

No.	License	Number	Date of First Grant	Expiry Date	Issuing Authority
1.	NIB	0258010222199	29/12/2020	n/a	OSS
2.	NPWP	0969 6221 4195 2000	28/12/2020	n/a	Primary Tax Office of Jayapura
3.	SPPL	n/a	30/05/2025	n/a	OSS
4.	Standard Certificate for KBLI Code 95120	02580102221990001	19/04/2023	n/a	OSS
5.	Manpower BPJS Participation Certificate	210000001103977	17/03/2021	n/a	Manpower BPJS
6.	Health BPJS Participation Certificate	0020/SER/2601/0925	10/09/2025	09/09/2026	Health BPJS
7.	Ratification Decree of Company Regulation	4/HI.00.00/00.0000.260 120009/B/II/2026	13/02/2026	12/02/2028	MOM

PT Wookfun Global Technology ("PTWFGT")

No.	License	Number	Date of First Grant	Expiry Date	Issuing Authority
1.	NIB	2303220040819	23/03/2022	n/a	OSS
2.	NPWP	0636 9779 5104 7000	14/03/2022	n/a	KPP Pratama Jakarta Pluit
3.	SPPL	n/a	27/05/2025	n/a	OSS
4.	Manpower BPJS Participation Certificate	22086857	11/07/2024	n/a	Manpower BPJS
5.	Health BPJS Participation Certificate	0278/SER/0905/1025	30/10/2025	29/10/2026	Health BPJS
6.	Ratification Decree of Company Regulation	4/HI.00.00/00.0000.251 229026/B/I/2026	30/01/2026	29/01/2028	MOM

PT Ulink Supply Chain Technology ("PTUSCT")

No.	License	Number	Date of First Grant	Expiry Date	Issuing Authority
1.	NIB	2103240053535	21/03/2024	n/a	OSS
2.	NPWP	0128 6743 4804 7000	20/03/2024	n/a	KPP Pratama Jakarta Pluit
3.	SPPL	n/a	05/08/2025	n/a	OSS
4.	Verified Standard Certificate for KBLI Code 52291	21032400535350002	05/08/2025	n/a	OSS
5.	Manpower BPJS Participation Certificate	24114524	29/05/2024	n/a	Manpower BPJS
6.	Health BPJS Participation Certificate	0279/SER/0905/1025	30/10/2025	29/10/2026	Health BPJS
7.	Ratification Decree of Company Regulation	4/HI.00.00/00.0000.260 120010/B/II/2026	10/02/2026	09/02/2028	MOM

PT Futura Technology International ("PTFTI")

No.	License	Number	Date of First Grant	Expiry Date	Issuing Authority
1.	NIB	1212250026795	12/12/2025	n/a	OSS
2.	NPWP	1000 0000 0730 1180	11/12/2025	n/a	KPP Pratama Jakarta Pluit
3.	SPPL	n/a	12/12/2025	n/a	OSS
4.	Telecommunication Certificate	117020/DJID/2025	24/12/2025	n/a	Directorate of Digital Infrastructure Services

SUMMARY OF THE ARTICLES OF ASSOCIATION

This Appendix mainly provides investors with an overview of the Articles of Association. Therefore, it may not contain all the information that may be important to investors.

SHARES

The Shares of the Company shall take the form of share certificates.

The Company shall issue Shares in an open, equitable and fair manner, and each of the Shares in the same class shall carry the same rights. Shares of the same class and the same issuance shall be issued on the same conditions and at the same price. Any entity or individual shall pay the same price for the same class of Shares issued in the same offering that it/he/she subscribes for.

INCREASE, REDUCTION AND REPURCHASE OF SHARES

Increase the Registered Capital

In light of the Company's operational and developmental needs, the Company may increase its registered capital in accordance with the laws, regulations and the regulatory rules of the places where the Company's Shares are listed and subject to a separate resolution of the Shareholders' meeting, by any of the following methods:

(I) offering of shares to non-specific targets;

(II) offering of shares to specific targets;

(III) allotment of bonus Shares to existing Shareholders;

(IV) conversion of reserve fund into share capital;

(V) other methods permitted by laws, administrative regulations, the regulatory rules of the places where the Company's Shares are listed, and relevant state authorities such as the CSRC.

Reduce the Registered Capital

The Company may reduce its registered capital. Any reduction of the Company's registered capital shall be subject to the procedures prescribed in the Company Law and other relevant regulations, as well as the Articles of Association.

Repurchase

The Company shall not acquire its Shares. However, exceptions are made in any of the following cases:

(I) to reduce the registered capital of the Company;

(II) to merge with other companies that hold Shares in the Company;

(III) to use the Shares for employee shareholding schemes or as share incentives;

(IV) to acquire the Shares of Shareholders (upon their request) who vote against any resolution adopted at any Shareholders' meeting on the merger or division of the Company;

(V) to use the Shares to satisfy the conversion of those corporate bonds convertible into Shares issued by the Company;

(VI) to safeguard corporate value and Shareholders' equity as the Company deems necessary;

(VII) other circumstances as permitted by laws, administrative regulations, securities regulatory rules of the place where the shares of the Company are listed.

The Company may acquire its own Shares through an open and concentrated trading method, or other methods recognized by laws, administrative regulations, the regulatory rules of the place where the shares of the Company are listed and relevant state authorities such as the CSRC.

Transfer of Shares

The Shares of the Company shall be transferable in accordance with laws.

The Company shall not accept its own Shares as the subject of pledge.

Shares of the Company that were issued prior to a public issue shall not be transferred within one year from the date on which shares of the Company are listed and traded on the stock exchange. Where laws, administrative regulations, the regulatory rules of the places where the Company's Shares are listed, or relevant state authorities such as the CSRC provide otherwise in respect of the transfer of the Company's Shares held by its Shareholders and actual controller, such rules shall prevail.

The Directors and senior management of the Company shall declare, to the Company, the information on their holdings of the Shares of the Company and the changes thereto. The Shares transferrable by them during each year of their term of office as determined upon taking office shall not exceed 25% of the total number of the same class Shares they hold in the Company. The Shares that they hold in the Company shall not be transferred within one year of the date on which the Shares of the Company are listed and traded. The aforesaid persons shall not transfer their Shares of the Company within half a year from the date of their resignation.

Where the Company's Directors, senior management or Shareholders who hold 5% or more of the Company's Shares sell the Company's Shares or other securities with the nature of equity they hold within six months of the relevant purchase, or purchase any Shares they have sold within six months of the relevant sale, the proceeds generated therefrom shall be incorporated into the profits of the Company, and the Board of the Company shall recover the proceeds. However, other circumstances shall be excluded where a securities company holds 5% or more of the Shares due to its purchase of any remaining Shares under best efforts underwriting and where the provisions of the regulatory authority at the places where the Company's Shares are listed or the CSRC apply.

Shares or other securities with the nature of equity held by Directors, senior management and natural person Shareholders as mentioned in the preceding paragraph include Shares or other securities with the nature of equity held by their spouses, parents or children, and held by them by using other people's accounts.

If the Board of the Company fails to comply with the provisions of the preceding paragraph, the Shareholders are entitled to request the Board to do so within 30 days. If the Board of the Company fails to comply within the aforesaid period, the Shareholders are entitled to initiate litigation directly in the people's court in their own names for the interest of the Company.

If the Board of the Company fails to implement the provisions of the preceding paragraph, the responsible Directors shall bear joint and several liability in accordance with laws.

SHAREHOLDERS

The Company shall establish a register of shareholders based on the certificates provided by the securities registration authorities. The register of shareholders shall be sufficient evidence proving the Shareholders' holding of the Company's Shares. Shareholders shall enjoy rights and assume obligations according to the class of Shares held by him/her. The Company shall ensure that the register of shareholders of overseas listed foreign shares is made available for check by Shareholders free of charge during business hours of the overseas agent. However, the register of shareholders may be closed on terms equivalent to those set out in Section 632 of the Companies Ordinance (Chapter 622 of

the Laws of Hong Kong) by the Company. Shareholders who hold Shares of the same class shall enjoy equal rights and assume the equal obligations. A register of shareholders shall contain the following particulars:

(I) the name and address of each Shareholder;

(II) the class of shares and number of shares subscribed by each Shareholder;

(III) the date on which each Shareholder acquired the shares;

(IV) the Company shall sign a share custody agreement with the securities registration authorities for the purpose of inspecting the information and shareholding changes (including share pledge) of major Shareholders on a regular basis, in order to be informed of the shareholding structure of the Company in a timely manner.

Shareholders of the Company shall enjoy the following rights:

(I) the right to receive dividends and other forms of profit distributions in proportion to the number of Shares held;

(II) the right to propose, convene, preside over, attend or appoint proxy(ies) to attend the Shareholders' meeting and to exercise the corresponding right to vote in accordance with the laws, unless individual Shareholders are required by the securities regulatory rules of the places where the shares are listed or applicable laws and regulations to abstain from voting on individual matters;

(III) the right to supervise, present proposals or raise enquiries in respect of the Company's operations;

(IV) the right to transfer, give as a gift or pledge the Shares it holds in accordance with laws, administrative regulations, the regulatory rules of the places where the Company's Shares are listed and the Articles of Association;

(V) the right to inspect and copy the Articles of Association, register of shareholders, minutes of Shareholders' meetings, resolutions of Board meetings, financial and accounting reports. Shareholders who meet the prescribed conditions may inspect the accounting books and vouchers of the Company;

(VI) in the event of the termination or liquidation of the Company, the right to participate in the distribution of the remaining property of the Company in proportion to the number of Shares held;

(VII) Shareholders who object to resolutions of merger or division of the Company made by the Shareholders' meeting may request the Company to purchase the Shares they hold;

(VIII) other rights as provided by laws, administrative regulations, departmental rules, the regulatory rules in the places where the Company's Shares are listed or the Articles of Association.

A resolution of the Shareholders' meeting or the Board of the Company may be declared void by the people's court upon application from Shareholders if the content contravenes the laws or administrative regulations. If the convening procedure or voting method of a Shareholders' meeting or the Board meeting contravenes the laws, administrative regulations or the Articles of Association, or if the contents of the resolutions of such meetings contravene the Articles of Association, the Shareholders have the right to request the people's court to revoke the resolution within 60 days from the date of the resolution. However, if the convening procedures or voting methods of the Shareholders' meetings and Board meetings are only slightly flawed and have no substantial impact on the resolution, this will be an exception.

If the Board of Directors, Shareholders, or other relevant parties have a dispute over the validity of a resolution of the Shareholders' meeting, they shall promptly file a lawsuit with the people's court. Before the people's court renders a judgment or ruling revoking the resolution, the relevant parties shall implement the resolution of the Shareholders' meeting. The Company, the Directors, and senior management shall diligently perform their duties to ensure the normal operation of the Company. If the people's court renders a judgment or ruling on the relevant matter, the Company shall fulfill its information disclosure obligations in accordance with laws, administrative regulations, the CSRC and the regulatory rules of the places where the Company's shares are listed, fully explain the effect, and actively cooperate with the implementation of the judgment or ruling after it becomes effective. If the judgment or ruling involves rectification of prior events, the Company shall promptly handle and fulfill the corresponding information disclosure obligations.

The Shareholders of the Company shall assume the following obligations:

(I) to comply with laws, administrative regulations and the Articles of Association;

(II) to pay the share subscription price based on the Shares subscribed for by them and the method of acquiring such Shares;

(III) not to withdraw its share capital unless prescribed otherwise in laws, regulations, the regulatory rules of the places where the Company's shares are listed and the Articles of Association;

(IV) not to abuse Shareholders' rights to infringe upon the interests of the Company or other Shareholders; not to abuse the Company's status as an independent legal entity and the limited liability of Shareholders to harm the interests of the Company's creditors;

(V) other obligations imposed by laws, administrative regulations, the regulatory rules of the places where the Company's shares are listed and the Articles of Association.

Any Shareholder who abuses Shareholders' rights and causes the Company or other Shareholders to suffer a loss shall be liable for making compensation in accordance with laws; any Shareholder of the Company who abuses the status of the Company as an independent legal entity and the limited liability of Shareholders to evade debts and causes severe harms to the interests of the Company's creditors shall assume joint and several liability for the Company's debts.

Controlling Shareholder and Actual Controller

The controlling Shareholder and actual controller of the Company shall exercise their rights and fulfill their obligations in accordance with laws, administrative regulations, and the requirements of the CSRC, the Hong Kong Securities and Futures Commission and the Hong Kong Stock Exchange, to safeguard the interests of the listed company.

The controlling Shareholder and actual controller of the Company shall comply with the following provisions:

(I) to exercise Shareholders' rights lawfully, and shall not abuse controlling rights or utilize related (connected) relationships to harm the legitimate interests of the Company or other Shareholders;

(II) to strictly implement the public statements and undertakings made and shall not change or waive them;

(III) to fulfill information disclosure obligations in strict accordance with the relevant regulations, proactively cooperate with the Company in information disclosure, and promptly inform the Company of material events that have occurred or are proposed to occur;

(IV) not to appropriate the Company's funds in any way;

(V) not to order, instigate or request the Company and relevant personnel to provide guarantees in violation of laws and regulations;

(VI) not to make use of the Company's undisclosed material information to gain benefits, not to disclose in any way undisclosed material information relating to the Company, not to engage in insider trading, short-swing trading, market manipulation and other illegal and unlawful acts;

(VII) not to harm the legitimate interests of the Company and other Shareholders through non-arm's length related (connected) transactions, profit distributions, asset reorganizations, external investments, or any other means;

(VIII) to ensure the integrity of the Company's assets, and the independence of personnel, finance, organization and business, and not to affect the independence of the Company in any way;

(IX) laws, administrative regulations, provisions of the CSRC and the Hong Kong Securities and Futures Commission, business rules of the Hong Kong Stock Exchange, and other provisions of the Articles of Association.

The provisions regarding the fiduciary duties and diligence obligations of directors under the Articles of Association shall apply to the controlling Shareholder or actual controller of the Company who does not serve as a director of the Company but actually executes the affairs of the Company.

Where a controlling Shareholder or actual controller of the Company instructs a director or senior management to harm the interests of the Company or the Shareholders, he/she shall bear joint and several liability with such director or senior management.

Where a controlling Shareholder or actual controller pledges the shares of the Company that he/she holds or actually controls, he/she shall maintain the stability of the Company's control and production operations. Where a controlling Shareholder or actual controller transfers the shares of the Company held by him/her, he/she shall comply with the restrictive provisions on the transfer of shares set out in the laws, administrative regulations, the provisions of the CSRC, the Hong Kong Securities and Futures Commission and the Hong Kong Stock Exchange, as well as his/her undertakings in respect of the restriction on the transfer of shares.

General Requirements of Shareholders' Meeting

The Shareholders' meeting of the Company is composed of all Shareholders. The Shareholders' meeting is the body of power of the Company which exercises the following functions and powers according to laws:

(I) to elect and replace the Directors who are not employee representatives and to decide on the matters relating to the remuneration of Directors;

(II) to consider and approve the reports of the Board;

(III) to consider and approve the Company's profit distribution plan and plan for recovery of losses;

(IV) to resolve on the increase or reduction of the Company's registered capital;

(V) to resolve on issuance of corporate bonds or any class of shares, warrants and other similar securities as well as the listing;

(VI) to resolve on the merger, division, dissolution, liquidation or changing the form of the Company;

(VII) to amend the Articles of Association;

(VIII) to adopt resolutions on the Company's appointments and dismissals of accounting firms undertaking the Company's audit work and their remuneration;

(IX) to consider and approve the guarantees provided in Article 48 of the Articles of Association;

(X) to consider the purchase or sale of major assets by the Company in excess of 30% of the Company's latest audited total assets within one year;

(XI) to consider and approve changes in the use of proceeds;

(XII) to consider the equity incentive plans and employee shareholding schemes; and

(XIII) to consider other matters on which decisions shall be made by the Shareholders' meeting as required by laws, administrative regulations, departmental rules, and the securities regulatory rules of the places where the Company's Shares are listed or the Articles of Association, the rules of procedure for the Shareholders' meetings and the internal basic rules of the Company.

The Shareholders' meeting may authorize the Board to make resolutions on the issuance of corporate bonds. Unless otherwise stipulated in the laws, regulations, securities regulatory rules of the places where the Company's shares are listed and the Articles of Association, the functions and powers of the Shareholders' meeting mentioned above shall not be delegated to the Board or any other body or individual.

