

Softcare 乐舒适

樂舒適有限公司
Softcare Limited

(Incorporated in the Cayman Islands with limited liability)

Stock Code : 2698

GLOBAL OFFERING

Joint Sponsors, Sponsor-Overall Coordinators, Overall Coordinators, Joint Global Coordinators, Joint Bookrunners and Joint Lead Managers

 CICC 中金公司  CITIC SECURITIES  廣發証券(香港)



IMPORTANT

If you are in any doubt about any of the contents of this prospectus, you should obtain independent professional advice.



Softcare Limited 樂舒適有限公司

(Incorporated in the Cayman Islands with limited liability)

GLOBAL OFFERING

Number of Offer Shares under the Global Offering : 90,884,000 Shares (subject to the Over-allotment Option)
Number of Hong Kong Offer Shares : 9,088,400 Shares (subject to reallocation)
Number of International Offer Shares : 81,795,600 Shares (subject to reallocation and the Over-allotment Option)
Maximum Offer Price : HK\$26.20 per Offer Share, plus brokerage of 1.0%, SFC transaction levy of 0.0027%, 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 : US\$0.0001 per Share
Stock Code : 2698

*Joint Sponsors, Sponsor-Overall Coordinators, Overall Coordinators,
Joint Global Coordinators, Joint Bookrunners and Joint Lead Managers*



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 prospectus, 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 prospectus.

A copy of this prospectus, having attached thereto the documents specified in "Appendix V—Documents Delivered to the Registrar of Companies and Documents on Display," 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 and the Registrar of Companies in Hong Kong take no responsibility as to the contents of this prospectus or any other documents referred to above.

The Offer Price is expected to be determined by agreement between the Overall Coordinators (for themselves and on behalf of the other Underwriters) and the Company on the Price Determination Date, which is expected to be on or around Thursday, November 6, 2025, but in any event, no later than 12:00 noon on Thursday, November 6, 2025. The Offer Price is expected to be not more than HK\$26.20 per Offer Share, and is expected to be not less than HK\$24.20 per Offer Share, unless otherwise announced. Applicants for the Hong Kong Offer Shares may be required to pay, on application (subject to application channels), the maximum Offer Price of HK\$26.20 per Offer Share, together with brokerage of 1.0%, SFC transaction levy of 0.0027%, Stock Exchange trading fee of 0.00565% and AFRC transaction levy of 0.00015%, subject to refund (subject to application channels) if the Offer Price as finally determined is less than HK\$26.20 per Offer Share. If, for any reason, the Offer Price is not agreed between the Company and the Overall Coordinators (for themselves and on behalf of the other Underwriters) by 12:00 noon on Thursday, November 6, 2025, the Global Offering (including the Hong Kong Public Offering) will not proceed and will lapse.

The Overall Coordinators (for themselves and on behalf of the other Underwriters) may, with our consent, reduce the number of Offer Shares being offered under the Global Offering and/or the indicative Offer Price range below that stated in this prospectus at any time prior to the morning of the last day for lodging applications under the Hong Kong Public Offering. In such a case, notices of the reduction in the number of Offer Shares being offered under the Global Offering and/or the indicative Offer Price range will be published on the website of the Stock Exchange at www.hkexnews.hk and on the website of the Company at www.softcarehome.com not later than the morning of the last day for lodging applications under the Hong Kong Public Offering. See "Structure of the Global Offering" and "How to Apply for Hong Kong Offer Shares" for further details.

The obligations of the Hong Kong Underwriters under the Hong Kong Underwriting Agreement are subject to termination by the Overall Coordinators (for themselves and on behalf of the other Hong Kong Underwriters) if certain grounds arise prior to 8:00 a.m. on the Listing Date. See "Underwriting—Hong Kong Underwriting Arrangements—Hong Kong Public Offering—Grounds for Termination." It is important that you refer to that section for further details.

Share certificates issued in respect of the Hong Kong Offer Shares will only become valid at 8:00 a.m. on the Listing Date, provided that the Global Offering has become unconditional in all respects (including the Underwriting Agreements not having been terminated in accordance with their terms) at any time prior to 8:00 a.m. on the Listing Date.

Prior to making an investment decision, prospective investors should consider carefully all the information set forth in this prospectus, including but not limited to the risk factors set forth in "Risk Factors" in this prospectus.

The Offer Shares 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, except in transactions exempt from, or not subject to, the registration requirements of the U.S. Securities Act. The Offer Shares are being offered and sold outside the United States in offshore transactions in reliance on Regulation S. No public offering of the Offer Shares will be made in the United States.

ATTENTION

We have adopted a fully electronic application process for the Hong Kong Public Offering. We will not provide printed copies of this prospectus to the public in relation to the Hong Kong Public Offering.

This prospectus is available at the website of the Stock Exchange at www.hkexnews.hk and our website at www.softcarehome.com. If you require a printed copy of this prospectus, you may download and print from the website addresses above.

October 31, 2025

IMPORTANT

IMPORTANT NOTICE TO INVESTORS: FULLY ELECTRONIC APPLICATION PROCESS

We have adopted a fully electronic application process for the Hong Kong Public Offering. We will not provide printed copies of this prospectus to the public in relation to the Hong Kong Public Offering.

This prospectus is available at the website of the Stock Exchange at www.hkexnews.hk under the “*HKEXnews > New Listings > New Listing Information*” section, and our website at www.softcarehome.com. If you require a printed copy of this prospectus, you may download and print from the website addresses above.

To apply for the Hong Kong Offer Shares, you may use one of the following application channels:

Application Channel	Platform	Target Investors	Application Time
HK eIPO White Form service	www.hkeipo.hk	Investors who would like to receive a physical Share certificate. Hong Kong Offer Shares successfully applied for will be allotted and issued in your own name.	From 9:00 a.m. on Friday, October 31, 2025 to 11:30 a.m. on Wednesday, November 5, 2025, Hong Kong time. The latest time for completing full payment of application monies will be 12:00 noon on Wednesday, November 5, 2025, Hong Kong time.
HKSCC EIPO channel	Your broker or custodian who is a HKSCC Participant will submit an EIPO application on your behalf through HKSCC’s FINI system in accordance with your instruction.	Investors who would <u>not</u> like to receive a physical Share certificate. Hong Kong Offer Shares successfully applied for will be allotted and issued in the name of HKSCC Nominees, deposited directly into CCASS and credited to your designated HKSCC Participant’s stock account.	Contact your broker or custodian for the earliest and latest time for giving such instructions, as this may vary by broker or custodian.