The following external guarantees of the Company shall be considered and approved by the Shareholders' meeting:

(I) Any guarantee provided after the total amounts of the external guarantees provided by the Company and its majority-owned subsidiaries exceed 50% of the latest audited net assets;

(II) Any guarantee provided after the total amounts of the external guarantees provided by the Company exceed 30% of the latest audited total assets;

(III) Guarantees of which the amount of guarantee provided by the Company to others within one year exceeds 30% of the latest audited total assets of the Company;

(IV) Guarantees provided to any guaranteed party whose gearing ratio exceeds 70%;

(V) Guarantees of which the amount of a single guarantee exceeds 10% of the latest audited net assets;

(VI) Guarantees provided to Shareholders, actual controllers and their related (connected) parties;

(VII) Other external guarantees matters that shall be considered by the Shareholders' meeting as required by laws, administrative regulations, rules and regulations, the securities regulatory rules of the places where the Company's shares are listed, other normative documents, and the Rules for Management of External Guarantee of the Company.

Convening of Shareholders' Meeting

The Board of Directors shall convene Shareholders' meetings on time within the stipulated period. With the consent of more than half of all independent non-executive Directors, independent non-executive Directors shall be entitled to submit a proposal to the Board on holding an extraordinary Shareholders' meeting. For such a proposal by independent non-executive Directors to convene an extraordinary Shareholders' meeting, the Board shall give a written reply as to whether it agrees or disagrees to hold an extraordinary Shareholders' meeting within 10 days upon receipt of the proposal in accordance with laws, administrative regulations, the securities regulatory rules of the places where the Company's shares are listed and the Articles of Association.

Where the Board agrees to hold an extraordinary Shareholders' meeting, a notice of the Shareholders' meeting shall be given within 5 days after the resolution of the Board is made.

The Audit Committee shall be entitled to submit a proposal in writing to the Board on holding an extraordinary Shareholders' meeting. The Board shall give a written reply as to whether it agrees or disagrees to hold an extraordinary Shareholders' meeting within 10 days upon receipt of the proposal in accordance with laws, administrative regulations, and the Articles of Association.

Where the Board agrees to hold an extraordinary Shareholders' meeting, a notice of Shareholders' meeting shall be given within 5 days after the resolution of the Board is made. Any change to the original proposal in the notice shall be subject to the approval from the Audit Committee.

Where the Board does not agree to hold an extraordinary Shareholders' meeting or fails to give a reply within 10 days upon receipt of the proposal, it shall be deemed that the Board is unable or fails to perform its duty of convening a Shareholders' meeting. In such case, the Audit Committee may convene and preside over the meeting on its own.

Shareholders who individually or together hold 10% or more of the Shares of the Company shall have the right to request the Board to convene an extraordinary Shareholders' meeting and such request shall be made to the Board in writing. The Board shall give a written reply as to whether it agrees or disagrees to hold an extraordinary Shareholders' meeting within 10 days upon receipt of the request in accordance with laws, administrative regulations, the securities regulatory rules of the places where the Company's shares are listed and the Articles of Association.

Where the Board agrees to hold an extraordinary Shareholders' meeting, it shall issue a notice of the Shareholders' meeting within 5 days after the resolution of the Board is made. Any change to the original request in the notice shall be subject to the approval from the relevant Shareholders.

Where the Board does not agree to hold an extraordinary Shareholders' meeting or fails to give a reply within 10 days upon receipt of the request, Shareholders who individually or together hold more than 10% of the Shares of the Company shall have the right to submit a proposal to the Audit Committee on holding an extraordinary Shareholders' meeting and such request shall be made to the Audit Committee in writing.

Where the Audit Committee agrees to hold an extraordinary Shareholders' meeting, it shall issue a notice of Shareholders' meeting within 5 days after receiving the request. Any changes to the original proposal in the notice shall be approved by the relevant Shareholders.

Where the Audit Committee fails to give the notice of the Shareholders' meeting within the specified time limit, it shall be deemed that the Audit Committee does not convene and preside over the meeting, in which case, Shareholders who individually or together hold more than 10% of the Shares of the Company for 90 or more consecutive days may convene and preside over the meeting on their own.

Where the Audit Committee or Shareholders decide to convene a Shareholders' meeting on their own, they must notify the Board of Directors in writing and send relevant documents to the securities regulatory authority in the place where the Company is registered and the place where the Company's shares are listed in accordance with applicable provisions for filing (if required).

The Audit Committee or the convening Shareholders shall submit relevant supporting materials to the securities regulatory authority in the place where the Company is registered and the place where the Company's shares are listed in accordance with applicable provisions when issuing the notice of the Shareholders' meeting and the announcement of the resolutions of the Shareholders' meeting (if required).

Before announcing the resolution of the Shareholders' meeting, the proportion of Shares held by the convening Shareholders shall not be less than 10%.

For the Shareholders' meetings convened by the Audit Committee or Shareholders themselves, the Board shall cooperate. The Board shall provide the register of shareholders as at the date of record.

For the Shareholders' meetings convened by the Audit Committee or the Shareholders themselves, the expenses necessary for the meeting shall be borne by the Company.

Proposals and Notices of Shareholders' Meeting

The contents of a proposal shall be within the scope of the duties and powers of the Shareholders' meeting, have definite themes and specific matters for resolutions, as well as be in compliance with laws, administrative regulations, regulatory rules of the places where the Company's Shares are listed, and the relevant requirements set forth in the Articles of Association.

When the Company convenes a Shareholders' meeting, the Board, the Audit Committee and Shareholders who individually or together hold more than 1% of the Shares of the Company are entitled to put forward a proposal to the Company.

Shareholders individually or together holding more than 1% of the Shares of the Company can put forward a temporary proposal 10 days before the Shareholders' meeting is held and submit the proposal to the Board in writing. The temporary proposal shall contain definite themes and specific matters for resolutions. The Board shall notify other Shareholders within 2 days upon receiving such proposal, and submit such temporary proposal to the Shareholders' meeting for consideration, unless the temporary proposals violate the provisions of the laws, administrative regulations, the securities regulatory rules of the places where the Company's Shares are listed or the Articles of Association, or do not fall within the scope of the duties and powers of the Shareholders' meeting.

Save as specified in the preceding paragraph, the convener shall not amend the proposals set out in the notice of the Shareholders' meeting or add any new proposals subsequent to the issue of the notice.

The Shareholders' meeting shall not vote or pass resolutions on proposals not listed in the notice of the Shareholders' meeting or proposals not in conformity with the Articles of Association.

Where the Company convenes Shareholders' meetings, the convener shall notify each Shareholder 21 days prior to an annual Shareholders' meeting and shall notify each Shareholder 15 days prior to an extraordinary Shareholders' meeting. For the purpose of calculating the starting date, the day on which the meeting is held shall be excluded.

Notice of Shareholders' meeting shall include the following contents:

(I) the date, venue and duration of the meeting;

(II) matters and proposals to be considered at the meeting;

(III) an express statement that the entire Shareholders are entitled to attend the Shareholders' meeting, and to appoint proxy(ies) in writing to attend and vote on his/her behalf at the meeting, and that a proxy need not be a Shareholder of the Company;

(IV) the record date on which the Shareholders are entitled to attend the Shareholders' meeting;

(V) the name and telephone number of permanent contact persons for the affairs of the meeting;

(VI) the voting time and procedure via internet or through other means.

The notice and the supplementary notice of the Shareholders' meeting shall fully and completely disclose the contents of all proposals.

After issuing the notice of the Shareholders' meeting, the Shareholders' meeting shall not be postponed or canceled and the proposals listed in the notice of the Shareholders' meeting shall not be canceled without justified reasons. In the event of postponement or cancelation, the convener shall make an announcement and specify the reasons at least 2 working days before the original scheduled date of the meeting. If the securities regulatory rules of the place where the Company's shares are listed have special provisions on the procedures for postponing or canceling the Shareholders' meeting, such provisions shall prevail, provided that they do not violate the domestic regulatory requirements.

Holding of Shareholders' Meeting

All Shareholders (or their proxies) of the Company who are registered on the record date shall have the right to attend the Shareholders' meeting and exercise voting rights in accordance with relevant laws, regulations, the regulatory rules of the places where the Company's Shares are listed and the Articles of Association, unless certain Shareholders are required to abstain from voting on specific matters according to the Hong Kong Listing Rules. Pursuant to the applicable laws and regulations and the listing rules of the stock exchange where the Company's shares are listed, whereas any Shareholder is required to abstain from voting on any particular resolution or restricted to voting only for or against any particular resolution, any vote cast by or on behalf of such Shareholder in contravention of such requirement or restriction shall not be tallied.

Any Shareholder entitled to attend and vote at a Shareholders' meeting shall have the right to appoint a person (who may not be a Shareholder) to act as his/her proxy to attend and vote at the meeting on his/her behalf. If the Shareholder is a company, it may appoint a representative to attend any Shareholders' meeting of the issuer and vote thereat, and if the company has appointed a representative to attend any meeting, it shall be deemed as a personal attendance. The Company may sign the form for appointing a proxy through its formally authorized personnel.

The Shareholder's proxy shall exercise the following rights in accordance with the Shareholder's authorization:

(I) the same right as the Shareholder to speak at the meeting;

(II) the right to demand or join in demand for a poll;

(III) unless otherwise prescribed by relevant laws, administrative regulations, listing rules of the stock exchange in the place where the Company's shares are listed or other securities laws and regulations, the right to exercise voting rights by a show of hands or by poll.

If the Shareholder is a recognized clearing house (or its proxy) within the meaning of the relevant regulations imposed in Hong Kong from time to time, the Shareholder may authorize one or more persons whom it considers appropriate to act as its representative(s) at any Shareholders' meeting; provided that if more than one person is authorized, the power of attorney shall specify the number and class of shares in respect of which each such person is so authorized, and shall be signed by authorized proxies of recognized clearing house. Such person so authorized shall be entitled to attend the meeting on behalf of the recognized clearing house or its proxy (without presentation of evidence of its shareholding, notarized authorization and/or further proof demonstrating the duly granting of the same) and speak at the meeting and exercise his/her rights, as if such person was an individual Shareholder of the Company. These authorized persons enjoy statutory rights (including the right to speak and vote) equivalent to those enjoyed by other Shareholders.

An individual Shareholder who attends the meeting in person shall produce his/her own identification card or other valid documents or proof evidencing his/her identity. If a Shareholder appoints a proxy to attend the meeting on his/her behalf, such proxy shall produce his/her own valid proof of identity and the power of attorney from the Shareholder.

A legal person Shareholder shall attend the meeting by its legal representative or proxy appointed by the legal representative. Where the legal representative attends the meeting, he/she shall produce his/her own identification card and valid certificates evidencing his/her capacity as the legal representative. Where a proxy attends the meeting, he/she shall produce his/her own identification card and the written power of attorney issued by the legal representative of the legal person Shareholder according to laws.

In case of a Shareholder who is a partnership, such Shareholder shall attend the meeting through the managing partner (a natural person) or a proxy of the managing partner, or an agent entrusted by the managing partner or by the proxy of managing partner. Where the managing partner (a natural person) or the proxy of the managing partner attends the meeting, he/she shall produce his/her identity card and valid proof of his/her status; and where an agent attends the meeting, the agent shall produce his/her identity card and a written power of attorney issued by the managing partner or the proxy of the managing partner.

A proxy of attorney issued by a Shareholder to entrust another person as his/her proxy to attend the Shareholders' meeting shall contain the following:

(I) the name of the appointer and the class and number of shares of the Company held by him/her;

(II) whether he/she has rights to speak and vote;

(III) the name of the proxy;

(IV) specific instructions from Shareholders, including the instructions to vote in favor of or against, or to abstain from voting on, each matter set out on the agenda of the Shareholders' meeting, etc.;

(V) the issuing date and validity period of the power of attorney;

(VI) signature (or seal) of the principal. If the principal is a legal person Shareholder or a partnership Shareholder, the corporate seal of the legal person or the partnership Shareholder shall be affixed.

The power of attorney shall indicate whether the proxy can vote as he/she thinks fit or not if the Shareholder does not make specific instructions. Where the power of attorney is signed by a person authorized by the principal, the power of attorney or other authorization instruments authorized to be signed shall be notarized. The notarized power of attorney or other authorization instruments, together with the power of attorney, shall be lodged at the domicile of the Company or other places as specified in the notice of the meeting.

Where the Shareholders' meeting requires Directors and senior management to attend, Directors and senior management shall attend the meeting and answer the inquiries of Shareholders.

The Shareholders' meeting shall be presided over by the chairman of the Board of Directors. Where the chairman of the Board of Directors is unable to or fails to perform his/her duties, a director elected by more than half of all directors shall preside over the meeting. If a Shareholders' meeting is convened by the Audit Committee itself, the convener of the Audit Committee shall preside over the meeting. If the convener of the Audit Committee is unable to or fails to perform his/her duties, a member of the Audit Committee elected by more than half of all members of the Audit Committee shall preside over the meeting. The Shareholders' meeting convened by Shareholder itself shall be presided over by a representative elected by the convener.

In a Shareholders' meeting, if the chairman of the meeting contravenes the rules of procedure, making the meeting impossible to proceed, with consent from more than half of the attending Shareholders with voting rights, the Shareholders' meeting may nominate one person to serve as the chairman and continue with the meeting.

Voting and Resolutions at Shareholders' Meetings

The resolutions of the Shareholders' meeting shall be divided into ordinary resolutions and special resolutions.

An ordinary resolution of the Shareholders' meeting shall be adopted by more than half of the votes held by the Shareholders (including proxies of Shareholders) attending the Shareholders' meeting. A special resolution of the Shareholders' meeting shall be adopted by more than two-thirds of the votes held by the Shareholders (including proxies of Shareholders) attending the Shareholders' meeting.

The following matters shall be approved by special resolution at the Shareholders' meeting:

(I) the increase or reduction of the registered capital of the Company;

(II) the division, spin-off, merger, dissolution and liquidation of the Company;

(III) amendment to the Articles of Association;

(IV) the purchases or sales of material assets by the Company within one year or the guarantee amount provided to others exceeding 30% of the latest audited total assets of the Company;

(V) the share incentive scheme;

(VI) other matters stipulated by laws, administrative regulations, securities regulatory rules of the places where the Company's Shares are listed, or the Articles of Association, as well as other matters that the Shareholders' meeting determines by ordinary resolution will have a significant impact on the Company and need to be passed by special resolution.

Other matters other than those approved by special resolution as stipulated in the laws, administrative regulations, regulatory rules of the places where the Company's shares are listed or the Articles of Association shall be approved by the Shareholders' meeting through ordinary resolutions.

Shareholders (including proxies of Shareholders) may exercise their voting rights by the number of Shares held by them which carry the right to vote. Each share shall have one vote. The Shares of the Company which are held by the Company do not carry any voting rights, and shall not be counted in the total number of voting Shares represented by Shareholders attending a Shareholders' meeting. If a Shareholder purchases Shares with voting rights of the Company in violation of paragraph 1 and paragraph 2 of Article 63 of the Securities Law, such Shares in excess of the prescribed proportion shall not be allowed to exercise voting rights for a period of thirty-six months after the purchase and shall not be counted in the total number of Shares with voting rights present at the Shareholders' meeting.

Except as otherwise stipulated by the securities regulatory rules of the places where the Company's shares are listed, when relevant related (connected) transaction is considered at a Shareholders' meeting, the related (connected) Shareholders shall not vote, and the voting Shares held by them shall not be counted in the total number of Shares with valid voting rights; the resolutions of the Shareholders' meeting shall fully disclose the voting of non-related (connected) Shareholders.

DIRECTORS AND THE BOARD

Directors

Directors of the Company shall be natural persons. Under any of the following circumstances, a person shall not serve as a Director of the Company, and a candidate for Director shall not be nominated as a Director of the Company:

(I) a person without capacity or with limited capacity of civil conduct;

(II) a person who has committed offenses relating to corruption, bribery, misappropriation of fund, misappropriation of property or disruption of socialist market economic order and has been sentenced to criminal punishment and deprived of political rights, where less than five years has elapsed since the date of restoring his/her political rights, or who has been pronounced to suspended sentence, where less than two years has elapsed since the date of expiration of the probation period;

(III) a person who was the Director, factory manager or general manager of a company or enterprise which was declared bankrupt and was liquidated and who was personally liable for the bankruptcy of such company or enterprise, where less than three years has elapsed since the date of completion of the bankruptcy and liquidation of the company or enterprise;

(IV) a person who was a legal representative of a company or enterprise which had its business license revoked and was ordered to close down due to violation of the laws and who was personally liable, where less than three years has elapsed since the date of the revocation or closure;

(V) a person who has a substantial number of debts due and outstanding and listed as a judgment defaulter by the people's court;

(VI) a person who is subject to the CSRC's measures which prohibit him/her from entering into the securities market for a period which has not yet expired;

(VII) a person who is publicly deemed by a stock exchange as unsuitable to serve as a Director and senior management of a company and the term has not expired;

(VIII) other circumstances specified by the laws, administrative regulations, securities regulatory rules of the places where the Company's Shares are listed or departmental rules.

Any election, designation or appointment of a Director made in contravention of this Article shall be null and void. Any Director who becomes disqualified during his/her term of office pursuant to this Article shall be removed from office by the Company.

Non-employee Directors shall be elected or replaced at Shareholders' meeting and shall be removed from office prior to the expiry of their tenure by Shareholders' meeting. Employee Directors shall be democratically elected by the employees of the Company at the employees' representative meeting or other forms, and be eligible to be a member of the Board directly. The Company shall have one employee Director. The term of office for Directors is three years, and they may be re-elected for consecutive terms.

The term of office of a Director shall commence from the date on which the said Director assumes office until the expiry of the term of office of the current session of the Board. A Director shall continue to perform his/her duties as a Director in accordance with laws, administrative regulations, departmental rules and the Articles of Association until a duly re-elected Director takes office, if re-election is not conducted in a timely manner upon the expiry of his/her term of office.

Subject to the securities regulatory rules of the places where the Company's shares are listed, if the Board of Directors appoints new Directors to fill a temporary vacancy of the Board or to increase the number of Directors, the term of the appointed Directors shall only extend to the first annual Shareholders' meeting of the Company following their appointment, at which time they shall be eligible for re-election.

Board

The Company has established the Board which shall be accountable to the Shareholders' meetings. The Board consists of seven Directors, including three independent non-executive Directors. The Board shall have one chairman.

The Board exercises the following functions and powers:

(I) to convene Shareholders' meetings and report on its work to the Shareholders' meetings;

(II) to implement the resolutions of the Shareholders' meetings;

(III) to decide on the Company's business plans and investment plans;

(IV) to formulate the Company's profit distribution plan and loss recovery plan;

(V) to formulate proposals for the increase or reduction of the Company's registered capital, issuance of bonds or other securities, and listing plans;

(VI) to formulate plans for major acquisitions of the Company, purchase of our Company's Shares, or merger, division, dissolution and change of form of our Company;

(VII) within the scope authorized by the Shareholders' meeting, to decide on the Company's external investment, acquisition and sale of assets, asset pledge, external guarantee matters, entrusted wealth management, related (connected) transactions, and external donations;

(VIII) to decide on the establishment of the Company's internal management structure;

(IX) to decide on the appointment or dismissal of the Company's manager and other senior management, and to determine their remuneration, rewards and punishments; to decide on the appointment or dismissal of the deputy manager and chief financial officer and other senior management of the Company based on the nominations by the manager, and to determine their remuneration, rewards and punishments;

(X) to formulate the Company's basic management system;

(XI) to formulate proposals for any amendment to the Articles of Association;

(XII) to manage the information disclosure matters of the Company;

(XIII) to propose to the Shareholders' meeting the appointment or change of the accounting firm acting as the auditor of our Company;

(XIV) to receive the work report of the Company's manager and examine the manager's work;

(XV) other duties and powers stipulated by laws, administrative regulations, departmental rules, regulatory rules of the places where the Shares of the Company are listed, the Articles of Association, the internal basic rules of the Company or the Shareholders' meetings.

After deliberation and approval by the Company's Board of Directors, the aforementioned matters shall be submitted to the Shareholders' meeting for deliberation in accordance with the provisions of the Company Law of the PRC and the Articles of Association.

A meeting of the Board shall be held in the presence of more than half of the Directors. The resolutions of the Board must be passed by more than half of all Directors. Where there are other stipulations in the Articles of Association, such stipulations shall prevail.

Voting on Board resolutions shall be made on a one-person-one-vote basis.

Independent Non-executive Directors

Independent non-executive Directors shall diligently perform their duties in accordance with the requirements of laws, administrative regulations, the CSRC, the Hong Kong Securities and Futures Commission, the Hong Kong Stock Exchange, and the Articles of Association. They shall fulfill their

roles in decision-making participation, oversight, and professional advisory functions within the Board of Directors, safeguarding the overall interests of the Company and protecting the lawful rights and interests of minority Shareholders.

Independent non-executive Directors shall maintain the independence.

The following matters shall, upon consent by more than half of all the independent non-executive Directors of the Company, be tabled at the Board of Directors for deliberation:

(I) related (connected) transactions which shall be disclosed;

(II) plan for change or waiver of undertaking by the Company and the relevant parties;

(III) decisions made and measures adopted by the Board of Directors of the target listed company in respect of the acquisition;

(IV) other matters stipulated by laws, administrative regulations, the provisions of the CSRC and the Hong Kong Securities and Futures Commission, securities regulatory rules of the places where the Company's shares are listed and the Articles of Association.

The Company shall hold specialized meetings of independent non-executive Directors on a regular or ad hoc basis. The matters stipulated in item (I) to item (III) of the first paragraph of Article 131, and Article 132 of the Articles of Association shall be deliberated by a specialized meeting of the independent non-executive Directors.

Special Committees of the Board

The Board of the Company shall establish an audit committee to exercise the functions and powers of the board of supervisors stipulated in the Company Law and other functions and powers stipulated in the relevant working procedures. The audit committee shall have 3 members, who shall be non-executive Directors not holding senior management positions in the Company, of which more than half shall be independent non-executive Directors. The convener (chairman) shall be an accounting professional among these independent non-executive Directors.

The Board of Directors of the Company shall establish a nomination committee and a remuneration committee, who shall perform duties in accordance with the Articles of Association and the authorization of the Board of Directors, and proposals of the special committees shall be submitted to the Board of Directors for deliberation and decision. The Board of Directors shall be responsible for formulating the working procedures of the special committees.

MANAGER AND OTHER SENIOR MANAGEMENT

The Company shall have one manager, who shall be appointed or dismissed by the Board. The Company may appoint several deputy managers, who shall be appointed or dismissed by the Board. The Company's manager, deputy manager and chief financial officer are the senior management of the Company.

The manager shall serve a term of three years and may serve consecutive terms upon reappointment. The manager shall be accountable to the Board and exercise the following functions and powers:

(I) to lead the Company's production, operation and management, organize the implementation of the resolutions of the Board, and report to the Board;

(II) to organize the implementation of the Company's annual business plan and investment proposal;

(III) to prepare the plan for the establishment of the Company's internal management department;

(IV) to prepare the basic management system of the Company;

(V) to formulate the specific rules and regulations of the Company;

(VI) to propose to the Board the appointment or dismissal of the Company's deputy general manager and chief financial officer;

(VII) to decide on the appointment or dismissal of management personnel other than those required to be appointed or dismissed by the Board;

(VIII) to decide on relevant matters other than those required to be approved by the Shareholders' meeting and the Board as stipulated in these Articles of Association;

(IX) other functions and powers conferred by these Articles of Association, working rules for the managers of the Company or the Board. The manager shall attend Board meetings.

FINANCIAL AND ACCOUNTING SYSTEMS AND DISTRIBUTION OF PROFITS

The Company shall develop its financial and accounting systems pursuant to laws, administrative regulations and the requirements of the competent authorities of China, and the securities regulatory rules of the places where the Company's Shares are listed.

The Company shall not establish separate accounting books except for statutory accounting books. Any funds of the Company shall not be deposited in any account opened in the name of any individual.

When distributing profits after taxation of the year, the Company shall set aside 10% of its profits for the Company's statutory reserve until the fund has reached 50% or more of the Company's registered capital. When the Company's statutory reserve is not sufficient to make up for the Company's losses for the previous years, the profits of the current year shall first be used to cover the losses before any allocation is set aside for the statutory reserve pursuant to the preceding provision. After making allocations to the statutory reserve from its profits after taxation, the Company may, upon passing a resolution at a Shareholders' meeting, make further allocations from its profits after taxation to the discretionary reserve. After the Company covers its losses and makes allocations to its reserve, the remaining profits after taxation shall be distributed in proportion to the number of Shares held by the Shareholders, except for those which are not distributed in a proportionate manner unanimously approved by the all Shareholders or stipulated in the Articles of Association.

Profits distributed to Shareholders by the Company in violation of the Company Law and the Articles of Association shall be returned to the Company. If losses are caused to the Company, the Shareholders and responsible Directors and senior management shall bear liability for compensation.

The Company shall not distribute any profits in respect of the shares of the Company held by it.

The reserve funds of the Company shall be applied to making up for the Company's losses, expanding its business operations or increasing its registered capital. To cover the Company's losses with the reserve funds, the discretionary reserve funds and statutory reserve funds shall be used first; if it cannot be covered, the capital reserve funds can be used according to regulations. Upon the conversion of the statutory reserve funds into increase registered capital, the balance of the reserve funds shall not be less than 25% of the registered capital of the Company before such conversion.

Upon the Shareholders' meeting makes a resolution to distribute profits, the Board shall complete the distribution of dividends (or shares) within six months of the resolution of the Shareholders' meeting.

The Company's profit distribution policy is:

(I) the profit distribution of the Company shall maintain continuity and stability, and firmly attach importance to the actual interests of Shareholders and the long-term interests of the Company;

(II) proposals related to the adjustment of the profit distribution policy shall be submitted to the Shareholders' meeting of the Company for approval after consideration by the Board of the Company;

(III) the Company may distribute dividends by way of cash, Shares or a combination of cash and Shares; when the conditions are met, the Company may also distribute the interim cash dividends;

(IV) the Company's profit distribution shall not exceed the scope of cumulative distributable profits and shall not jeopardize the Company's ability to continue as a going concern.

Internal Audit

The Company shall implement an internal audit system and adopt full-time auditors to supervise the internal audits of financial incomes and expenses as well as the economic activities of the Company.

The internal audit system of the Company and the duties of auditors shall come into effect upon the approval of the Board. The person in charge of audits shall be accountable to and report to the Board. The internal audit organization of the Company shall conduct supervision and inspection of business activities, risk management, internal controls, financial information and other matters of the Company.

In the process of supervising and inspecting the business activities, risk management, internal controls and financial information of the Company, the internal audit organization shall accept the supervision and guidance of the Audit Committee. If the internal audit organization discovers relevant major issues or clues, it shall immediately report them directly to the Audit Committee.

Appointment of an Accounting Firm

The Company shall engage an accounting firm which is qualified under the PRC Securities Law and regulatory rules of the places where the Company's Shares are listed, to perform audits of accounting statements, verify net assets and provide other relevant consulting services. The term of such engagement is one year and can be renewed.

The engagement and dismissal of an accounting firm by the Company that undertakes its audit business shall be determined at the Shareholders' meeting, and the Board shall not engage an accounting firm before any decision is made at the Shareholders' meeting.

The Company shall ensure to provide true and complete accounting vouchers, accounting books, financial and accounting reports and other accounting data to the accounting firm it engages, without any refusal, withholding or misrepresentation.

MERGER, DIVISION, INCREASE AND REDUCTION OF CAPITAL

The merger of the Company may take the form of either merger by absorption or merger by new establishment.

The absorption by one company of another company constitutes a merger by absorption, in which case the absorbed company shall be dissolved. The merger of two or more companies to form a new company shall be deemed a new establishment merger, with all merging parties being dissolved.

Where the Company merges with a company in which it holds more than 90% of the shares, the merged company is not subject to the approval of the Shareholders' meeting but shall notify other Shareholders of the merger. Such Shareholders shall have the right to request the Company to purchase their equity or shares at a reasonable price.

Where the consideration for the merger payable by the Company does not exceed 10% of the net assets of the Company, the merger is not subject to the approval of the Shareholders' meeting, unless otherwise stipulated in the Articles of Association. Any merger of the Company not subject to the approval of the Shareholders' meeting under the preceding two paragraphs shall be subject to the approval of the Board of Directors.

If the Company is involved in a merger, the parties to the merger shall enter into a merger agreement, and shall prepare a balance sheet and a property list. The Company shall notify its creditors within 10 days as of the date of the resolution for the merger and shall publish an announcement in the newspapers or on the National Enterprise Credit Information Publicity System within 30 days as of the date of such resolution. A creditor may within 30 days as of the receipt of the notice or, in case where he/she fails to receive such notice within 45 days of the date of the announcement, demand the Company to repay its debts or provide guarantees for such debts. When the Company is merged, the claims and debts of each party to the merger shall be succeeded by the company surviving the merger or the new company established subsequent to the merger.

Where there is a division of the Company, its assets shall be divided accordingly. Where there is a division of the Company, a balance sheet and property list shall be prepared. The Company shall notify its creditors within 10 days as of the date of the resolution for the division and shall publish an announcement in the newspapers or on the National Enterprise Credit Information Publicity System within 30 days as of the date of such resolution. Unless a written agreement has been entered into, before the division, by the Company and its creditors in relation to the repayment of debts, debts of the Company prior to the division shall be jointly assumed by the surviving companies after the division.

Where the Company needs to reduce its registered capital, it shall prepare a balance sheet and property list. The Company shall notify its creditors within 10 days as of the date of the resolution of the Shareholders' meeting for the reduction of its registered capital and shall publish an announcement in the newspapers or on the National Enterprise Credit Information Publicity System within 30 days as of the date of such resolution. A creditor has the right within 30 days as of the receipt of the notice or, in case where he/she fails to receive such notice within 45 days of the date of the announcement, to demand the Company to repay its debts or provide guarantees for such debts.

If the reduction of the registered capital in violation of the Company Law, the Shareholders shall return any funds they have received, and any waived Shareholder capital contributions shall be restored to their original status; where losses are caused to the Company, the Shareholders and the responsible Directors and senior management shall bear liability for compensation.

Where there is a change in the registered items due to the Company's merger or division, the Company shall apply for registration of change with the company registration authority in accordance with the laws; where the Company is dissolved, the Company shall apply for cancelation of its registration in accordance with the laws; where a new company is established, the Company shall apply for registration of establishment of the company in accordance with the laws. When the Company increases or reduces its registered capital, it shall apply for registration of change with the company registration authority in accordance with the laws.

DISSOLUTION AND LIQUIDATION

The Company shall be dissolved due to the following reasons:

(I) expiry of the term of business provided in the Articles of Association or other causes of dissolution as specified therein or unanimously agreed by all Shareholders;

(II) a resolution on dissolution is passed by the Shareholders' meeting;

(III) dissolution is required due to the merger or division of the Company;

(IV) the business license of the Company is revoked or the Company is ordered to close down or dissolved in accordance with the laws;

(V) the Company suffers significant hardships in operation and management that cannot be resolved through other means, and its continuation may cause substantial loss in Shareholders' interests, Shareholders representing more than 10% of the voting rights of the Company may plead the people's court to dissolve the Company and the people's court has agreed.

If the Company encounters any of the circumstances of dissolution specified in the preceding paragraph, it shall announce the circumstances of its dissolution through the National Enterprise Credit Information Publicity System within 10 days. If the Company falls under the circumstances specified in the items (I) and (II) of the first paragraph of Article 187 of the Articles of Association and has not yet distributed its assets to Shareholders, it may survive by amending the Articles of Association or by a resolution of the Shareholders' meeting.

Amendments to the Articles of Association in accordance with the preceding paragraph or by resolution of the Shareholders' meeting shall be approved by more than two-thirds of the voting rights held by the Shareholders present at the Shareholders' meeting.

Where the Company is dissolved pursuant to the items (I), (II), (IV) and (V) of the first paragraph of Article 187 of the Articles of Association, it shall be liquidated. Directors shall be the persons responsible for liquidation of the Company and shall establish a liquidation committee within 15 days as of the date of the dissolution circumstance arises, and the liquidation shall be performed.

As of the date of its establishment, the liquidation committee shall notify the creditors within 10 days and make a public announcement in the newspapers or on the National Enterprise Credit Information Publicity System within 60 days. Creditors shall, within 30 days as of the date of the receipt of the notice or, in case where they fail to receive such notice, within 45 days as of the date of the announcement, declare their claims to the liquidation committee.

Creditors shall provide explanations and evidence for their claims upon their declarations of such claims. The liquidation committee shall record the creditors' claims.

The liquidation committee shall not pay off any debts to any creditors during the period of credit declaration.

AMENDMENTS TO THE ARTICLES

The Company shall amend the Articles in any of the following circumstances:

(I) After amendments are made to the Company Law or relevant laws, administrative regulations and securities regulatory rules at the places where the Shares of the Company are listed, any term contained in the Articles become inconsistent with the said amendments;

(II) If certain changes of the Company occur resulting in inconsistency with terms specified in the Articles;

(III) The Shareholders' meeting has resolved to amend the Articles.

Where the amendments to the Articles passed by resolutions of the Shareholders' meetings require approval of the competent authorities, the amendments shall be submitted to the relevant authorities for approval. Where the amendments involve registration matters of the Company, the involved change shall be registered in accordance with the laws.

The Board shall amend the Articles in accordance with the resolutions passed by the Shareholders' meeting to effect such amendments and pursuant to the approval opinions of relevant regulatory authorities.