We will not provide any physical channels to accept any application for the Hong Kong Offer Shares by the public. The contents of the electronic version of this prospectus are identical to the printed document as registered with the Registrar of Companies in Hong Kong pursuant to Section 342C of the Companies (Winding Up and Miscellaneous Provisions) Ordinance.

If you are an **intermediary, broker or agent**, please remind your customers, clients or principals, as applicable, that this prospectus is available online at the website addresses above.

Please refer to “How to apply for Hong Kong Offer Shares” for further details of the procedures through which you can apply for the Hong Kong Offer Shares electronically.

IMPORTANT

Your application through the **HK eIPO White Form** service or the HKSCC EIPO channel must be for a minimum of 200 Hong Kong Offer Shares and in one of the numbers set out in the table. If you are applying through the **HK eIPO White Form** service, you may refer to the table below for the amount payable for the number of Shares you have selected. You must pay the respective maximum amount payable on application in full upon application for Hong Kong Offer Shares. If you are applying through the HKSCC EIPO channel, you are required to prefund your application based on the amount specified by your broker or custodian, as determined based on the applicable laws and regulations in Hong Kong.

No. of Hong Kong Offer Shares applied for	Maximum Amount payable ⁽²⁾ on application/ successful allotment	No. of Hong Kong Offer Shares applied for	Maximum Amount payable ⁽²⁾ on application/ successful allotment	No. of Hong Kong Offer Shares applied for	Maximum Amount payable ⁽²⁾ on application/ successful allotment	No. of Hong Kong Offer Shares applied for	Maximum Amount payable ⁽²⁾ on application/ successful allotment
	HK\$		HK\$		HK\$		HK\$
200	5,292.85	4,000	105,856.91	60,000	1,587,853.62	800,000	21,171,381.60
400	10,585.69	5,000	132,321.14	70,000	1,852,495.89	900,000	23,817,804.30
600	15,878.53	6,000	158,785.36	80,000	2,117,138.15	1,000,000	26,464,227.00
800	21,171.38	7,000	185,249.59	90,000	2,381,780.44	1,500,000	39,696,340.50
1,000	26,464.23	8,000	211,713.81	100,000	2,646,422.70	2,000,000	52,928,454.00
1,200	31,757.08	9,000	238,178.04	200,000	5,292,845.40	2,500,000	66,160,567.50
1,400	37,049.92	10,000	264,642.26	300,000	7,939,268.10	3,000,000	79,392,681.00
1,600	42,342.76	20,000	529,284.55	400,000	10,585,690.80	3,500,000	92,624,794.50
1,800	47,635.60	30,000	793,926.81	500,000	13,232,113.50	4,000,000	105,856,908.00
2,000	52,928.45	40,000	1,058,569.08	600,000	15,878,536.20	4,544,200 ⁽¹⁾	120,258,740.34
3,000	79,392.68	50,000	1,323,211.36	700,000	18,524,958.90		

(1) Maximum number of Hong Kong Offer Shares you may apply for and this is 50% of the Hong Kong Offer Shares initially offered.

(2) The amount payable is inclusive of brokerage, SFC transaction levy, the Stock Exchange trading fee and AFRC transaction levy. If your application is successful, brokerage will be paid to the Exchange Participants (as defined in the Listing Rules) or to the **HK eIPO White Form** Service Provider (for applications made through the application channel of the **HK eIPO White Form** service) while the SFC transaction levy, the Stock Exchange trading fee and the AFRC transaction levy will be paid to the SFC, the Stock Exchange and the AFRC, respectively.

No application for any other number of Hong Kong Offer Shares will be considered and any such application is liable to be rejected.

EXPECTED TIMETABLE

If there is any change in the following expected timetable of the Hong Kong Public Offering, we will issue an announcement in Hong Kong to be published on the websites of the Stock Exchange at www.hkexnews.hk and our Company at www.softcarehome.com.

Date⁽¹⁾

Hong Kong Public Offering commences 9:00 a.m. on
Friday, October 31, 2025

Latest time to complete electronic applications
under the **HK eIPO White Form** service through
the designated website at www.hkeipo.hk ⁽²⁾ 11:30 a.m. on
Wednesday, November 5, 2025

Application lists open ⁽³⁾ 11:45 a.m. on
Wednesday, November 5, 2025

Latest time for (a) completing payment of **HK eIPO White Form**
applications by effecting internet banking transfer(s)
or PPS payment transfer(s) and (b) applying through the
HKSCC EIPO channel ⁽⁴⁾ 12:00 noon on
Wednesday, November 5, 2025

If you are instructing your **broker** or **custodian** who is a HKSCC Participant will submit an EIPO application on your behalf through HKSCC's FINI system in accordance with your instruction, you are advised to contact your **broker** or **custodian** for the earliest and latest time for giving such instructions as this may vary by **broker** or **custodian**.

Application lists close ⁽³⁾ 12:00 noon on
Wednesday, November 5, 2025

Expected Price Determination Date ⁽⁵⁾ Thursday, November 6, 2025

Announcement of the final Offer Price, the level of applications
in the Hong Kong Public Offering; the level of indications
of interest in the International Offering; and the basis of
allocation of the Hong Kong Offer Shares to be published
on the website of the Stock Exchange at www.hkexnews.hk
and our website at www.softcarehome.com ⁽⁶⁾ at or before ⁽¹⁰⁾ 11:00 p.m. on
Friday, November 7, 2025

The results of allocations in the Hong Kong Public Offering (with successful applicants' identification document numbers, where appropriate) to be made available through a variety of channels, including:

- in the announcement to be posted on the website
of the Stock Exchange at www.hkexnews.hk
and our website at www.softcarehome.com ⁽⁶⁾,
respectively at or before 11:00 p.m. on
Friday, November 7, 2025

EXPECTED TIMETABLE

- from the “Allotment Results” page at the designated results of allocations website at www.hkeipo.hk/IPOResult (or www.tricor.com.hk/ipo/result) with a “search by ID” function on a 24-hour basis from 11:00 p.m. on Friday, November 7, 2025 to 12:00 midnight on Thursday, November 13, 2025
- from the allocation results telephone enquiry line by calling +852 3691 8488 between 9:00 a.m. and 6:00 p.m. from Monday, November 10, 2025 to Thursday, November 13, 2025 on a Business Day

For those applying through HKSCC EIPO channel, you may also check with your broker or custodian from 6:00 p.m. on Thursday, November 6, 2025

Share certificates in respect of wholly or partially successful applications to be dispatched or deposited into CCASS on or before⁽⁷⁾⁽⁹⁾ Friday, November 7, 2025

HK eIPO White Form e-Auto Refund payment instructions/refund cheques in respect of wholly or partially successful applications if the final Offer Price is less than the maximum Offer Price per Offer Share initially paid on application (if applicable) or wholly or partially unsuccessful applications to be dispatched on or before⁽⁸⁾⁽⁹⁾ Monday, November 10, 2025

Dealings in the Shares on the Stock Exchange expected to commence at 9:00 a.m. on Monday, November 10, 2025

Notes:

- (1) All dates and times refer to Hong Kong local dates and times, except as otherwise stated. Details of the structure of the Global Offering, including conditions of the Hong Kong Public Offering, are set forth in the “Structure of the Global Offering” in this prospectus.
- (2) You will not be permitted to submit your application through the designated website at www.hkeipo.hk after 11:30 a.m. on the last day for submitting applications. If you have already submitted your application and obtained an application reference number from the designated website before 11:30 a.m., you will be permitted to continue the application process (by completing payment of application monies) until 12:00 noon on the last day for making applications, when the application lists close.
- (3) If there is/are a tropical cyclone warning signal number 8 or above, or a “black” rainstorm warning and/or Extreme Conditions in force in Hong Kong at any time between 9:00 a.m. and 12:00 noon on Wednesday, November 5, 2025, the application lists will not open or close on that day. See “How to Apply for Hong Kong Offer Shares—E. Bad Weather Arrangements” for details.

EXPECTED TIMETABLE

- (4) If you instruct your broker or custodian who is an HKSCC Participant to give electronic application instructions via FINI to apply for the Hong Kong Offer Shares on your behalf, you should contact your broker or custodian for the latest time for giving such instructions which may be different from the latest time as stated above.
- (5) The Price Determination Date is expected to be on or around Thursday, November 6, 2025 and, in any event, not later than 12:00 noon on Thursday, November 6, 2025. If, for any reason, we do not agree with the Overall Coordinators (for themselves and on behalf of the other Underwriters) on the pricing of the Offer Shares by 12:00 noon on Thursday, November 6, 2025, the Global Offering will not proceed and will lapse.
- (6) None of the websites or any of the information contained on the websites forms part of this prospectus.
- (7) The Share certificates will only become valid evidence of title provided that the Global Offering has become unconditional in all respects and neither of the Hong Kong Underwriting Agreement nor the International Underwriting Agreement is terminated in accordance with its respective terms prior to 8:00 a.m. on the Listing Date. The Listing Date is expected to be on or about Monday, November 10, 2025. Investors who trade the Shares on the basis of publicly available allocation details prior to the receipt of Share certificates or prior to the Share certificates becoming valid evidence of title do so entirely at their own risk.
- (8) **HK eIPO White Form** e-Auto Refund payment instructions/refund checks will be issued in respect of wholly or partially unsuccessful applications.
- (9) Applicants who have applied for Hong Kong Offer Shares through the **HKSCC EIPO** channel should refer see “How to Apply for Hong Kong Offer Shares—D. Despatch/Collection of Share Certificates and Refund of Application Monies” for details.

Applicants who have applied through the **HK eIPO White Form** service and paid their applications monies through single bank accounts may have refund monies (if any) dispatched to the bank account in the form of **HK eIPO White Form** e-Auto Refund payment instructions. Applicants who have applied through the **HK eIPO White Form** service and paid their application monies through multiple bank accounts may have refund monies (if any) dispatched to the address as specified in their application instructions in the form of refund checks in favor of the applicant (or, in the case of joint applications, the first-named applicant) by ordinary post at their own risk.

Further information is set out in “How to Apply for Hong Kong Offer Shares—D. Despatch/Collection of Share Certificates and Refund of Application Monies.”

The above expected timetable is a summary only. For details of the structure of the Global Offering, including its conditions, and the procedures for applications for Hong Kong Offer Shares, please refer to the sections headed “Structure of the Global Offering” and “How to Apply for Hong Kong Offer Shares” in this prospectus, respectively.

If the Global Offering does not become unconditional or is terminated in accordance with its terms, the Global Offering will not proceed. In such a case, our Company will publish an announcement as soon as practicable thereafter.

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IMPORTANT NOTICE TO INVESTORS

This prospectus is issued by us solely in connection with the Hong Kong Public Offering and does not constitute an offer to sell or a solicitation of an offer to buy any security other than the Hong Kong Offer Shares offered by this prospectus pursuant to the Hong Kong Public Offering. This prospectus may not be used for the purpose of making, and does not constitute, an offer or a solicitation of an offer to subscribe for or buy any security in any other jurisdiction or in any other circumstances. No action has been taken to permit a public offering of the Offer Shares or the distribution of this prospectus in any jurisdiction other than Hong Kong. The distribution of this prospectus and the offering and sale of the Offer Shares 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 only on the information contained in this prospectus to make your investment decision. We have not authorized anyone to provide you with information that is different from what is contained in this prospectus. Any information or representation not made in this prospectus must not be relied on by you as having been authorized by us, the Joint Sponsors, the Sponsor-Overall Coordinators, the Overall Coordinators, the Joint Global Coordinators, the Joint Bookrunners and the Joint Lead Managers, the Capital Market Intermediaries, any of the Underwriters, any of our or their respective directors, officers or representatives, or any other person or party involved in the Global Offering.

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SUMMARY

This summary aims to give you an overview of the information contained in this prospectus. Since it is a summary, it does not contain all the information that may be important to you. You should read this prospectus in its entirety before you decide to invest in the Offer Shares.

There are risks associated with any investment. Some of the particular risks in investing in the Offer Shares are set out in “Risk Factors.” You should read that section carefully before you decide to invest in the Offer Shares.

OVERVIEW

We are a multinational hygiene product corporation principally engaged in the development, manufacturing and sales of baby and feminine hygiene products, including baby diapers, baby pants, sanitary pads and wet wipes, focusing on the fast-growing Emerging Markets⁽¹⁾, including Africa, Latin America and Central Asia. During the Track Record Period, we generated the majority of our revenue from sales to customers in Africa. According to Frost & Sullivan, (i) in terms of sales volume in 2024, we ranked first in both the baby diapers market and the sanitary pads market in Africa, with a market share of 20.3% and 15.6%, respectively; and (ii) in terms of revenue in 2024, we ranked second in both the baby diapers market and the sanitary pads market in Africa, with a market share of 17.2% and 11.9%, respectively. Leveraging our multinational operational strategies implemented for over 15 years, we have become a leading corporation in the hygiene product industry in various countries in Africa as well as a key player in the Emerging Markets. Through building our overseas management team and recruiting local talent, which allow us to optimize the human resources by collaboration, we have achieved efficient multinational operations.