A. FURTHER INFORMATION ABOUT OUR GROUP

1. Incorporation

Our Company was established as a limited liability company under the laws of the PRC on May 6, 2014 and was converted into a joint stock company with limited liability on November 14, 2025. Our registered office is located on the 11th floor, China Electronics Difu Mansion, Zhenhua Road, Fuqiang Community, Huaqiangbei Street, Futian District, Shenzhen, Guangdong Province, the PRC.

Our Company has established a principal place of business in Hong Kong at 40th Floor, Dah Sing Financial Centre, 248 Queen's Road East, Wan Chai, Hong Kong, and was registered with the Registrar of Companies in Hong Kong as a non-Hong Kong company under Part 16 of the Companies Ordinance (Chapter 622 of the Laws of Hong Kong) on January 28, 2026. Ms. Lam Wai Yee Sophie (林慧怡) has been appointed as the authorized representative of our Company for the acceptance of service of process in Hong Kong. The address for acceptance of service of process in Hong Kong of our Company is the same as its principal place of business in Hong Kong as set out above.

Pursuant to the written resolutions of our Shareholders passed on September 26, 2018, our Company name has been changed from "Shenzhen Qianhai Feifan Electronic Commerce Co., Ltd.* (深圳市前海非凡電子商務有限公司)" to SHENZHEN WOKE TECHNOLOGY Co., LTD (深圳市沃客非凡科技有限公司)". On September 27, 2018, the registration of alteration of name of company was approved.

As our Company is incorporated in the PRC, we are subject to relevant laws and regulations of the PRC. A summary of the relevant aspects of laws and regulations of the PRC and our Articles of Association is set out in Appendices IV and V to this document.

2. Changes in Share Capital of Our Company

There has been no alteration in the share capital within two years immediately preceding the date of this document.

3. Resolutions Passed by Our Shareholders' General Meeting in relation to the [REDACTED]

At the Shareholders' general meeting held on December 18, 2025, the following resolutions, among others, were duly passed:

(a) the issue by our Company of H Shares of nominal value of RMB1.00 each, which pursuant to the Share Subdivision, will be sub-divided on the basis of one to ten immediately prior to the **[REDACTED]**, and such H Shares be **[REDACTED]** on the Stock Exchange;

(b) the number of H Shares to be issued before the exercise of the **[REDACTED]** shall be approximately 25% of the enlarged share capital of our Company upon completion of the **[REDACTED]** and granting the **[REDACTED]** the **[REDACTED]** of no more than 15% of the above number of H Shares to be issued;

(c) subject to the filing with CSRC being completed, the Conversion of Domestic Shares into H Shares upon completion of the **[REDACTED]** shall be approved;

(d) subject to the completion of the **[REDACTED]**, the conditional adoption of the Articles of Association, which shall become effective on the **[REDACTED]**; and

(e) authorisation of our Board and its authorized persons to handle all matters relating to, among other things, the **[REDACTED]**, the issue and **[REDACTED]** of the H Shares on the Stock Exchange.

4. Changes in Share Capital of Our Subsidiaries

The list of our Major Subsidiaries is set out in "History, Development and Corporate Structure — Corporate Development — Our Major Subsidiaries".

Save as disclosed below, there has been no alteration in the share capital of any of our subsidiaries within the two years immediately preceding the date of this document.

Name of subsidiary	Date of change	Share capital before change	Share capital after change
Maritime Silk (HK) . . .	October 30, 2023	HK$1,000,000	HK$40,100,000
	April 15, 2024	HK$40,100,000	USD5,128,000
	April 15, 2024	USD5,128,000	USD15,128,000
Wook Global (Indonesia).	October 28, 2025	IDR122,000,000,000	IDR306,000,000,000
WOOK GLOBAL TECHNOLOGY (THAILAND) CO., LTD.	January 13, 2026	THB12,800,000	THB200,000,000
Wook Global Philippine Technology Inc.	March 19, 2026	Php10,500,000	Php30,000,000.00

5. Restriction on Share Repurchase

For details of the restrictions on share repurchases by our Company, please see "Appendix V — Summary of Articles of Association of the Company" in this document.

B. FURTHER INFORMATION ABOUT OUR BUSINESS

1. Summary of Material Contracts

The following contracts (not being contracts entered into in the ordinary course of business) have been entered into by members of our Group within the two years preceding the date of this document and are or may be material:

(a) the equity transfer agreement dated July 5, 2024 entered into between (1) Magnificient Group, Beijing Weiguang, Beijing Heima Tuoxin, Chongqing Qihou Xihai, Shenzhen Dan'en, (2) Guangdong Zhaofeng, and (3) our Company in respect of transfer of registered capital of RMB82,946 at a consideration of RMB9,999,969.76.

(b) the equity transfer agreement dated August 20, 2024 entered into between (1) Magnificient Group, Shenzhen Fang'de Dan'en, Beijing Heima Tuoxin, (2) GF Qianhe, Qingding Beijing, and (3) our Company in respect of transfer of registered capital of RMB170,218 at a consideration of RMB14,999,744.41.

(c) the equity transfer agreement dated August 20, 2024 entered into between (1) Magnificient Group, Shenzhen Fang'de Dan'en, Beijing Heima Tuoxin, (2) Guangzhou Fanda, and (3) our Company in respect of transfer of registered capital of RMB35,978 at a consideration of RMB3,350,054.84.

(d) the equity transfer agreement dated August 20, 2024 entered into between (1) Magnificient Group, Shenzhen Fang'de Dan'en, Beijing Heima Tuoxin, (2) Jinjiang Butong Jingrui, Gongqingcheng Puyi, and (3) our Company in respect of transfer of registered capital of RMB109,831 at a consideration of RMB10,226,781.86.

(e) the equity transfer agreement dated January 19, 2026 entered into between (1) Jinhua Xinyue, (2) Blue Cable, and (3) our Company in respect of transfer of 145,388 Shares, representing approximately1.60% of the issued share capital of our Company at a consideration of RMB20,819,053.

(f) the **[REDACTED]**.

2. Intellectual Property Rights

(a) Trademarks

(i) As at the Latest Practicable Date, we had registered the following trademarks which we considered to be material to our business:

I. Trademarks registered in PRC

No.	Trademark	Registered Owner	Place of Registration	Registration Number	Approved Category of Goods	Validity Period
1.		Our Company	China	80249120	9	2025/02/21-2035/02/20
2.		Our Company	China	80246123	7	2025/03/07-2035/03/06
3.		Our Company	China	74766423	7	2026/04/07-2036/04/06
4.		Our Company	China	58772706	7	2022/05/28-2032/05/27
5.		Our Company	China	48914644	11	2022/06/14-2032/06/13
6.		Our Company	China	48903253	25	2021/04/07-2031/04/06
7.		Our Company	China	48901723	6	2022/09/07-2032/09/06
8.		Our Company	China	48905066	16	2021/11/21-2031/11/20
9.		Our Company	China	48908507	18	2022/07/28-2032/07/27
10.		Our Company	China	48910847	3	2021/07/07-2031/07/06
11.		Our Company	China	48904046	24	2022/07/28-2032/07/27
12.		Our Company	China	48904088	28	2021/04/07-2031/04/06
13.		Our Company	China	48890131	27	2021/04/14-2031/04/13

No.	Trademark	Registered Owner	Place of Registration	Registration Number	Approved Category of Goods	Validity Period
14.	SAMONO	Our Company	China	48909138	8	2022/07/28-2032/07/27
15.	SAMONO	Our Company	China	48904035	21	2022/07/28-2032/07/27
16.	SAMONO	Our Company	China	48919581	20	2021/04/07-2031/04/06
17.	WOOKY	Our Company	China	19629868	35	2017/08/28-2027/08/27
18.	WOOKY	Our Company	China	17827031	11	2016/10/14-2026/10/13
19.	WOOKY	Our Company	China	17826938	9	2016/12/21-2026/12/20
20.	WOOKY	Our Company	China	15829789	41	2026/06/14-2036/06/13

II. Trademarks registered in other region(s) and country(ies)

No.	Trademark	Registered Owner	Place of Registration	Registration Number	Approved Category of Goods	Validity Period
1	WOOKY	Our Company	Hong Kong	303220802	35, 41	2014/12/02–2034/12/01
2	WOOKY	Our Company	Hong Kong	303527000	9, 11	2015/09/06–2035/09/05
3	ROBOT	Our Company	Indonesia	IDM000795664	11	2016/10/24–2026/10/24
4	WOOKY	Our Company	Vietnam	367970	35	2017/06/26–2027/06/26
5	WOOKY	Our Company	The Philippines	4/2017/00009974	35	2017/09/29–2027/09/29
6	ROBOT	Our Company	Thailand	241119324	11, 35	2018/02/16–2028/02/15
7	ROBOT	Our Company	Vietnam	381061	35	2018/02/05–2028/02/05
8	ROBOT	Our Company	The Philippines	4/2018/00002216	9, 11, 35	2018/09/02–2028/09/02

No.	Trademark	Registered Owner	Place of Registration	Registration Number	Approved Category of Goods	Validity Period
9	ROBOT	Our Company	Thailand	408516	9	2014/10/24–2034/10/23
10	SAMONO	Our Company	The Philippines	4/2020/00510526	8, 11, 21	2020/12/18–2030/12/18
11	SAMONO	Our Company	Vietnam	467011	3, 6, 8, 11, 16, 18, 20, 21, 24, 25, 26, 27, 28	2020/08/17–2030/08/17
12	SAMONO	Our Company	Thailand	231107724	3, 6, 8, 11, 16, 18, 20, 21, 24, 25, 26, 27, 28	2020/08/21–2030/08/20
13	SAMONO	Our Company	Hong Kong	305361345	3, 6, 8	2020/08/17–2030/08/16
14	WOOKY	Our Company	Thailand	221105453	35, 41	2021/04/29–2031/04/28
15	SAMONO	Our Company	Thailand	221126807	7	2021/09/06–2031/09/05
16	SAMONO	Our Company	Vietnam	469413	7	2021/08/30–2031/08/30
17	SAMONO	Our Company	The Philippines	4/2021/00520630	7	2021/11/05–2031/11/05
18	ROBOT	Our Company	Indonesia	IDM001162392	11	2024/02/02–2033/05/25
19	ROBOT	Our Company	Thailand	241105522	9	2023/05/25–2033/05/24
20	ROBOT	Our Company	Thailand	241105523	11	2023/05/25–2033/05/24
21	ROBOT	Our Company	Thailand	241105524	35	2023/05/25–2033/05/24
22	ROBOT	Our Company	Vietnam	536998	35	2023/05/24–2033/05/24
23	ROBOT	Our Company	The Philippines	42023512091	9, 11, 35	2023/12/14–2033/12/14
24	VIVAN	Our Company	Vietnam	556532	7	2023/11/24–2033/11/24
25	VIVAN	Our Company	Thailand	241115613	7	2023/11/27–2033/11/26
26	RONA	Our Company	Thailand	241123626	16	2023/11/27–2033/11/26

No.	Trademark	Registered Owner	Place of Registration	Registration Number	Approved Category of Goods	Validity Period
27	RONA	Our Company	Thailand	241115609	18	2023/11/27–2033/11/26
28	VIVAN	Our Company	The Philippines	4/2023/00530364	7	2024/09/16–2034/09/16
29	RONA	Our Company	The Philippines	4/2023/00530368	16, 18, 19	2025/06/07–2035/06/07
30	VIVAN	Wook Global (Indonesia)	Indonesia	IDM000423784	9	2021/06/14–2031/12/08
31	ROBOT	Wook Global (Indonesia)	Indonesia	IDM000639723	9	2024/03/20–2033/10/21
32	WOOK	Wook Global (Indonesia)	Indonesia	IDM000584174	35	2024/06/10–2034/12/09
33	WOOK	Wook Global (Indonesia)	Indonesia	IDM000583660	41	2024/06/10–2034/12/09
34	VIVAN	Wook Global (Indonesia)	Indonesia	IDM000583472	9	2025/03/11–2035/09/09
35	WOOK	Wook Global (Indonesia)	Indonesia	IDM000588937	9	2025/03/11–2035/09/10
36	WOOK	Wook Global (Indonesia)	Indonesia	IDM000588702	11	2025/03/11–2035/09/10
37	RONA	Wook Global (Indonesia)	Indonesia	IDM000725400	24, 27	2020/05/15–2028/08/08
38	ROBOT	Wook Global (Indonesia)	Indonesia	IDM000711966	9	2020/05/13–2029/04/26
39	ROBOT	Wook Global (Indonesia)	Indonesia	IDM000711964	8	2020/05/13–2029/04/26
40	ROBOT	Wook Global (Indonesia)	Indonesia	IDM000710658	21	2020/05/13–2029/04/26
41	ROBOT	Wook Global (Indonesia)	Indonesia	IDM000711963	10	2020/05/13–2029/04/26
42	ROBOT	Wook Global (Indonesia)	Indonesia	IDM000884987	9	2021/08/25–2030/05/06
43	SAMONO	Wook Global (Indonesia)	Indonesia	IDM000907016	25, 26, 27, 28	2021/11/03–2030/08/12
44	SAMONO	Wook Global (Indonesia)	Indonesia	IDM000906980	16, 18, 20, 21	2021/11/03–2030/08/12

No.	Trademark	Registered Owner	Place of Registration	Registration Number	Approved Category of Goods	Validity Period
45	SAMONO	Wook Global (Indonesia)	Indonesia	IDM000906989	3, 24	2021/11/03–2030/08/12
46	SAMONO	Wook Global (Indonesia)	Indonesia	IDM000906994	6, 8, 11	2021/11/03–2030/08/12
47	RONA	Wook Global (Indonesia)	Indonesia	IDM000974503	1	2022/06/30–2031/04/16
48	RONA	Wook Global (Indonesia)	Indonesia	IDM000974391	19	2022/06/30–2031/04/16
49	RONA	Wook Global (Indonesia)	Indonesia	IDM000974158	16	2022/06/30–2031/04/16
50	SAMONO	Wook Global (Indonesia)	Indonesia	IDM000979641	14	2022/07/28–2031/07/26
51	SAMONO	Wook Global (Indonesia)	Indonesia	IDM000986948	7	2022/08/22–2031/08/05
52	SAMONO	Wook Global (Indonesia)	Indonesia	IDM001066135	9	2023/03/24–2032/06/22
53	ROBOT	Wook Global (Indonesia)	Indonesia	IDM001219841	8, 9, 10, 21	2024/10/02–2033/03/14
54	VIVAN	Wook Global (Indonesia)	Indonesia	IDM001219809	7	2024/10/02–2033/11/10
55	RONA	Wook Global (Indonesia)	Indonesia	IDM001233792	18	2024/11/12–2033/11/10

(b) Patents

(i) As at the Latest Practicable Date, we had registered the following patents which we considered to be material to our business:

I. Patents registered in the PRC

No.	Patent	Registered Owner	Place of Registration	Patent Type	Patent Number	Application Date
1.	Cloud-based Customer Relationship Management Method (基於雲計算的客戶關係管理方法)	Our Company	China	Invention	2016105224402	2016/07/01
2.	Wireless Bluetooth Sports Earphones with Charging Dock (具有充電座的無線藍牙運動耳機)	Our Company	China	Utility Model	2019203229133	2019/03/14
3.	Outdoor Power Bank with Solar charging functionality (具有太陽能充電功能的戶外移動電源)	Our Company	China	Utility Model	2019203283462	2019/03/14
4.	Multi-Purpose Portable Power Supply Device (多用途移動電源裝置) . . .	Our Company	China	Utility Model	2019202457946	2019/02/26

No.	Patent	Registered Owner	Place of Registration	Patent Type	Patent Number	Application Date
5.	Portable Multifunctional Bluetooth Speaker (方便攜帶的多功能藍牙音箱)	Our Company	China	Utility Model	2019204270578	2019/03/29
6.	Bluetooth Speaker with LED Lighting (LED燈光藍牙音箱)	Our Company	China	Design	2020305583879	2020/09/18
7.	Gaming Headset (遊戲耳機)	Our Company	China	Design	2021301268704	2021/03/09
8.	A Waterproof and Shockproof Bluetooth Speaker (一種具有防水防摔功能的藍牙音箱)	Our Company	China	Utility Model	2021225828420	2021/10/26
9.	True Wireless Stereo Bluetooth Earphones (T230NC) (真無線藍牙耳機 (T230NC))	Our Company	China	Design	2021307789461	2021/11/25
10.	Blockchain-based and IoT-Integrated E-commerce Product Information Traceability Method and System (基於區塊鏈和物聯網耦合的電商產品信息追溯方法及系統)	Our Company	China	Invention	2020104190392	2020/05/18
11.	Method and System for Autonomous Delivery of Goods Based on Internet of Things Technology (基於物聯網技術的商品自主配送方法及系統)	Our Company	China	Invention	2020104309039	2020/05/20
12.	A Blockchain-based Commodity Logistics Traceability Information Collection System(一種基於區塊鏈的商品物流追溯信息採集系統)	Our Company	China	Invention	2021103434873	2021/03/30
13.	A Baby Food Maker with Rapid Alignment of the Nozzle and Cup Lid (一種機頭與杯蓋迅速對準的輔食機)	Our Company	China	Utility Model	2022228715128	2022/10/28
14.	Bluetooth Audio (藍牙音響)	Our Company	China	Design	2023304814884	2023/07/31
15.	Power Bank (1) (移動電源 (1))	Our Company	China	Design	2023305597714	2023/08/30
16.	Data Cables (1) (數據線 (1))	Our Company	China	Design	2023305565906	2023/08/29
17.	Data Cables (2) (數據線 (2))	Our Company	China	Design	2023305597729	2023/08/30
18.	Desktop Power Strip (A) (桌面排插 (A))	Our Company	China	Design	2023306033390	2023/09/15
19.	Desktop Power Strip (B) (桌面排插 (B))	Our Company	China	Design	2023306033437	2023/09/15
20.	Data Cables (VBC002) (數據線 (VBC002))	Our Company	China	Design	2023306151039	2023/09/20

No.	Patent	Registered Owner	Place of Registration	Patent Type	Patent Number	Application Date
21.	Desktop Power Strip (C) (桌面排插(C))	Our Company	China	Design	2023306033333	2023/09/15
22.	Data Cables (VBC001) (數據線(VBC001))	Our Company	China	Design	2023306150799	2023/09/20
23.	Sterilising Electric Suction Pump (Blue Light) (消毒電動抽水器(藍光))	Our Company	China	Design	2023304774779	2023/07/28
24.	Bluetooth Audio (RB120) (藍牙音響(RB120))	Our Company	China	Design	2023307628401	2023/11/21
25.	Data Cables (VC1C-1A001) (數據線(VC1C-1A001))	Our Company	China	Design	2023307628384	2023/11/21
26.	Speaker (GS6) (音箱(GS6))	Our Company	China	Design	2023307862095	2023/11/30
27.	Power Strip (EU VC1S3S001) (排插(歐規VC1S3S001))	Our Company	China	Design	2023307628420	2023/11/21
28.	Charger (VB1C001) (充電器(VB1C001))	Our Company	China	Design	2023306150924	2023/09/20
29.	Warehouse Inventory Stocking Methods, Apparatus, Equipment and Storage Media (倉儲庫存備貨方法、裝置、設備及存儲介質)	Our Company	China	Invention	2024104204815	2024/04/09
30.	A Customised Weighted Product Selection System Based on Feature Engineering (一種基於商品特徵工程的自定義權重商品選品系統)	Our Company	China	Invention	2023114452022	2023/11/01
31.	A Charging Device (一種充電裝置)	Our Company	China	Utility Model	2023235103671	2023/12/21
32.	Charging Adapter (充電頭)	Our Company	China	Design	2024300348207	2024/01/18
33.	Power Bank (移動電源)	Our Company	China	Design	2024300349572	2024/01/18
34.	Multifunctional Cooking Pot (A) (多功能煮鍋 (A))	Our Company	China	Design	2023307756503	2023/11/27
35.	A Power Bank (一種移動電源)	Our Company	China	Utility Model	2023234697348	2023/12/18
36.	Computer Speaker (Soundbar A) (電腦音箱 (條形A))	Our Company	China	Design	2024300511459	2024/01/25
37.	Charger (RNCDQ001-1) (充電器(RNCDQ001-1))	Our Company	China	Design	2024300801076	2024/02/05
38.	Charging Data Cables (Type A) (充電數據線 (A款))	Our Company	China	Design	2024300933361	2024/02/23
39.	Charging Dock (VNYDDY001) (充電座 (VNYDDY001))	Our Company	China	Design	2024300581362	2024/01/29

No.	Patent	Registered Owner	Place of Registration	Patent Type	Patent Number	Application Date
40.	Power Bank (VNYDDY007) (移動電源 (VNYDDY007))	Our Company	China	Design	2024300546547	2024/01/26
41.	Multifunctional Cooking Pot (C) (多功能煮鍋 (C))	Our Company	China	Design	2023307822666	2023/11/29
42.	Computer Speaker (Soundbar B) (電腦音箱 (條形B))	Our Company	China	Design	202430051143X	2024/01/25
43.	Charger (RNCDQ001-6) (充電器 (RNCDQ001-6))	Our Company	China	Design	2024300897914	2024/02/21
44.	Charger (充電器)	Our Company	China	Design	2024301203046	2024/03/11
45.	A Power Bank (一種移動電源)	Our Company	China	Utility Model	2023234556994	2023/12/18
46.	Charging Data Cables (Type D) (充電數據線 (D款))	Our Company	China	Design	2024300991193	2024/02/28
47.	Bluetooth Speaker (Model A) (藍牙音箱 (A款))	Our Company	China	Design	2024301043032	2024/03/01
48.	Charger (RNCDQ001-2) (充電器 (RNCDQ001-2))	Our Company	China	Design	2024300801061	2024/02/05
49.	A Cross-Border Supply Chain Data Analysis System and Method (一種跨境供應鏈數據分析系統及方法)	Our Company	China	Invention	2023116675082	2023/12/05
50.	Speaker Wired Controller (B) (音箱線控器 (B))	Our Company	China	Design	2024300651863	2024/01/31
51.	Magnetic Power Strip (磁吸式插排)	Our Company	China	Utility Model	2024202139427	2024/01/29
52.	A Power Bank with a Convenient Rotating Interface (一種方便轉動接口的移動電源)	Our Company	China	Utility Model	2024202393038	2024/01/30
53.	Bluetooth Speaker (Model C) (藍牙音箱 (C款))	Our Company	China	Design	2024301123446	2024/03/06
54.	Portable Power Supply Device (移動電源裝置)	Our Company	China	Utility Model	202420203806X	2024/01/26
55.	A Power Bank with Interface Protection Functionality (一種具有接口保護功能的移動電源)	Our Company	China	Utility Model	202420213295X	2024/01/26
56.	Speaker (202402) (音箱 (202402))	Our Company	China	Design	2024301852018	2024/04/07
57.	Data Cables (RNSJX001-6) (數據線(RNSJX001-6))	Our Company	China	Design	2024301455719	2024/03/20
58.	Charger (充電器)	Our Company	China	Design	202430120307X	2024/03/11
59.	Rechargeable Battery (充電電池)	Our Company	China	Design	202430137034X	2024/03/18

No.	Patent	Registered Owner	Place of Registration	Patent Type	Patent Number	Application Date
60.	Mechanical Keyboard (1) (機械鍵盤 (1))	Our Company	China	Design	2024302689846	2024/05/09
61.	Power Bank (202401) (移動電源 (202401))	Our Company	China	Design	202430286407X	2024/05/15
62.	Power Bank (VNYDDY008-7) (移動電源 (VNYDDY008-7))	Our Company	China	Design	2024301698424	2024/03/29
63.	Earphones (耳機)	Our Company	China	Design	2024302654226	2024/05/08
64.	A Speaker with a built-in Dust-proof Structure (一種內置防塵結構的音箱)	Our Company	China	Utility Model	2024206933181	2024/04/07
65.	Power Bank (202403) (移動電源 (202403))	Our Company	China	Design	2024303416121	2024/06/05
66.	Power Bank (202402) (移動電源 (202402))	Our Company	China	Design	2024303221674	2024/05/29
67.	A Speaker Designed for Easy Assembly and Disassembly (一種方便拆裝的音箱)	Our Company	China	Utility Model	2024207822237	2024/04/16
68.	Vehicle Charger (Digital Voltage Display) (車載充電器 (數顯電壓))	Our Company	China	Design	2024303469773	2024/06/06
69.	Mechanical Keyboard (3) (機械鍵盤 (3))	Our Company	China	Design	2024303561360	2024/06/12
70.	Mechanical Keyboard (4) (機械鍵盤 (4))	Our Company	China	Design	2024303561572	2024/06/12
71.	A type of headphones with a built-in protective structure (一種內置防護結構的耳機)	Our Company	China	Utility Model	2024209876392	2024/05/08
72.	Power Bank (Little Rocket) (移動電源 (小火箭))	Our Company	China	Design	2024303538082	2024/06/11
73.	USB Flash Drive (A01) (U盤 (A01))	Our Company	China	Design	2024303745078	2024/06/19
74.	Charger (充電器)	Our Company	China	Design	2024303889712	2024/06/24
75.	Wireless Charging Pad (with Night Light — C008) (無線充電台 (帶夜燈-C008))	Our Company	China	Design	2024303934347	2024/06/26
76.	Speaker (RB280) (音箱 (RB280))	Our Company	China	Design	202430399769X	2024/06/27
77.	Packaging Box (包裝盒)	Our Company	China	Design	202430357406X	2024/06/12
78.	Mechanical Keyboard (5) (機械鍵盤 (5))	Our Company	China	Design	2024304354692	2024/07/12
79.	Mechanical Keyboard (6) (機械鍵盤 (6))	Our Company	China	Design	2024304354705	2024/07/12

No.	Patent	Registered Owner	Place of Registration	Patent Type	Patent Number	Application Date
80.	Vehicle Charger (VNCC001-9) (車載充電器 (VNCC001-9))	Our Company	China	Design	2024304638957	2024/07/24
81.	Mobile USB Flash drive (EDC) (手機U盤 (EDC))	Our Company	China	Design	2024304638938	2024/07/24
82.	A Portable Power Bank (一種方便攜帶的移動電源)	Our Company	China	Utility Model	2024212008893	2024/05/29
83.	A Power Bank with a Protective Structure (一種具有防護結構的移動電源)	Our Company	China	Utility Model	2024212784019	2024/06/05
84.	A Magnetic Wireless Vehicle Charger with Heat Dissipation Functionality (一種帶有散熱功能的磁吸式車載無線充電器)	Our Company	China	Utility Model	202422093750X	2024/08/28
85.	Power Bank (RT180S) (移動電源 (RT180S))	Our Company	China	Design	2025300006219	2025/01/02
86.	A Multi-port Travel Charger (一種多口旅行充電器)	Our Company	China	Utility Model	202421955292X	2024/08/12
87.	Mop Bucket (拖把桶)	Our Company	China	Design	202530112106X	2025/03/11

II. Patents registered in Indonesia

No.	Patent	Registered Owner	Place of Registration	Patent Type	Patent Number	Application Date
1.	KABEL TRANSMISI DATA CABLE(數據線)	Our Company	Indonesia	Design	IDD000072285	2023/10/23
2.	Pengeras Suara dengan Jam Alarm Clock (A)(鬧鐘藍牙音箱)	Our Company	Indonesia	Design	IDD000075416	2023/10/23
3.	Pengeras Suara Pintar Wired Desktop Speaker (Pengeras Suara Pintar 有線桌面音箱)	Our Company	Indonesia	Design	IDD000074468	2023/10/23
4.	Heat Radiator (散熱器)	Our Company	Indonesia	Design	IDD000078065	2024/10/22
5.	PATUNG BONEKA ROBI DOLL FIGURINE) (兔子擺件)	Our Company	Indonesia	Design	IDD000070438	2023/10/23
6.	PATUNG BONEKA BOBO DOLL FIGURINE (胡蘿蔔擺件)	Our Company	Indonesia	Design	IDD000070466	2023/10/23
7.	Pengisi Daya Seluler (RT180S) (Mobile Power Supply (RT180S)) — 移動電源RT180S	Our Company	Indonesia	Design	IDD000085809	2025/1/23
8.	Ember Pel-拖把桶	Our Company	Indonesia	Design	IDD000083251	2025/4/16
9.	Penyuara telinga bluetooth dan wadah penyuara telinga — 藍牙耳機及耳機倉(T50 Pro)	Our Company	Indonesia	Design	IDD000086004	2025/9/3

(ii) As at the Latest Practicable Date, we have applied for the registration of the following patents which we considered to be material to our business:

No.	Country of Application	Patent Type	Application Number	Name of Patent	Patentee	Application Date
1	Indonesia.	Design	A00202508621	Earphones (RE20E) (耳機 (RE20E))	Our Company	2025/12/30
2	The PRC	Utility Model	2024220414244	A Multi-Intelligence Interactive Wearable Headset (一種多種智能交互穿戴式耳機)	Our Company	2024/08/22
3	The PRC	Utility Model	2024222341996	A neck-worn fan designed to prevent detachment during physical activity (一種防止運動中脫落的掛脖風扇)	Our Company	2024/09/12
4	The PRC	Design	2025307477256	Desktop Speakers (RB80) (桌面音箱(RB80))	Our Company	2026/1/12

(c) Copyrights

(i) As at the Latest Practicable Date, our Group was the registered owner of the following computer software copyrights in the PRC which we considered to be material to our business:

No.	Registered Owner	Copyright	Registered Number	Date of Registration
1.	Our Company	WOOK Delivery and Customer Information Service System (WOOK 到貨與客戶信息服務系統)	2025SR0885745	2025/05/28
2.	Our Company	WOOK Visit Positioning Verification and Evaluation Alarm System (WOOK拜訪定位核驗及評價警告系統)	2026SR0430072	2026/3/13
3.	Our Company	WOOK Intelligent Online Mall Cloud Exchange System (WOOK智能在線商城雲兑換系統)	2026SR0370170	2026/3/4
4.	Our Company	WOOK Inventory Data Smart Eye Cloud Management System (WOOK庫存數據慧眼雲管理系統)	2026SR0334771	2026/2/26
5.	Our Company	WOOK Warehouse Material Collection Management System (WOOK倉儲物資領用管理系統)	2026SR0172476	2026/1/27
6.	Our Company	WOOK Intelligent Locker System (WOOK 智能排櫃系統)	2025SR0397891	2025/03/06
7.	Our Company	WOOKERP Storage Fee Management System (WOOKERP 倉儲費管理系統)	2025SR0310881	2025/02/21
8.	Our Company	WOOKERP Reconciliation Visualisation Management System (WOOKERP 對賬可視化管理系統)	2025SR0332875	2025/02/26
9.	Our Company	WOOK Store Inspection Management System (WOOK 巡店拜訪管理系統)	2024SR2010609	2024/12/06
10.	Our Company	WOOK Marketing Information Delivery Engine System (WOOK 營銷信息觸達引擎系統)	2024SR2029640	2024/12/10

No.	Registered Owner	Copyright	Registered Number	Date of Registration
11.	Our Company	WOOK Intelligent Portrait Content Distribution Platform (WOOK 智繪畫像內容分發平台)	2024SR2038477	2024/12/10
12.	Our Company	WOOK Credit Term Configuration and Receivables Limit Management System (WOOK 賬期設置及應收額度管控系統)	2024SR1935803	2024/11/29
13.	Our Company	WOOK Smart Collection Service Management System (WOOK 智慧攬收服務管理系統)	2024SR1180935	2024/08/14
14.	Our Company	WOOK Intelligent Product Selection System (WOOK 智能化商品選品系統)	2024SR0477960	2024/04/09
15.	Our Company	WOOK Project Reporting Management System (WOOK 計劃報表管理系統)	2024SR0106337	2024/01/16
16.	Our Company	WOOK Customer Segmentation Multi-Function Application System (WOOK 客戶分級多功能應用系統)	2024SR0086856	2024/01/12
17.	Our Company	WOOK Multi-dimensional Automated Purchase Requisition System (WOOK 多維度自動化請購系統)	2024SR0067527	2024/01/10
18.	Our Company	WOOK Intelligent Billing System (WOOK 智能業務開單系統)	2024SR0041803	2024/01/05
19.	Our Company	WOOK Commodity Anti-Counterfeiting Code System (WOOK 商品防僞碼系統)	2024SR0023872	2024/01/04
20.	Our Company	WOOK Stocktaking Planning System (WOOK 盤點計劃系統)	2024SR0000209	2024/01/02
21.	Our Company	WOOK Digital Redeem Code Management System (WOOK 數字化兑換碼管理系統)	2023SR1805386	2023/12/29
22.	Our Company	WOOK Intelligent Order Allocation System (WOOK 智能訂單調撥系統)	2023SR1690169	2023/12/20
23.	Our Company	WOOKVQM4000 Film Cutting Machine Control System (WOOKVQM4000切膜機控制系統)	2023SR1136554	2023/09/21
24.	Our Company	WOOK Group Multi-Dimensional Inventory Ageing System (WOOK 集團化多維度庫齡系統)	2023SR0792917	2023/07/04
25.	Our Company	WOOK Multi-Dimensional Intelligent Voucher Management System (WOOK 多維度智能優惠券管理系統)	2022SR1620610	2022/12/28
26.	Our Company	WOOK Intelligent Freight Cost Allocation Management System (WOOK 海運費智能費用分攤管理系統)	2022SR1559650	2022/11/23