Upholding our “Consumer-oriented” philosophy, we focus on developing products that cater to the diversified needs of the local markets and strive to satisfy the ever-changing market demand by rapidly updating our products.

Note:

- (1) According to the International Monetary Fund’s World Economic Outlook, economies are classified into “Advanced Markets” and “Emerging Markets.” Emerging Markets are economies primarily located in Africa, Latin America, and Central Asia, characterized by robust economic growth and a young, widely dispersed population. See “Industry Overview—Overview of Hygiene Product Industry in the Emerging Markets—Definition and Characteristics of the Emerging Markets” for details.

SUMMARY

The table below sets forth details of our brands and products.

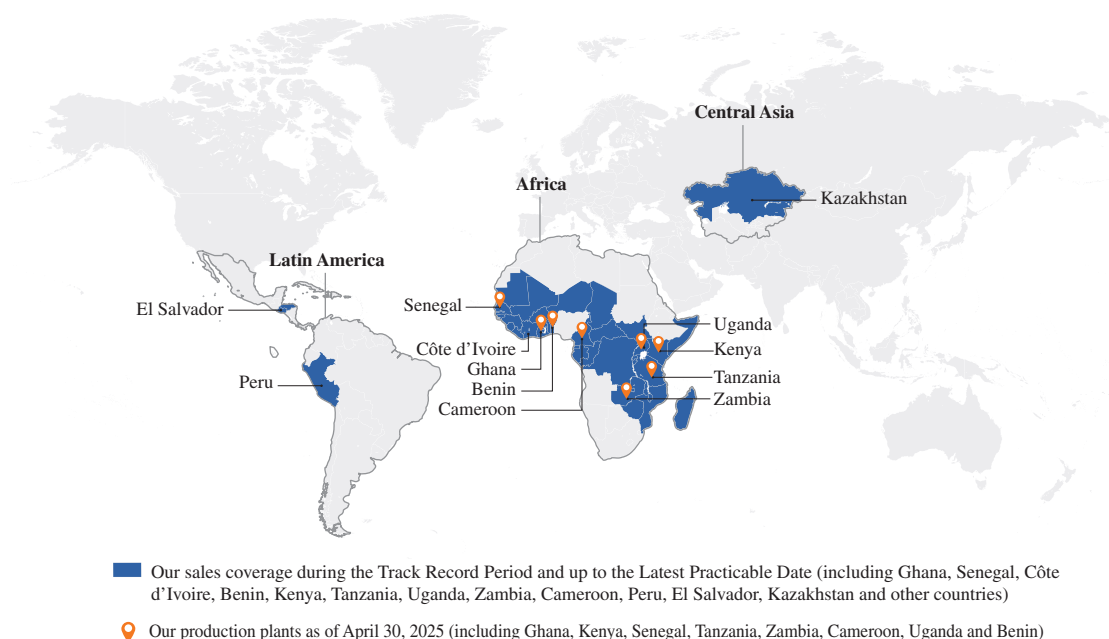
Product category	Year ended December 31, 2024				Brands	Product images
	Sales volume	Revenue	Market share in Africa	Market share in Africa		
	(pieces in millions)	(US\$ in millions)	(by sales volume)	(by revenue)		
Baby diapers	4,122.7	341.9	20.3% (First in Africa)	17.2% (Second in Africa)	 	 
					 	 
					 	 
Sanitary pads	1,634.3	77.5	15.6% (First in Africa)	11.9% (Second in Africa)	 	 
					 	 
						
Baby pants	239.1	20.5	–	–	 	 
Wet wipes	1,497.5	14.5	–	–	 	 

The development of our Group can be traced back to the trading of hygiene products by Sunda Group in 2009. Sunda Group transformed into an integrated corporation with sales and manufacturing capabilities in 2018. In order to establish a separate platform for the hygiene product business for the benefit of our long-term development, we have undergone a reorganization. Please refer to “History, Reorganization and Corporate Structure—Reorganization” for details.

SUMMARY

We have established an extensive sales network covering over 30 countries across Africa, Latin America and Central Asia, which we believe is one of our competitive strengths that differentiates us from our competitors. As of April 30, 2025, we had 18 sales branches in 12 countries, and an extensive sales network covering over 2,800 wholesalers, distributors, supermarkets and other retailers in total. Leveraging our extensive sales network, we achieved rapid growth during the Track Record Period. In 2024, our sales volume of baby diapers and sanitary pads reached 4,122.7 million and 1,634.3 million pieces, representing a rapid increase from 2022 at a CAGR of 17.3% and 30.6%, respectively.

The map below shows the locations of our production plants and the geographical coverage of our sales for the period/as of the date indicated.



In 2018, we began localized manufacturing of baby diapers, baby pants, sanitary pads and wet wipes in Ghana. Since then, we have established a stable global supply chain system centered on multinational manufacturing. According to Frost & Sullivan, we have the most production plants in Africa among hygiene product manufacturers, and we ranked first in both the baby diapers market and the sanitary pads market in Africa in terms of production volume in 2024. As of April 30, 2025, we had eight production plants and 51 production lines in Africa, with a total designed production capacity⁽¹⁾ of 6,301.2 million pieces of baby diapers, 352.1 million pieces of baby pants, 2,854.1 million pieces of sanitary pads and 9,303.5 million pieces of wet wipes per annum.

Note:

- (1) The total designed production capacity is the maximum number of pieces of products which can be produced annually based on the following assumptions: (i) the production lines are operating at full capacity; (ii) there are two shifts per day, with each shift lasting for 10 hours; and (iii) production is scheduled for 26 days per month.