No.	Registered Owner	Copyright	Registered Number	Date of Registration
27.	Our Company	WOOK Information Penetration Digital Management System (WOOK 信息穿透數字化管理系統)	2022SR1540011	2022/11/18
28.	Our Company	WOOK Intelligent Product Portfolio Sales Management System (WOOK 產品智能組合銷售管理系統)	2022SR1535019	2022/11/17
29.	Our Company	WOOK Intelligent Warehouse Inventory Stock Management System (WOOK 智能倉儲庫存備貨管理系統)	2022SR1516099	2022/11/16
30.	Our Company	WOOK Business Analytics Data Visualisation Management System (WOOK 經營分析數據可視化管理系統)	2022SR1504047	2022/11/15
31.	Our Company	WOOK Multi-Dimensional Intelligent Promotion Management System (WOOK 多維度智能促銷管理系統)	2022SR1466529	2022/11/04
32.	Our Company	WOOK Supply-Demand Intelligent Cloud Computing System (WOOK 供需智能雲計算系統)	2022SR0372478	2022/03/21
33.	Our Company	WOOK Third-Party Cross-Platform Data Management System (WOOK 第三方跨平台數據管理系統)	2021SR1835224	2021/11/22
34.	Our Company	WOOK Multinational Integrated Procurement Management System (WOOK 多國家集成採購管理系統)	2021SR1835223	2021/11/22
35.	Our Company	WOOK Multi-dimensional Customer Information Integration System (WOOK 客戶多維度信息整合系統)	2021SR1835049	2021/11/22
36.	Our Company	WOOK Customer Logistics Sign-off and Reconciliation Confirmation Blockchain System (WOOK 客戶物流簽收及對賬函證區塊鏈系統)	2021SR1834875	2021/11/22
37.	Our Company	WOOK Cross-Border Automated Related-Party Transaction System (WOOK 跨境自動化關聯交易系統)	2021SR1834963	2021/11/22
38.	Our Company	WOOKAPP Order-Shipment-Warehouse Intelligent Linkage System (WOOKAPP 下單發貨倉庫智能關聯系統)	2021SR1953194	2021/11/30
39.	Our Company	WOOK Film Cutting Machine Intelligent IoT Management System (WOOK 切膜機智能物聯管理系統)	2021SR2006615	2021/12/06
40.	Our Company	WOOK Multi-Region Smart Pre-Sale System (WOOK 商品多地區智慧預售系統)	2021SR2041515	2021/12/10

No.	Registered Owner	Copyright	Registered Number	Date of Registration
41.	Our Company	WOOK After-Sales Full-Link Monitoring Management System (WOOK 售後全鏈路監控管理系統)	2021SR2041503	2021/12/10
42.	Our Company	WOOK Integrated After-Sales Process Sub-Control Management System (WOOK 售後一體化流程分控管理系統)	2021SR1241587	2021/08/20
43.	Our Company	WOOK Intelligent Warehouse Management System (WOOK 倉庫智能化管理系統)	2021SR1264739	2021/08/25
44.	Our Company	wook Multi-Platform Customs Interconnection Management System (wook 多平台關務互聯管理系統)	2020SR1635096	2020/11/24
45.	Our Company	wook Multi-Dimensional Inventory Information Platform and Stocktaking Management System (wook 多維度庫存信息平台及盤點管理系統)	2020SR1635097	2020/11/24
46.	Our Company	wook Multi-Information Intelligent Batch Modification System (wook 多信息智能批量修改系統)	2020SR1635098	2020/11/24
47.	Our Company	wook Intelligent Payment Verification and CBD Shipment System (wook 付款智能核銷CBD發貨系統)	2020SR1635099	2020/11/24
48.	Our Company	wook Customer Loyalty Rewards Management System (wook 客戶積分獎勵管理系統)	2020SR1666830	2020/11/27
49.	Our Company	wook Public and Private Customer Management System (wook 公私海客戶管理系統)	2020SR1670223	2020/11/28
50.	Our Company	wook Content Publishing and Recommendation System (wook 內容發佈和推薦系統)	2020SR1670143	2020/11/28
51.	Our Company	wook Real-Time Online Customer Service Management System (wook 實時在線客服管理系統)	2020SR1677532	2020/11/28
52.	Our Company	wook Volume and Weight Automated Weighing and Measurement System (wook 體積重量自動化稱重計量系統)	2020SR1677531	2020/11/28
53.	Our Company	wook Eight-Step Method of Terminal Visits Management System (wook 終端拜訪八步法管理系統)	2020SR1677530	2020/11/28
54.	Our Company	WOOK Multi-Dimensional Inventory and Sales Reporting System for Category Brands (WOOK 品類品牌多維度庫存銷售報表系統)	2020SR1747168	2020/12/07
55.	Our Company	WOOK Supplier Code Scanning Smart Packing Line Management System (WOOK 供應商掃碼裝箱智能流水線管理系統)	2020SR1766133	2020/12/08

No.	Registered Owner	Copyright	Registered Number	Date of Registration
56.	Our Company	WOOK Agent Inventory Management System (WOOK 代理商庫存管理系統)	2020SR1766112	2020/12/08
57.	Our Company	WOOK Automatic Financial Contribution Margin Calculation System (WOOK 財務邊際貢獻率自動核算系統)	2019SR1350979	2019/12/12
58.	Our Company	wook Supplier Management System (wook 供應商管理系統)	2019SR0669667	2019/06/28
59.	Our Company	wookPMC Product Material Sales Reporting System (wookPMC 產品物料銷售報表系統)	2019SR0669669	2019/06/28
60.	Our Company	wook Commodity Search Big Data Management System (wook 商品搜索大數據管理系統)	2019SR0665112	2019/06/27
61.	Our Company	Wook Commodity Brand and Category Management System (wook 商品品牌品類管理系統)	2019SR0665355	2019/06/27
62.	Our Company	wook Commodity Bundle Intelligent Promotion System (wook 商品套裝智能促銷系統)	2019SR0660180	2019/06/26
63.	Our Company	wook Display Cabinet Area Layout Cloud Management System (wook 展櫃區域配置雲管理系統)	2019SR0660198	2019/06/26
64.	Our Company	wook Star Client Intelligent Data Management System (wook 星級客戶智能數據管理系統)	2019SR0512988	2019/05/23
65.	Our Company	wook Sales Representative Client Visit Intelligent Check-in System (wook 業務員拜訪客戶打卡智能系統)	2019SR0493045	2019/05/21
66.	Our Company	wook Product Serial Number (Anti-Counterfeiting Code) Collaborative Management System (wook 產品序列號(防偽碼)協同管理系統)	2019SR0492680	2019/05/21
67.	Our Company	wook Effective Customer Order Management System (wook 有效下單客戶管理系統)	2019SR0418904	2019/04/30
68.	Our Company	WOKE Bluetooth Earphones Intelligent Noise Reduction Chip Control System (沃客非凡藍牙耳機智能降器芯片控制系統)	2019SR0089613	2019/01/24
69.	Our Company	WOKE Wireless Charging Control Management System (沃客非凡無線充電控制管理系統)	2019SR0078492	2019/01/23
70.	Our Company	WOKE Multi-Port Power Bank Real-time Monitoring System (沃客非凡移動電源多接口實時監測系統)	2019SR0078764	2019/01/23
71.	Our Company	WOKE Vehicle Charger Data Management System (沃客非凡車載充電器數據管理系統)	2019SR0079865	2019/01/23

No.	Registered Owner	Copyright	Registered Number	Date of Registration
72.	Our Company	wook Allocation and Pre-sale System (wook 調撥和預售系統)	2017SR090381	2017/03/24
73.	Our Company	wook Agent System (wook 代理商系統)	2017SR090374	2017/03/24
74.	Our Company	wookoa Operations Backend Software (wookoa 運營後臺軟件)	2016SR332888	2016/11/16
75.	Our Company	WOOK 商品報關信息智能管理系統 (WOOK 商品報關信息智能管理系統)	2025SR2365913	2025/12/08
76.	Our Company	WOOK E-commerce Financial Auto-Settlement System (WOOK 電商財務自動結算系統)	2025SR2327809	2025/12/02
77.	Our Company	WOOK Intelligent Logistics Route System	2025SR2161868	2025/11/06
78.	Our Company	WOOK E-commerce Intelligent Forecasting	2025SR1988778	2025/10/15

(ii) As at the Latest Practicable Date, our Group was the registered owner of the following copyrights in works in the PRC which we considered to be material to our business:

No.	Copyrights Owner	Registered Number	Title of Copyrighted Work	Date of Registration
1.	Our Company	Guo Zuo Deng Zi-2023-F-00195054	Rabbit (兔子) ROBI	2023/09/05
2.	Our Company	Guo Zuo Deng Zi-2023-F-00195055	Radish (蘿蔔) BOBO	2023/09/05
3.	Our Company	Guo Zuo Deng Zi-2024-F-00118611	VIVAN Yellow Duck USB Cable Product Packaging Design (VIVAN小黃鴨數據線產品包裝設計圖)	2024/05/07

(d) Domain names(Note)

As at the Latest Practicable Date, our Group was the registered proprietor of the following domain names which we considered to be material to our business:

No.	Domain Name	Registered Owner	Date of Registration	Expiry Date
1.	wook.hk	Our Company	2014/11/24	2028/11/24
2.	wook.cn	Our Company	2007/05/26	2027/05/26
3.	wook.id	Wook Global (Indonesia)	2015/01/24	2065/01/24

Note: The information on the websites does not form part of this document.

C. FURTHER INFORMATION ABOUT OUR DIRECTORS, CHIEF EXECUTIVES AND SUBSTANTIAL SHAREHOLDERS

1. Particulars of Service Contracts

Each of our Directors has entered into a service contract or a letter of appointment with our Company for an initial term of three years. The service contracts may be renewed in accordance with the Articles of Association and the applicable laws, rules and regulations.

Save as disclosed above, none of the Directors has or is proposed to enter into a service contract or a letter of appointment with any member of our Group, other than contracts expiring or determinable by the relevant employer within one year without the payment of compensation (other than statutory compensation).

2. Emoluments of Directors

The aggregate amounts of emoluments (including salaries, bonuses, allowances and benefits in kind, share-based payments, performance-related bonuses and pension scheme contributions) paid to our Directors and supervisors for the three years ended December 31, 2023, 2024 and 2025 and the six months ended June 30, 2026 were RMB6.7 million, RMB8.1 million, RMB4.3 million and RMB2.0 million, respectively. Save as disclosed above, no other payments have been made or are payable in respect of the years ended December 31, 2023, 2024 and 2025 and the six months ended June 30, 2026 by any member of our Group to any of our Directors or Supervisors.

During the Track Record Period, no fees were paid by our Group to any of our Directors, Supervisors or the five highest paid individuals as an inducement to join us or as compensation for loss of office, and there has been no arrangement under which a Director or Supervisor has waived or agreed to waive any emoluments except that Mr. Tao Zhigang has voluntarily waived his director's fees for the year ended December 31, 2025.

Under the arrangements currently in force, it is expected that the aggregate remuneration payable to and benefits in kind receivable by the Directors for the year ending December 31, 2026 would amount to RMB4.5 million.

3. Interests and Short Positions of Directors and the Chief Executives of Our Company in the Shares, Underlying Shares and Debentures of Our Company and Its Associated Corporations

Immediately following the completion of the **[REDACTED]**, the interest and/or short position (as applicable) of our Directors and chief executives of our Company in the shares, underlying shares and debentures of our Company or its associated corporations (within the meaning of Part XV of the SFO) which will be required to be notified to our Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interest or short positions which they were taken or deemed to have under such provisions of the SFO) or which will be required, pursuant to section 352 of the SFO, to be entered in the register referred to therein, or which will be required, pursuant to the Model Code for Securities Transactions by Directors of **[REDACTED]** Issuers as set out in Appendix C3 to the Listing Rules, to be notified to our Company and the Stock Exchange, once the H Shares are **[REDACTED]**, will be as follows:

			Shares held as at the Latest Practicable Date and immediately prior to the [REDACTED] (taking into account the Share Subdivision) [(1)]		Shares held immediately following the completion of the Share Subdivision, the [REDACTED] and the Conversion of Domestic Shares into H Shares (assuming the [REDACTED] or any option that may be granted under the [REDACTED] Share Option Scheme is not exercised)[(1)]	
Name of Director	Our Company/ associated company	Nature of interest	Number of Domestic Shares[(1)]	Approximate percentage shareholding	Number of Shares[(1)]	Approximate percentage shareholding
Mr. Xu Longhua (許龍華)[(2)]	Our Company	Interest in controlled corporation	**[REDACTED]** Domestic Shares(L)	**[REDACTED]**	**[REDACTED]** Shares(L) (comprising **[REDACTED]** Domestic Shares and **[REDACTED]** H Shares)	**[REDACTED]**
		Beneficial owner	**[REDACTED]** Domestic Shares(L)	**[REDACTED]**	**[REDACTED]** H Shares(L)	**[REDACTED]**

Name of Director	Our Company/ associated company	Nature of interest	Shares held as at the Latest Practicable Date and immediately prior to the [REDACTED] (taking into account the Share Subdivision) (1)		Shares held immediately following the completion of the Share Subdivision, the [REDACTED] and the Conversion of Domestic Shares into H Shares (assuming the [REDACTED] or any option that may be granted under the [REDACTED] Share Option Scheme is not exercised)(1)	
			Number of Domestic Shares(1)	Approximate percentage shareholding	Number of Shares(1)	Approximate percentage shareholding
Ms. Dai Hong (戴紅)(3)	Our Company	Interest in controlled corporation	**[REDACTED]** Domestic Shares(L)	**[REDACTED]**	**[REDACTED]** H Shares(L)	**[REDACTED]**
		Beneficial owner	**[REDACTED]** H Shares(L)	**[REDACTED]**	**[REDACTED]** H Shares(L)	**[REDACTED]**
Mr. Yao Hongbin (姚洪彬)(4)	Our Company	Interest in controlled corporation	**[REDACTED]** Domestic Shares(L)	**[REDACTED]**	**[REDACTED]** H Shares(L)	**[REDACTED]**
		Beneficial owner	**[REDACTED]** H Shares(L)	**[REDACTED]**	**[REDACTED]** H Shares(L)	**[REDACTED]**
Mr. Wang Feng (王楓)(5)	Our Company	Beneficial owner	**[REDACTED]** H Shares(L)	**[REDACTED]**	**[REDACTED]** H Shares(L)	**[REDACTED]**

Notes:

(1) The letter "L" denotes the entity/person's long position (as defined under Part XV of the SFO) in such Shares.

(2) Qianhai Hailu holds **[REDACTED]** Shares (taking into account the Share Subdivision) in our Company. Qianhai Hailu is held as to **[REDACTED]** by Mr. Xu. By virtue of the SFO, Mr. Xu is deemed to be interested in the Shares held by Qianhai Hailu.

(3) Feifan Zhongcheng holds **[REDACTED]** Shares (taking into account the Share Subdivision) in our Company. Ms. Dai Hong (戴紅), holding approximately 2.12% partnership interest, is the sole executive partner of Feifan Zhongcheng. By virtue of the SFO, Ms. Dai Hong (戴紅) is deemed to be interested in the Shares held by Feifan Zhongcheng. Ms. Dai Hong (戴紅) has been granted options upon exercise of which **[REDACTED]** H Shares will be issued to her under the **[REDACTED]** Share Option Scheme.

(4) Feifan Yuanhong holds **[REDACTED]** Shares (taking into account the Share Subdivision) in our Company. Mr. Yao Hongbin (姚洪彬), holding approximately 11.90% partnership interest, is the sole executive partner of Feifan Yuanhong. By virtue of the SFO, Mr. Yao Hongbin (姚洪彬) is deemed to be interested in the Shares held by Feifan Yuanhong. Mr. Yao Hongbin (姚洪彬) has been granted options upon exercise of which **[REDACTED]** H Shares will be issued to him under the **[REDACTED]** Share Option Scheme.

(5) Mr. Wang Feng (王楓) has been granted options upon exercise of which **[REDACTED]** H Shares will be issued to him under the **[REDACTED]** Share Option Scheme.

4. Substantial Shareholders

Save as disclosed in the section headed "Substantial Shareholders" in this document, our Directors are not aware of any person (other than our Director or chief executive of our Company) who will, immediately following completion of the **[REDACTED]** (assuming that the **[REDACTED]** is not exercised), have interests or short positions in our Shares or underlying Shares which would be required to be disclosed to us and the Stock Exchange under the provisions of Divisions 2 and 3 of Part XV of the SFO, or who is, directly or indirectly, interested in 10% or more of the issued voting Shares of our Company or any member of our Group.