SUMMARY

During the Track Record Period, our revenue and net profit recorded significant growth. Our revenue increased significantly by 28.6% from US\$319.9 million in 2022 to US\$411.4 million in 2023 and increased by 10.5% from US\$411.4 million in 2023 to US\$454.4 million in 2024, and also increased by 15.5% from US\$139.6 million in the four months ended April 30, 2024 to US\$161.3 million in the four months ended April 30, 2025. Our net profit increased significantly by 251.7% from US\$18.4 million in 2022 to US\$64.7 million in 2023 and increased by 47.0% from US\$64.7 million in 2023 to US\$95.1 million in 2024, and also increased by 12.5% from US\$27.7 million in the four months ended April 30, 2024 to US\$31.1 million in the four months ended April 30, 2025.

The Emerging Markets that we target are characterized by population growth and consumption upgrade. According to Frost & Sullivan, the number of births in Africa has been growing at a globally highest CAGR of 1.8% from 2020 to 2024, and its demographic structure has over 50% of its population under the age of 20. According to Frost & Sullivan, the new birth population in Africa, Latin America and Central Asia in 2024 was 48.2 million, 10.1 million and 2.0 million, representing 36.5%, 7.7% and 1.4% of the global new birth population in 2024, respectively. The Emerging Markets have seen sustained growth in the market penetration rates of baby and feminine hygiene products, with considerable room for further growth compared to developed countries. For example, in 2024, the market penetration rate of baby diapers and baby pants in Africa was around 20%, lower than the market penetration rates of baby diapers and baby pants in the European, North American and Chinese markets, ranged from around 70% to 86%, and the market penetration rate of sanitary pads in Africa was around 30%, lower than the market penetration rates of similar products in the European, North American and Chinese markets, which ranged from around 86% to 92%.

OUR BRANDS AND PRODUCTS

We offer a variety of baby and feminine hygiene products under various brands, including our core brand *Softcare*, as well as *Veesper*, *Maya*, *Cuettie* and *Clincleer*. Each brand caters to a distinct consumer group. This multi-brand strategy allows us to effectively meet the needs of diverse consumer segments, expanding our overall consumer base. *Softcare*, our core brand, is positioned as a mid-premium brand, targeting middle to high-end consumers with higher spending power looking for high quality products. *Softcare* started as a baby diapers and sanitary pads brand, and subsequently extended to cover other hygiene product categories, including baby pants and wet wipes in 2018. During the Track Record Period, the majority of our revenue was attributable to *Softcare* products. After years of development, *Softcare* has become a reputable household brand for baby and feminine hygiene products in many African countries with a leading market position.

SUMMARY

Our products include baby diapers, baby pants, sanitary pads and wet wipes. During the Track Record Period, baby diapers were the main source of our revenue. The table below sets forth a breakdown of our revenue by product category for the periods indicated:

	Year ended December 31,						Four months ended April 30,			
	2022		2023		2024		2024		2025	
	Revenue	% of total	Revenue	% of total	Revenue	% of total	Revenue	% of total	Revenue	% of total
<i>(US\$ in thousands, except percentages)</i>										
<i>(unaudited)</i>										
Baby diapers . .	250,651	78.4	323,964	78.7	341,931	75.3	106,455	76.2	115,844	71.8
Sanitary pads . .	43,079	13.5	61,731	15.0	77,465	17.0	24,092	17.3	29,939	18.5
Baby pants . . .	17,396	5.4	13,046	3.2	20,516	4.5	4,784	3.4	9,288	5.8
Wet wipes . . .	8,772	2.7	12,628	3.1	14,477	3.2	4,301	3.1	6,239	3.9
Total	319,898	100.0	411,369	100.0	454,389	100.0	139,632	100.0	161,310	100.0

The following table sets forth our sales volume and ASP by product type for the periods indicated:

	Year ended December 31,						Four months ended April 30,			
	2022		2023		2024		2024		2025	
	Sales volume	ASP	Sales volume	ASP	Sales volume	ASP	Sales volume	ASP	Sales volume	ASP
	<i>Piece in million</i>	<i>US cent per piece</i>	<i>Piece in million</i>	<i>US cent per piece</i>	<i>Piece in million</i>	<i>US cent per piece</i>	<i>Piece in million</i>	<i>US cent per piece</i>	<i>Piece in million</i>	<i>US cent per piece</i>
Baby diapers . .	2,994.6	8.37	3,713.6	8.72	4,122.7	8.29	1,282.9	8.30	1,397.1	8.29
Sanitary pads . .	958.2	4.50	1,332.5	4.63	1,634.3	4.74	527.0	4.57	614.3	4.87
Baby pants . . .	168.6	10.32	137.5	9.49	239.1	8.58	54.3	8.81	108.0	8.60
Wet wipes . . .	841.8	1.04	1,231.6	1.03	1,497.5	0.97	464.5	0.93	653.4	0.95
Total	4,963.2		6,415.2		7,493.6		2,328.7		2,772.8	

SUMMARY

Our revenue grew steadily throughout the Track Record Period. In 2022, 2023 and 2024 and the four months ended April 30, 2025, our revenue was US\$319.9 million, US\$411.4 million, US\$454.4 million and US\$161.3 million, respectively.

Our revenue growth during the Track Record Period was primarily attributable to:

- (i) our continued efforts in deepening the reach of our sales network within our existing markets, across Africa and into other Emerging Markets. In terms of existing markets where we maintain a leading position, we continued to increase our penetration from capital cities to other urban districts and further into rural areas, while also exporting our products to countries surrounding these regions. In Africa, we gradually expanded our footprints from Western and Eastern Africa to Middle Africa. Globally, we expanded into Latin America and Central Asia; and
- (ii) an increase in demand for our products, as a result of (a) the growth in market demands of hygiene products attributable to factors including large population, economic advancement, increased urbanization, rising education level of our target markets; (b) our enhanced brand recognition due to our dedicated marketing and promotional efforts; and (c) the optimization of our product offerings appealing to the differentiated target consumer groups.

On the other hand, our revenue could be adversely affected by the fluctuations in foreign exchange rates during the Track Record Period.

The following table sets forth a breakdown of our gross profit and gross profit margin by product type for the periods indicated:

	Year ended December 31,						Four months ended April 30,			
	2022		2023		2024		2024		2025	
	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 (%)
<i>(US\$ in thousands, except percentages)</i>										
<i>(unaudited)</i>										
Baby diapers . .	57,701	23.0	115,249	35.6	117,112	34.3	37,487	35.2	38,074	32.9
Sanitary pads . .	8,119	18.8	18,742	30.4	29,713	38.4	8,101	33.6	10,496	35.1
Baby pants . . .	4,329	24.9	3,553	27.2	5,797	28.3	1,252	26.2	2,838	30.6
Wet wipes . . .	3,384	38.6	6,204	49.1	7,529	52.0	1,944	45.2	2,801	44.9
Total	73,533	23.0	143,748	34.9	160,151	35.2	48,784	34.9	54,209	33.6

SUMMARY

In 2022, 2023 and 2024 and the four months ended April 30, 2025, our gross profit amounted to US\$73.5 million, US\$143.7 million, US\$160.2 million and US\$54.2 million, respectively, achieving a gross profit margin of 23.0%, 34.9%, 35.2% and 33.6% in the respective periods.

The gross profit margins of our products are primarily influenced by our pricing ability, which is closely related to our brand recognition and market acceptance. For instance, our leading position in the African baby diaper market allows us to maintain our prices despite competitive challenges and even raise them depending on market conditions and our marketing strategies, thereby allowing us to achieve higher profit margins. Additionally, our gross profit margin is impacted by the market prices of major raw materials including fluff pulp, non-woven fabrics and SAP. Different products have different mix of raw materials. Therefore, changes in the market prices of raw materials may have varying degrees of impact on the gross profit margin of different products. Gross profit margin of baby diapers increased from 23.0% in 2022 to 35.6% in 2023; and that of sanitary pads increased from 18.8% in 2022 to 30.4% in 2023, primarily due to a decrease in average procurement price of fluff pulp, non-woven fabrics and SAP. Gross profit margin of sanitary pads increased from 30.4% in 2023 to 38.4% in 2024, primarily due to (i) decreases in average procurement prices of fluff pulp and non-woven fabrics; and (ii) appreciation of local currency in Kenya, which lead to an increase in revenue denominated in US\$. Such decrease in average procurement prices of fluff pulp, non-woven fabrics and SAP was driven by the subsiding of supply chain disruption caused by the COVID-19 pandemic.

OUR MARKETS

Africa is our core market. We first commenced sales of hygiene products in Africa back in 2009. Since then, we have continuously expanded our business to many African countries and have gained a strong foothold in Africa. During the Track Record Period, our sales reached over 30 African countries across Western Africa, Eastern Africa and Middle Africa.

SUMMARY

The table below sets forth a breakdown of our revenue by location of our customers for the periods indicated:

	Year ended December 31,						Four months ended April 30,			
	2022		2023		2024		2024		2025	
	Revenue	%	Revenue	%	Revenue	%	Revenue	%	Revenue	%
<i>(US\$ in thousands, except percentages)</i>										
<i>(unaudited)</i>										
Western Africa:										
Ghana	72,880	22.8	73,768	17.9	65,965	14.5	21,922	15.7	23,049	14.3
Senegal	35,934	11.2	44,540	10.8	45,283	10.0	15,994	11.5	15,048	9.3
Côte d’Ivoire	29,024	9.1	42,049	10.2	44,269	9.7	13,601	9.7	13,165	8.2
Benin	3,747	1.2	5,988	1.5	4,508	1.0	1,744	1.2	2,238	1.4
Others ⁽¹⁾	23,563	7.3	30,946	7.5	34,965	7.7	10,480	7.5	10,159	6.3
Sub-total	165,148	51.6	197,291	47.9	194,990	42.9	63,741	45.6	63,659	39.5
Eastern Africa:										
Kenya	60,357	18.9	70,216	17.1	90,453	19.9	26,653	19.1	30,778	19.1
Tanzania	29,122	9.1	34,636	8.4	41,397	9.1	12,884	9.2	14,800	9.2
Uganda	24,553	7.7	30,715	7.5	38,615	8.5	11,097	7.9	15,896	9.9
Zambia	31,385	9.8	33,253	8.1	27,132	6.0	9,594	6.9	8,071	5.0
Others ⁽²⁾	2,927	0.9	2,978	0.7	9,136	2.1	1,554	1.1	5,383	3.3
Sub-total	148,344	46.4	171,798	41.8	206,733	45.6	61,782	44.2	74,928	46.5
Middle Africa:										
Cameroon	5,015	1.6	35,403	8.6	30,436	6.7	10,320	7.4	10,971	6.8
Others ⁽³⁾	1,028	0.3	1,709	0.4	12,716	2.8	1,399	1.1	6,357	3.8
Sub-total	6,043	1.9	37,112	9.0	43,152	9.5	11,719	8.5	17,328	10.6
Latin America:										
Peru	363	0.1	5,168	1.3	9,298	2.0	2,390	1.7	4,717	2.9
El Salvador	—	—	—	—	111	— ⁽⁴⁾	—	—	568	0.4
Sub-total	363	0.1	5,168	1.3	9,409	2.0	2,390	1.7	5,285	3.3
Central Asia:										
Kazakhstan	—	—	—	—	105	— ⁽⁴⁾	—	—	110	0.1
Total	319,898	100.0	411,369	100.0	454,389	100.0	139,632	100.0	161,310	100.0

Notes:

- (1) Other countries in Western Africa primarily include Mali, Liberia, Burkina Faso, the Gambia, Guinea-Bissau, Sierra Leone, Niger, Togo, Guinea and Mauritania.
- (2) Other countries in Eastern Africa primarily include Zimbabwe, Burundi, Malawi, South Sudan, Somalia, Madagascar, Mozambique and Rwanda.
- (3) Other countries in Middle Africa primarily include the Democratic Republic of the Congo, the Central African Republic, Chad, Gabon and the Republic of the Congo.
- (4) Less than 0.1%.

SUMMARY

OUR SALES CHANNELS

We sell our products through various sales channels, primarily consisting of wholesalers, distributors, supermarkets and other retailers. This combination of diverse sales channels enables us to reach a broader consumer base and penetrate the local markets more effectively. We generally enter into standard sales agreements with our customers, which outline the terms of our buyer-seller relationship. We recognize revenue when the control of our products is transferred to our customers.

The table below sets forth a breakdown of our revenue by sales channel for the periods indicated:

	Year ended December 31,						Four months ended April 30,			
	2022		2023		2024		2024		2025	
	Revenue	% of total revenue	Revenue	% of total revenue	Revenue	% of total revenue	Revenue	% of total revenue	Revenue	% of total revenue
<i>(US\$ in thousands, except percentages)</i>										
<i>(unaudited)</i>										
Wholesalers . . .	191,223	59.8	266,488	64.8	291,256	64.1	89,804	64.3	100,155	62.1
Distributors . . .	106,084	33.2	127,141	30.9	145,930	32.1	44,172	31.6	54,698	33.9
Supermarkets and other retailers . . .	9,613	3.0	11,563	2.8	15,175	3.3	4,535	3.2	6,042	3.7
Others ⁽¹⁾	12,978	4.0	6,177	1.5	2,028	0.5	1,121	0.9	415	0.3
Total	319,898	100.0	411,369	100.0	454,389	100.0	139,632	100.0	161,310	100.0

Note:

- (1) Others primarily include customers who purchase products from us on a one-off basis and with whom we have not entered into any written sales agreement.