5. Disclaimers

Save as disclosed in the section headed "Substantial Shareholders" in this document and above in this section:

(a) None of our Directors or the chief executive of our Company has any interest or short position in the Shares, underlying shares or debentures of our Company or any of its associated corporation (within the meaning of the SFO) which will have to be notified to our Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO or which will be required, pursuant to section 352 of the SFO, to be entered in the register referred to therein, or which will be required to be notified to our Company and the Stock Exchange pursuant to the Model Code for Securities Transactions by Directors of **[REDACTED]** Issuers once our H Shares are **[REDACTED]**;

(b) none of our Directors, or any of the experts referred to under paragraph headed "— E. Other Information — 8. Qualifications and Consents of Experts" in this appendix has any direct or indirect interest in the promotion of our Company, or in any assets which have within the two years immediately preceding the date of this document been acquired or disposed of by or leased to any member of our Group, or are proposed to be acquired or disposed of by or leased to any member of our Group;

(c) none of our Directors is materially interested in any contract or arrangement subsisting at the date of this document which is significant in relation to the business of our Group;

(d) none of our Directors has any existing or proposed service contracts with any member of our Group (excluding contracts expiring or determinable by the employer within one year without payment of compensation (other than statutory compensation));

(e) taking no account of any Shares which may be taken up under the **[REDACTED]**, so far as is known to our Directors or chief executive of our Company, no person (not being a Director or chief executive of our Company) who will, immediately following the completion of the **[REDACTED]**, have an interest or short position in the Shares or underlying shares of our Company which would fall to be disclosed to our Company under the provisions of Divisions 2 and 3 of Part XV of SFO or be interested, directly or indirectly, in 10% or more of the nominal value of any class of share capital carrying rights to vote in all circumstances at general meetings of any member of our Group; and

(f) so far as is known to our Directors, none of our Directors, their respective close associates (as defined under the Listing Rules) or our Shareholders who are interested in more than 5% of the issued share capital of our Company has any interest in the five largest customers or the five largest suppliers of our Group.

D. [REDACTED] Share Option Scheme

Our Company adopted a **[REDACTED]** Share Option Scheme on December 18, 2025 (the "**[REDACTED] Share Option Scheme**"). The following is a summary of the principal terms of the **[REDACTED]** Share Option Scheme:

Objectives

The **[REDACTED]** Share Option Scheme is to provide our Company with a flexible means of attracting, remunerating, incentivising, retaining, rewarding, compensating and/or providing benefits to Eligible Participants; align the interests of Eligible Participants with those of our Company and our Shareholders by providing such Eligible Participants with the opportunity to acquire proprietary interests in our Company and become our Shareholders; and to encourage Eligible Participants to contribute to the long-term growth, performance and profits of our Company and to enhance the value of our Company and its Shares for the benefit of our Company and our Shareholders as a whole.

Administration

Our Board shall be responsible for administering the **[REDACTED]** Share Option Scheme in accordance with the rules of the **[REDACTED]** Share Option Scheme (the "**Scheme Rules**"). The authority to administer the **[REDACTED]** Share Option Scheme may be delegated by our Board to a committee of our Board or to any other person(s) deemed appropriate at the sole discretion of our Board, including its powers to offer or grant options and to determine the terms and conditions of such options.

Eligibility

The eligible participants of the **[REDACTED]** Share Option Scheme (the "**Eligible Participants**") are any person who is an employee (whether full-time or part-time or other employment relationship), director or officer of any member of our Group, our holding company, subsidiaries of our holding company (other than members of our Group), or any company that is an associate of our Company, on the grant date.

Grantees

There are total 51 grantees who are Eligible Participants under the **[REDACTED]** Share Option Scheme, which includes three Directors, three senior management member (other than Directors), three other connected persons, and 42 other employees.

Maximum Number of Shares

The maximum number of Shares to be granted under the **[REDACTED]** Share Option Scheme shall not exceed 1,165,020 Shares (taking into account the Share Subdivision). Our Company will not grant any share option under the **[REDACTED]** Share Option Scheme after **[REDACTED]**.

Class of Shares

The underlying Shares under the **[REDACTED]** Share Option Scheme are the H shares to be issued to the specified participants by our Company after **[REDACTED]**.

Date of grant

The date of grant of the **[REDACTED]** Share Option Scheme is on December 18, 2025 (the "**Vesting Commencement Date**").

Validity

The **[REDACTED]** Share Option Scheme shall be valid and effective for the period of ten years commencing on the date of grant unless being terminated earlier in accordance with the share option agreement entered between any of the grantees and our Company.

Vesting Schedules and Lock-up Periods

The vesting schedules of the options granted under the **[REDACTED]** Share Option Scheme and the lock-up periods of the underlying shares (the "**Option Shares**") to be issued pursuant to the exercise of the relevant options are as follows:

	Vesting Schedules	Lock-up Periods
Category A	(i) 33% to be vested at the first anniversary of the Vesting Commencement Date; (ii) another 33% to be vested at the second anniversary of the Vesting Commencement Date; (iii) the remaining 34% to be vested at the third anniversary of Vesting Commencement Date.	(i) for the period of one year from the date on which the options are exercised (the "**First Lock-Up Period**"): disposal of not more than **[REDACTED]** of the Option Shares; and (ii) for the period of one year from the expiry date of the First Lock-Up Period: disposal of not more than **[REDACTED]** of the Option Shares.
Category B	(i) 33% to be vested at the first anniversary of the Vesting Commencement Date; (ii) another 33% to be vested at the second anniversary of the Vesting Commencement Date; and (iii) the remaining 34% to be vested at the third anniversary of the Vesting Commencement Date.	(i) for the period of one year from the date on which the options are exercised (the "**First Lock-Up Period**"): disposal of not more than 33% of the Option Shares; (ii) for the period of one year from the expiry date of the First Lock-Up Period (the "**Second Lock-Up Period**"): disposal of not more than 33% of the Option Shares; and (iii) for the period of one year from the expiry date of the Second Lock-Up Period: disposal of not more than 33% of the Option Shares.
Category C	(i) 33% to be vested at the first anniversary of the Vesting Commencement Date: (ii) another 33% to be vested at the second anniversary of the Vesting Commencement Date; and (iii) the remaining 34% to be vested at the third anniversary of the Vesting Commencement Date.	Nil
Category D	**[REDACTED]** to be vested at the first anniversary of the Vesting Commencement Date.	(i) for the period of 12 months from the **[REDACTED]**: disposal of the Option Shares is not permitted.

Exercise Period

The exercise period for any award of options granted under the **[REDACTED]** Share Option Scheme shall be such period determined by the scheme administrator in its absolute discretion and notified to the Eligible Participant in the grant letter, provided that the exercise period shall not be

longer than 10 years from the grant date. An option granted under the **[REDACTED]** Share Option Scheme shall lapse automatically and shall not be exercisable (to the extent not already exercised) on the expiry of the tenth anniversary from the grant date.

Acceptance Price and Exercise Price

There is no consideration paid for the acceptance of the options. The exercise price of the options under the **[REDACTED]** Share Option Scheme is RMB4.861 per Share, save for one grantee of 150,000 options granted under Category D, the exercise price of which is RMB0.6 per Share.

Basis of Determination of the Exercise Price

During the period from the option grant date to the option exercise date, the exercise price of the option will be adjusted accordingly in the event of any merger, reorganization, consolidation, recapitalization, stock dividend, stock split or similar change affecting the Shares.

Outstanding Share Options Granted under the* [REDACTED] *Share Option Scheme

As of the Latest Practicable Date, the number of underlying Shares pursuant to the outstanding share options granted under the **[REDACTED]** Share Option Scheme amounted to 1,077,940 Shares (taking into account the Share Subdivision), representing approximately 0.88% of the issued Shares immediately following the completion of the **[REDACTED]** (assuming that (1) all options granted under the **[REDACTED]** Share Option Scheme are exercised; (2) the **[REDACTED]** is not exercised; and (3) no further Shares are issued under the **[REDACTED]** Share Option Scheme).

Assuming full vesting and exercise of all outstanding share options granted under the **[REDACTED]** Share Option Scheme, the shareholding of our Shareholders immediately following completion of the **[REDACTED]** (assuming that (1) all options granted under the **[REDACTED]** Share Option Scheme are exercised; (2) the **[REDACTED]** is not exercised; and (3) no further Shares are issued under the **[REDACTED]** Share Option Scheme), will be diluted by approximately 0.88%. The dilution effect on our earnings per Share would be approximately 0.88%.

As of the Latest Practicable Date, outstanding options to subscribe for an aggregate of 1,077,940 Shares (taking into account the Share Subdivision) have been granted to a total of 51 Eligible Participants. The terms of the **[REDACTED]** Share Option Scheme are not subject to the provisions of Chapter 17 of the Listing Rules because (i) no further options will be granted under the **[REDACTED]** Share Option Scheme after the **[REDACTED]**, and (ii) full details of the H Shares underlying the outstanding options and their potential dilution effect on the shareholdings upon **[REDACTED]** as well as the impact on the earnings per Share arising from the issue of H Shares in respect of such outstanding options have been disclosed above. The table below sets out the details of options granted to the Directors, members of senior management and connected persons of our Company or other grantees, which are outstanding as of the Latest Practicable Date.

Name	Address	Vesting schedules and lock-up period	Number of Shares underlying the outstanding options	Approximate % of issued shares immediately after completion of the [REDACTED] (assuming the [REDACTED] is not exercised but exercise in full of the options granted under the [REDACTED] Share Option Scheme)
Directors				
Wang Feng (王楓) . . .	Room 1012, Building 4, Jinqiao Garden, No. 143 Longhuan 1st Road, Longhua, Longhua New District, Shenzhen, Guangdong Province, the PRC	Category A	**[REDACTED]**	**[REDACTED]**
Yao Hongbin (姚洪彬) .	Building 13, Unit 10C, Jindi Meilong Town Garden, 306 Meilong Road, Longhua District, Shenzhen, Guangdong Province, the PRC	Category C	**[REDACTED]**	**[REDACTED]**

Name	Address	Vesting schedules and lock-up period	Number of Shares underlying the outstanding options	Approximate % of issued shares immediately after completion of the [REDACTED] (assuming the [REDACTED] is not exercised but exercise in full of the options granted under the [REDACTED] Share Option Scheme)
Dai Hong (戴紅)	Building 314, Room 201, Liantanggang Lian Village, Luosha Road, Luohu District, Shenzhen, Guangdong Province, the PRC	Category A	**[REDACTED]**	**[REDACTED]**
Subtotal			**[REDACTED]**	**[REDACTED]**
Senior Management				
Wu Lihua (巫麗華) . . .	Room 602, Building 1, Yingyue Bay, No. 8 Lantian Road, Nanshan District, Shenzhen, Guangdong Province, the PRC	Category A	**[REDACTED]**	**[REDACTED]**
Feng Zhuochen (馮卓琛)	Room 501, Unit 1, Building 3 District 5 (Jinxiu Rongcheng), 288 Zhufeng Avenue, Jing'an Town, Doumen District, Zhuhai, Guangdong province, The PRC	Category A	**[REDACTED]**	**[REDACTED]**
Huang Yifeng (黃一峰)	A601, Building 32, Jinghu Chunxiao, Dongcheng District, Dongguan, Guangdong Province, the PRC	Category A	**[REDACTED]**	**[REDACTED]**
Subtotal			**[REDACTED]**	**[REDACTED]**
Connected Persons (other than Directors)				
Liang Lifei (梁李飛) . .	Rysso Tower 27E, 1248 Juan Luna St, Tondo, Manila, Metro Manila, the Philippines	Category A	**[REDACTED]**	**[REDACTED]**
Dai Yunhua (戴雲華) . .	1111/40 The Habitat Srivara, Soi Ladprao 94 (Panjamitr) Phlapphla Subdistrict, Wangthonglang District, Bangkok 10310, Thailand	Category C	**[REDACTED]**	**[REDACTED]**
Zhou Huan (周歡) . . .	11th Floor, Zhongdian Difu Building, Zhenhua Road Fuqiang Community Huaqiangbei Subdistrict Futian District, Shenzhen, Guangdong Province, the PRC	Category A	**[REDACTED]**	**[REDACTED]**
Subtotal			**[REDACTED]**	**[REDACTED]**
Remaining 42 grantees				
Zhang Yin (張引)	Gold Coast Office Liberty Tower Lantai 25WF, Jalan Pantai Indah Kapuk Boulevard, Desa/Kelurahan Kamal Muara, Kecamatan Penjaringan, Kota Administrasi Jakarta Utara, Provinsi DKI Jakarta, Kode Pos: 14470, Indonesia	Category C	**[REDACTED]**	**[REDACTED]**
He Xuejun (何雪駿) . .	Gold Coast Office Liberty Tower Lantai 25WF, Jalan Pantai Indah Kapuk Boulevard, Desa/Kelurahan Kamal Muara, Kecamatan Penjaringan, Kota Administrasi Jakarta Utara, Provinsi DKI Jakarta, Kode Pos: 14470, Indonesia	Category B	**[REDACTED]**	**[REDACTED]**
Chen Fengbo (陳逢博) .	Gold Coast Office Liberty Tower Lantai 25WF, Jalan Pantai Indah Kapuk Boulevard, Desa/Kelurahan Kamal Muara, Kecamatan Penjaringan, Kota Administrasi Jakarta Utara, Provinsi DKI Jakarta, Kode Pos: 14470, Indonesia	Category A	**[REDACTED]**	**[REDACTED]**
Tang Zhiqiang (唐志強)	Gold Coast Office Liberty Tower Lantai 25WF, Jalan Pantai Indah Kapuk Boulevard, Desa/Kelurahan Kamal Muara, Kecamatan Penjaringan, Kota Administrasi Jakarta Utara, Provinsi DKI Jakarta, Kode Pos: 14470, Indonesia	Category B	**[REDACTED]**	**[REDACTED]**

Name	Address	Vesting schedules and lock-up period	Number of Shares underlying the outstanding options	Approximate % of issued shares immediately after completion of the [REDACTED] (assuming the [REDACTED] is not exercised but exercise in full of the options granted under the [REDACTED] Share Option Scheme)
Peng Yuhu (彭玉虎) . .	Gold Coast Office Liberty Tower Lantai 25WF, Jalan Pantai Indah Kapuk Boulevard, Desa/Kelurahan Kamal Muara, Kecamatan Penjaringan, Kota Administrasi Jakarta Utara, Provinsi DKI Jakarta, Kode Pos: 14470, Indonesia	Category A	**[REDACTED]**	**[REDACTED]**
Luo Hao (羅浩).	Gold Coast Office Liberty Tower Lantai 25WF, Jalan Pantai Indah Kapuk Boulevard, Desa/Kelurahan Kamal Muara, Kecamatan Penjaringan, Kota Administrasi Jakarta Utara, Provinsi DKI Jakarta, Kode Pos: 14470, Indonesia	Category A	**[REDACTED]**	**[REDACTED]**
Liu Xiangshun (劉祥順)	No. 49, 3D street, Binh Tan Ward, Ho Chi Minh City, Vietnam	Category A	**[REDACTED]**	**[REDACTED]**
Yu Zhendong (余振東) .	11th Floor, Zhongdian Difu Building, Zhenhua Road, Fuqiang Community, Huaqiangbei Subdistrict, Futian District, Shenzhen, Guangdong Province, the PRC	Category A	**[REDACTED]**	**[REDACTED]**
Li Bin (李斌).	11th Floor, Zhongdian Difu Building, Zhenhua Road, Fuqiang Community, Huaqiangbei Subdistrict, Futian District, Shenzhen, Guangdong Province, the PRC	Category A	**[REDACTED]**	**[REDACTED]**
Mo Yukun (莫鈺昆). . .	11th Floor, Zhongdian Difu Building, Zhenhua Road, Fuqiang Community, Huaqiangbei Subdistrict, Futian District, Shenzhen, Guangdong Province, the PRC	Category A	**[REDACTED]**	**[REDACTED]**
Bi Ziying (畢子英) . . .	Room 605, Building 7 Wanhui Yungu Industrial Park, Songshan Lake, Dongguan, Guangdong Province, the PRC	Category A	**[REDACTED]**	**[REDACTED]**
Qin Chao (秦超)	22A, Shinli Kang Building, 3044 Xinghai Avenue, Nanshan Subdistrict, Qianhai Shenzhen-Hong Kong Cooperation Zone, Shenzhen, Guangdong Province, the PRC	Category C	**[REDACTED]**	**[REDACTED]**
Zhang Li (張麗)	22A, Shinli Kang Building, 3044 Xinghai Avenue, Nanshan Subdistrict, Qianhai Shenzhen-Hong Kong Cooperation Zone, Shenzhen, Guangdong Province, the PRC	Category A	**[REDACTED]**	**[REDACTED]**
Liang Xin (梁鑫)	22A, Shinli Kang Building, 3044 Xinghai Avenue, Nanshan Subdistrict, Qianhai Shenzhen-Hong Kong Cooperation Zone, Shenzhen, Guangdong Province, the PRC	Category A	**[REDACTED]**	**[REDACTED]**
Deng Juncheng (鄧均成)	22A, Shinli Kang Building, 3044 Xinghai Avenue, Nanshan Subdistrict, Qianhai Shenzhen-Hong Kong Cooperation Zone, Shenzhen, Guangdong Province, the PRC	Category A	**[REDACTED]**	**[REDACTED]**
Lei Guoliang (雷國良) .	11th Floor, Zhongdian Difu Building, Zhenhua Road, Fuqiang Community, Huaqiangbei Subdistrict, Futian District, Shenzhen, Guangdong Province, the PRC	Category A	**[REDACTED]**	**[REDACTED]**
Zhang Kangkang (張康康)	11th Floor, Zhongdian Difu Building, Zhenhua Road, Fuqiang Community, Huaqiangbei Subdistrict, Futian District, Shenzhen, Guangdong Province, the PRC	Category A	**[REDACTED]**	**[REDACTED]**
Xu Qinghua (徐青華) . .	11th Floor, Zhongdian Difu Building, Zhenhua Road, Fuqiang Community, Huaqiangbei Subdistrict, Futian District, Shenzhen, Guangdong Province, the PRC	Category C	**[REDACTED]**	**[REDACTED]**