OUR COMPETITIVE STRENGTHS

We believe that the following strengths contribute to our robust market position, ensuring our success and distinguishing us from our competitors:

- We are an experienced corporation of baby and feminine hygiene products in the Emerging Markets and benefit from enormous market growth opportunities;
- We have extensive experience in developing sales channels in the Emerging Markets and have established an extensive, mature and stable sales network. We believe we are well positioned to replicate our success in new markets;

SUMMARY

- We have developed a strong brand matrix and can satisfy consumer needs through product differentiation strategies;
- Empowered by localized production plants and a global supply chain system, we possess strong manufacturing capabilities to provide cost-efficient and high quality products;
- Our professional, systemized and digitized management system enhances our management efficiency, enabling us to continuously replicate our success in new markets; and
- We have an experienced management team and corporate culture of continuous learning and growing.

OUR STRATEGIES

We plan to implement the following strategies:

- Consolidating our leading market position and continuously expanding our business to new markets with new product offerings;
- Continuously building our brand image, enhancing brand recognition and winning the confidence of consumers;
- Strengthening our sales network in the Emerging Markets and enhancing our ability to further expand our sales network;
- Increasing supply chain stability, production efficiency and digital operation capabilities; and
- Maintaining the innovative spirit of “learning organization” and progressively implementing talent localization.

OUR CUSTOMERS AND SUPPLIERS

Our customers primarily consist of wholesalers, distributors, supermarkets and other retailers. In 2022, 2023 and 2024 and the four months ended April 30, 2025, (i) our revenue derived from our largest customer in each year/period during the Track Record Period amounted to US\$4.8 million, US\$5.2 million, US\$7.0 million and US\$2.3 million, representing 1.5%, 1.3%, 1.5% and 1.4% of our total revenue, respectively; and (ii) our revenue derived from our five largest customers in each year/period during the Track Record Period amounted to US\$16.7 million, US\$20.1 million, US\$25.2 million and US\$10.1 million, representing 5.2%, 4.9%, 5.5% and 6.3% of our total revenue, respectively.

SUMMARY

Our suppliers primarily consist of suppliers of raw materials. In 2022, 2023 and 2024 and the four months ended April 30, 2025, (i) our purchases from our largest supplier in each year/period during the Track Record Period amounted to US\$25.2 million, US\$31.0 million, US\$34.5 million and US\$18.0 million, representing 9.2%, 12.8%, 12.5% and 19.0% of our total purchases, respectively; and (ii) our purchases from our five largest suppliers in each year/period during the Track Record Period amounted to US\$94.1 million, US\$100.5 million, US\$106.0 million and US\$45.1 million, representing 34.3%, 41.6%, 38.3% and 47.6% of our total purchases, respectively.

COMPETITIVE LANDSCAPE

According to Frost & Sullivan, the hygiene product industry has been continuously growing, especially in the Emerging Markets. Emerging Markets are economies primarily located in Africa, Latin America and Central Asia, characterized by robust economic growth and a young, widely dispersed population. We compete primarily with other baby and female hygiene product providers that sell to the Emerging Markets. Both the baby diapers market and the sanitary pads market in Africa demonstrate a high degree of brand concentration.

SUMMARY OF FINANCIAL INFORMATION

Selected Information from Consolidated Statements of Profit or Loss

	Year ended December 31,			Four months ended April 30,	
	2022	2023	2024	2024	2025
	<i>(US\$ in thousands)</i>			<i>(unaudited)</i>	
Revenue	319,898	411,369	454,389	139,632	161,310
Cost of sales	(246,365)	(267,621)	(294,238)	(90,848)	(107,101)
Gross profit	73,533	143,748	160,151	48,784	54,209
Profit for the year/period	18,390	64,680	95,111	27,659	31,103

Non-IFRS Financial Measure

We believe that the presentation of non-IFRS measures, namely adjusted profit (non-IFRS measure) and adjusted net profit margin (non-IFRS measure), facilitates comparisons of operating performance from year to year and from period to period and provides useful information for investors and others to understand and evaluate our consolidated results of operations in the same manner as they help our management by eliminating the impact of certain items. However, such non-IFRS financial measures we presented may not be directly comparable to similar measures presented by other companies. The use of adjusted profit

SUMMARY

(non-IFRS measure) and adjusted net profit margin (non-IFRS measure) has limitations as analytical tools, and you should not consider them in isolation from, or as a substitute for analysis of, our results of operations or financial condition as reported under IFRSs.

We define adjusted profit (non-IFRS measure) for the year/period after excluding the effects of listing expenses. We exclude listing expenses arising from activities relating to the Listing. We define adjusted net profit margin (non-IFRS measure) as adjusted profit (non-IFRS measure) divided by revenue for the year/period and multiplied by 100%.

The following table reconciles our adjusted profit (non-IFRS measure) for the years/periods presented to profit for the years/periods, which is presented in accordance with IFRSs:

	Year ended December 31,			Four months ended April 30,	
	2022	2023	2024	2024	2025
	<i>(US\$ in thousands, except percentages)</i>				
	<i>(unaudited)</i>				
Reconciliation of net profit to adjusted net profit (non-IFRS measure)					
Profit for the year/period	18,390	64,680	95,111	27,659	31,103
Add:					
Listing expenses	—	—	2,555	1,035	1,408
Adjusted profit (non-IFRS measure) for the year/period	<u>18,390</u>	<u>64,680</u>	<u>97,666</u>	<u>28,694</u>	<u>32,511</u>
Adjusted net profit margin (non-IFRS measure)	<u>5.7%</u>	<u>15.7%</u>	<u>21.5%</u>	<u>20.5%</u>	<u>20.2%</u>

Our adjusted profit (non-IFRS measure) for the year/period increased significantly from US\$18.4 million in 2022 to US\$64.7 million in 2023 and by 51.0% to US\$97.7 million in 2024, mainly as a result of our sales growth, increasing gross profit margin, a decrease in foreign exchange losses and a decrease in royalty fees recorded under administrative expenses following the transfer of trademarks from the Remaining Sunda Group to us as part of the Reorganization.