Name	Address	Vesting schedules and lock-up period	Number of Shares underlying the outstanding options	Approximate % of issued shares immediately after completion of the [REDACTED] (assuming the [REDACTED] is not exercised but exercise in full of the options granted under the [REDACTED] Share Option Scheme)
Liu Qingshan (劉青山)	11th Floor, Zhongdian Difu Building, Zhenhua Road, Fuqiang Community, Huaqiangbei Subdistrict, Futian District, Shenzhen, Guangdong Province, the PRC	Category A	**[REDACTED]**	**[REDACTED]**
Zhang Chen (張晨)	Gold Coast Office Liberty Tower Lantai 25WF, Jalan Pantai Indah Kapuk, Jakarta Utara 14470, Indonesia	Category A	**[REDACTED]**	**[REDACTED]**
Mao Guibao (茆桂寶)	Gold Coast Office Liberty Tower Lantai 25WF, Jalan Pantai Indah Kapuk, Jakarta Utara 14470, Indonesia	Category A	**[REDACTED]**	**[REDACTED]**
Gao Weiyi (高偉譯)	Gold Coast Office Liberty Tower Lantai 25WF, Jalan Pantai Indah Kapuk, Jakarta Utara 14470, Indonesia	Category C	**[REDACTED]**	**[REDACTED]**
Dai Jinbo (戴錦波)	Gold Coast Office Liberty Tower Lantai 25WF, Jalan Pantai Indah Kapuk, Jakarta Utara 14470, Indonesia	Category C	**[REDACTED]**	**[REDACTED]**
Wang Tao (王濤)	Gold Coast Office Liberty Tower Lantai 25WF, Jalan Pantai Indah Kapuk, Jakarta Utara 14470, Indonesia	Category C	**[REDACTED]**	**[REDACTED]**
Zhang Longqiang (張龍強)	Gold Coast Office Liberty Tower Lantai 25WF, Jalan Pantai Indah Kapuk, Jakarta Utara 14470, Indonesia	Category A	**[REDACTED]**	**[REDACTED]**
Tang Xunqi (唐訓其)	Gold Coast Office Liberty Tower Lantai 25WF, Jalan Pantai Indah Kapuk, Jakarta Utara 14470, Indonesia	Category A	**[REDACTED]**	**[REDACTED]**
Liu Yu (劉宇)	Gold Coast Office Liberty Tower Lantai 25WF, Jalan Pantai Indah Kapuk, Jakarta Utara 14470, Indonesia	Category A	**[REDACTED]**	**[REDACTED]**
Liu Qiang (柳強)	Gold Coast Office Liberty Tower Lantai 25WF, Jalan Pantai Indah Kapuk, Jakarta Utara 14470, Indonesia	Category B	**[REDACTED]**	**[REDACTED]**
Shen Debing (沈德兵)	No. 49, 3D street, Binh Tan Ward, Ho Chi Minh City, Vietnam	Category C	**[REDACTED]**	**[REDACTED]**
Liao Junzuo (廖均作)	11th Floor, Zhongdian Difu Building, Zhenhua Road, Fuqiang Community, Huaqiangbei Subdistrict, Futian District, Shenzhen, Guangdong Province, the PRC	Category C	**[REDACTED]**	**[REDACTED]**
Wang Jiawei (王家偉)	11th Floor, Zhongdian Difu Building, Zhenhua Road, Fuqiang Community, Huaqiangbei Subdistrict, Futian District, Shenzhen, Guangdong Province, the PRC	Category C	**[REDACTED]**	**[REDACTED]**
Wu Qingjun (伍慶軍)	11th Floor, Zhongdian Difu Building, Zhenhua Road, Fuqiang Community, Huaqiangbei Subdistrict, Futian District, Shenzhen, Guangdong Province, the PRC	Category C	**[REDACTED]**	**[REDACTED]**
Peng Min (彭敏)	11th Floor, Zhongdian Difu Building, Zhenhua Road, Fuqiang Community, Huaqiangbei Subdistrict, Futian District, Shenzhen, Guangdong Province, the PRC	Category A	**[REDACTED]**	**[REDACTED]**
Fu Huikai (付惠凱)	11th Floor, Zhongdian Difu Building, Zhenhua Road, Fuqiang Community, Huaqiangbei Subdistrict, Futian District, Shenzhen, Guangdong Province, the PRC	Category C	**[REDACTED]**	**[REDACTED]**
Huang Peikai (黃培鎧)	11th Floor, Zhongdian Difu Building, Zhenhua Road, Fuqiang Community, Huaqiangbei Subdistrict, Futian District, Shenzhen, Guangdong Province, the PRC	Category A	**[REDACTED]**	**[REDACTED]**
Liu Wenbin (劉文彬)	22A, Shinli Kang Building, 3044 Xinghai Avenue, Nanshan Subdistrict, Qianhai Shenzhen-Hong Kong Cooperation Zone, Shenzhen, Guangdong Province, the PRC	Category A	**[REDACTED]**	**[REDACTED]**
Huang Jiangang (黃劍剛)	22A, Shinli Kang Building, 3044 Xinghai Avenue, Nanshan Subdistrict, Qianhai Shenzhen-Hong Kong Cooperation Zone, Shenzhen, Guangdong Province, the PRC	Category C	**[REDACTED]**	**[REDACTED]**

Name	Address	Vesting schedules and lock-up period	Number of Shares underlying the outstanding options	Approximate % of issued shares immediately after completion of the [REDACTED] (assuming the [REDACTED] is not exercised but exercise in full of the options granted under the [REDACTED] Share Option Scheme)
Liu Xingyu (劉星雨) . .	22A, Shinli Kang Building, 3044 Xinghai Avenue, Nanshan Subdistrict, Qianhai Shenzhen-Hong Kong Cooperation Zone, Shenzhen, Guangdong Province, the PRC	Category A	**[REDACTED]**	**[REDACTED]**
Liu Jiangtao (劉江桃) . .	22A, Shinli Kang Building, 3044 Xinghai Avenue, Nanshan Subdistrict, Qianhai Shenzhen-Hong Kong Cooperation Zone, Shenzhen, Guangdong Province, the PRC	Category A	**[REDACTED]**	**[REDACTED]**
Zhao Xiaofeng (趙曉鳳)	11th Floor, Zhongdian Difu Building, Zhenhua Road, Fuqiang Community, Huaqiangbei Subdistrict, Futian District, Shenzhen, Guangdong Province, the PRC	Category A	**[REDACTED]**	**[REDACTED]**
Ding Mingxia (丁明霞)	11th Floor, Zhongdian Difu Building, Zhenhua Road, Fuqiang Community, Huaqiangbei Subdistrict, Futian District, Shenzhen, Guangdong Province, the PRC	Category B	**[REDACTED]**	**[REDACTED]**
Rosita	Gold Coast Office Liberty Tower Lantai 25WF, Jalan Pantai Indah Kapuk, Jakarta Utara 14470, Indonesia	Category D	**[REDACTED]**	**[REDACTED]**
Subtotal			**[REDACTED]**	**[REDACTED]**
Total.			**[REDACTED]**	**[REDACTED]**

An application has been made to the Stock Exchange for the **[REDACTED]** of and permission to deal in the H Shares which may be allotted and issued upon the exercise of the outstanding options pursuant to the **[REDACTED]** Share Option Scheme.

E. OTHER INFORMATION

1. Estate Duty

Our Directors have been advised that no material liability for estate duty is likely to fall on our Company or any of our subsidiaries.

2. Litigation

As at the Latest Practicable Date, no member of our Group was engaged in any litigation or arbitration of material importance and, so far as our Directors are aware, no litigation or claim of material importance is pending or threatened by or against any member of our Group.

3. Sole Sponsor

The Sole Sponsor satisfies the independence criteria applicable to sponsors set out in Rule 3A.07 of the Listing Rules.

The Sole Sponsor has made an application on behalf of our Company to the Stock Exchange for **[REDACTED]** of, and permission to deal in the H Shares to be issued by us pursuant to the **[REDACTED]** (including any H Shares which may be issued pursuant to the exercise of the **[REDACTED]**).

Pursuant to the engagement letter entered into between our Company and the Sole Sponsor, we have agreed to pay the Sole Sponsor a fee of USD500,000 to act as the sponsor of our Company in connection with the proposed **[REDACTED]** on the Stock Exchange.

4. Promoter

For details, see "History, Development and Corporate Structure — Corporate Development — Our Company — (11) Conversion into a Joint Stock Company" in this document.

Within the two years immediately preceding the date of this document, no cash, securities or other benefit has been paid, allotted or given nor is any proposed to be paid, allotted or given to any promoter in connection with the **[REDACTED]** and the related transactions described in this document.

5. Preliminary Expenses

We have not incurred any material preliminary expenses.

6. Qualifications and Consents of Experts

The qualifications of the experts, as defined under the Listing Rules, who have given opinions in this document, are as follows:

Name	Qualification
Huatai Financial Holdings (Hong Kong) Limited	A licensed corporation under the SFO for type 1 (dealing in securities), type 2 (dealing in futures contracts), type 3 (leveraged foreign exchange trading), type 4 (advising on securities), type 6 (advising on corporate finance), type 7 (providing automated trading services), and type 9 (asset management) of the regulated activities as defined under the SFO
Jingtian & Gongcheng	Legal adviser to our Company as to the PRC law
Hutabarat Halim & Rekan	Legal advisors to our Company as to Indonesia Laws
KPMG	Certified Public Accountants Public Intertest Equity Auditor registered in accordance with the Accounting and Financial Reporting Council Ordinance
KPMG Advisory (China) Limited Shenzhen Branch	Transfer pricing advisors to our Company
Frost & Sullivan	Industry consultant

Each of the parties named above has given and has not withdrawn its written consent to the issue of this document with the inclusion of its report and/or letter and/or opinion and/or references to its name included herein in the form and context in which it is respectively included.

As at the Latest Practicable Date, none of the experts named above has any shareholding interests in any member of our Group or the right (whether legally enforceable or not) to subscribe for or to nominate persons to subscribe for securities in any member of our Group.

7. Taxation of holders of H Shares

(a) Hong Kong

The sale, purchase and transfer of H Shares are subject to Hong Kong stamp duty if such sale, purchase and transfer are effected on the H Share register of members of our Company, including in circumstances where such transactions are effected on the Stock Exchange. The current rate of Hong Kong stamp duty for such sale, purchase and transfer is 0.1% of the consideration or, if higher, the fair value of the H Shares being sold or transferred.

(b) Consultation with professional advisers

Intending holders of the H Shares are recommended to consult their professional advisers if they are in any doubt as to the taxation implications of subscribing for, purchasing, holding or disposing of or dealing in the H Shares. It is emphasized that none of our Company, our Directors, or the other parties involved in the **[REDACTED]** will accept responsibility for any tax effect on, or liabilities of, holders of H Shares resulting from their subscription for, purchase, holding or disposal of or dealing in the H Shares or exercise of any rights attaching to them.

8. No Material Adverse Change

Our Directors believe that there has been no material adverse change in the financial or trading position since June 30, 2026 (being the end date of the periods reported in the Accountants' Report set out in Appendix I to this document).

9. Binding Effect

This document shall have the effect, if an application is made in pursuance hereof, of rendering all persons concerned bound by all the provisions (other than the penal provisions) of sections 44A and 44B of the Companies Ordinance so far as applicable.

10. Bilingual Document

The English language and Chinese language versions of this document are being published separately in reliance upon the exemption provided by section 4 of the Companies Ordinance (Exemption of Companies and Prospectuses from Compliance with Provisions) Notice (Chapter 32L of the Laws of Hong Kong). In case of any discrepancies between the English language version and Chinese language version of this document, the English language version shall prevail.

11. Miscellaneous

Save as disclosed in this document:

(a) within the two years immediately preceding the date of this document:

  (i) no share or loan capital or debenture of our Company or any of our subsidiaries has been issued or agreed to be issued or is proposed to be issued for cash or as fully or partly paid other than in cash or otherwise;

  (ii) no share or loan capital of our Company or any of our subsidiaries is under option or is agreed conditionally or unconditionally to be put under option;

  (iii) no commissions, discounts, brokerages or other special terms have been granted or agreed to be granted in connection with the issue or sale of any share or loan capital of our Company or any of our subsidiaries;

  (iv) no commissions has been paid or is payable for subscription, agreeing to subscribe, procuring subscription or agreeing to procure subscription for any share in or debentures of our Company;

(b) there are no founder, management or deferred shares or any debentures in our Company or any of our subsidiaries;

(c) there has not been any interruption in the business of our Group which may have or has had a significant effect on the financial position of our Group in the 12 months preceding the date of this document;

(d) our Company has no outstanding convertible debt securities or debentures;

(e) there is no arrangement under which future dividends are waived or agreed to be waived;

(f) save for our H Shares to be issued in connection with the **[REDACTED]**, none of our equity and debt securities is **[REDACTED]** or dealt with in any other stock exchange nor is any **[REDACTED]** or permission to deal being or proposed to be sought;

(g) our Company currently does not intend to apply for the status of a sino-foreign investment joint stock limited liability company and does not expect to be subject to the Law of the PRC on Sino-foreign Equity Joint Ventures; and

(h) all necessary arrangements have been made to enable the H Shares to be admitted into **[REDACTED]** for clearing and settlement.

APPENDIX VII DOCUMENTS DELIVERED TO THE REGISTRAR OF COMPANIES AND AVAILABLE ON DISPLAY

A. DOCUMENTS DELIVERED TO THE REGISTRAR OF COMPANIES IN HONG KONG

The documents attached to the copy of this document and delivered to the Registrar of Companies in Hong Kong for registration were, among other documents:

(a) the written consents referred to in "Appendix VI — Statutory and General Information — E. Other Information — 6. Qualifications and Consents of Experts;" and

(b) copies of the material contracts referred to in "Appendix VI — Statutory and General Information — B. Further Information about Our Business — 1. Summary of Material Contracts"

B. DOCUMENTS AVAILABLE ON DISPLAY

Electronic copies of the following documents will be available on display on the Stock Exchange website at **www.hkexnews.hk** and our Company's website at **https://home.wook.cn** during a period of 14 days from the date of this document:

(a) the Articles of Association;

(b) the Accountants' Report from KPMG, the text of which is set out in Appendix I to this document;

(c) the audited financial statements of our Group for the years ended December 31, 2023, 2024 and 2025 and the six months ended June 30, 2026;

(d) the report on **[REDACTED]** financial information of our Group from KPMG, the text of which is set out in Appendix II to this document;

(e) the legal opinions issued by Jingtian & Gongcheng, our PRC Legal Advisors in respect of certain matters of our Group in the PRC;

(f) the legal opinions issued by our Indonesian Legal Adviser in respect of certain matters of our Group in Indonesia;

(g) the industry report prepared by Frost & Sullivan, the summary of which is set forth in "Industry Overview";

(h) a copy of each of the PRC Company Law, the PRC Securities Law, the Trial Measures for the Administration Related to the Overseas Securities Offering and Listing by Domestic Companies together with their unofficial English translations;

(i) the material contracts referred to in "Appendix VI — Statutory and General Information — B. Further Information about Our Business — 1. Summary of Material Contracts";

(j) the written consents referred to in "Appendix VI — Statutory and General Information — E. Other Information — 6. Qualifications and Consents of Experts";

(k) the terms of the **[REDACTED]** Share Option Scheme;

(l) the service contracts referred to in "Appendix VI — Statutory and General Information — C. Further Information about Our Directors, Chief Executives and Substantial Shareholders — 1. Particulars of Service Contracts"; and

(m) the transfer pricing review and analysis report of our Group issued by KPMG Advisory (China) Limited Shenzhen Branch, our transfer pricing advisors.