Our adjusted profit (non-IFRS measure) for the year/period increased from US\$28.7 million in the four months ended April 30, 2024 to US\$32.5 million in the four months ended April 30, 2025 by 13.3%, mainly as a result of our sales growth and an increase in our gross profit.

SUMMARY

During the Track Record Period, we generated revenue from the manufacturing and sale of baby and feminine hygiene products including baby diapers, baby pants, sanitary pads and wet wipes. Our revenue grew steadily throughout the Track Record Period. In 2022, 2023 and 2024 and the four months ended April 30, 2025, our revenue was US\$319.9 million, US\$411.4 million, US\$454.4 million and US\$161.3 million, respectively.

Our revenue growth during the Track Record Period was primarily attributable to: (i) our continued efforts in deepening the reach of our sales network within our existing markets, across Africa and into other Emerging Markets globally. In terms of existing markets where we maintain a leading position, we continued to increase our penetration from capital cities to other urban districts and further into rural areas, while also exporting our products to countries surrounding these regions. In Africa, we gradually expanded our footprints from Western and Eastern Africa to Middle Africa. Globally, we expanded into Latin America and Central Asia; and (ii) an increase in demand for our products, as a result of (a) a growth in market demands of hygiene products attributable to factors including large population, economic advancement, increased urbanization, rising education level of our target markets; (b) our enhanced brand recognition as we dedicated marketing and promotional efforts; and (c) the optimization of our product offerings appealing to the differentiated target consumer groups. On the other hand, our revenue could be adversely affected by the fluctuation in foreign exchange rates during the Track Record Period.

Our profit for the year/period was US\$18.4 million, US\$64.7 million, US\$95.1 million and US\$31.1 million in 2022, 2023 and 2024 and the four months ended April 30, 2025, respectively. Our net profit margin increased from 5.7% in 2022 to 15.7% in 2023, primarily due to (i) an improvement in our gross profit margin, mainly as a result of a decrease in market prices of our major raw materials, partially offset by (ii) the foreign exchange losses incurred in 2023, reflecting a devaluation of certain African currencies against U.S. dollars. Our net profit margin increased to 20.9% in 2024, primarily due to (i) an improvement in our gross profit margin, mainly as a result of a decrease in market prices of our major raw materials; (ii) a decrease in foreign exchange losses; and (iii) a decrease in royalty fees recorded under administrative expenses following the transfer of trademarks from the Remaining Sunda Group to us as part of the Reorganization.

For detailed analysis of our results of operations, see “Financial Information—Description of Selected Items of our Consolidated Statements of Profit or Loss” in this prospectus.

SUMMARY

Selected Items in Our Consolidated Statements of Financial Position

	As of December 31,			As of April 30,
	2022	2023	2024	2025
<i>(US\$ in thousands)</i>				
Non-current assets	60,986	53,463	77,667	87,104
Current assets	183,947	191,224	176,399	230,029
Current liabilities	215,526	155,416	110,381	110,584
Net current (liabilities)/assets . .	(31,579)	35,808	66,018	119,445
Non-current liabilities	6,657	3,873	3,799	35,684
Net assets	22,750	85,398	139,886	170,865

We recorded net current liabilities of US\$31.6 million as of December 31, 2022 and net current assets of US\$35.8 million as of December 31, 2023, primarily due to (i) a decrease of current borrowings of US\$71.7 million, reflecting the settlement to related companies; and (ii) an increase of bank balances and cash of US\$8.7 million generated from our operations. Our net current liabilities as of December 31, 2022 was primarily as a result of the significant borrowings recorded as of December 31, 2022 arising from the capital needs for the one-off acquisition of assets as part of the Reorganization. Our net current assets increased to US\$66.0 million as of December 31, 2024, primarily attributable to the settlements of borrowings, reflecting our settlements to related parties. Our net current assets increased to US\$119.4 million as of April 30, 2025, primarily due to an increase in bank balances and cash from the Pre-IPO Investor of US\$30.0 million received in February 2025 and net cash generated from operating activities.

Our net assets increased from US\$22.8 million as of December 31, 2022 to US\$85.4 million as of December 31, 2023, primarily because we recorded net profit of US\$64.7 million in 2023. Our net assets further increased to US\$139.9 million as of December 31, 2024, primarily because we recorded net profit of US\$95.1 million in 2024, partially offset by (i) the acquisition of subsidiaries pursuant to the Reorganization amounting to US\$6.2 million under the principles of merger accounting; and (ii) the declaration of interim dividends by our Company of US\$35.0 million in 2024. Our net assets increased to US\$170.9 million as of April 30, 2025, primarily because we recorded net profit of US\$31.1 million and issue of new ordinary shares together with put option and certain special rights to the Pre-IPO Investor amounting to US\$30.0 million, partially offset by the recognition of other financial liability amounting to US\$30.8 million in the four months ended April 30, 2025.

For further details, see “Financial Information—Discussion of Major Items of Consolidated Statements of Financial Position.”

SUMMARY

Selected Items in Our Consolidated Statements of Cash Flows

	Year ended December 31,			Four months ended April 30,	
	2022	2023	2024	2024	2025
	<i>(US\$ in thousands)</i>			<i>(unaudited)</i>	
Net cash generated from					
operating activities	13,575	95,977	109,533	27,186	32,332
Net cash generated/(used					
in) investing activities . .	(51,061)	(10,874)	(5,720)	18,418	(7,960)
Net cash generated					
from/(used in) financing					
activities	58,555	(75,601)	(102,984)	(13,595)	28,517
Net increase in cash and					
cash equivalents	21,069	9,502	829	32,009	52,889
Cash and cash equivalents					
at beginning of year . . .	554	21,725	30,439	30,439	31,112
Effect of foreign exchange					
rate changes	102	(788)	(156)	(82)	525
Cash and cash equivalents					
at end of year	21,725	30,439	31,112	62,366	84,526

For further details, see “Financial Information—Liquidity and Capital Resources.”

Key financial ratios

	Year ended/As of December 31,			Four months ended/As of April 30,
	2022	2023	2024	2025
Gross profit margin ⁽¹⁾	23.0%	34.9%	35.2%	33.6%
Net profit margin ⁽²⁾	5.7%	15.7%	20.9%	19.3%
Return on equity ⁽³⁾	80.8%	75.7%	68.0%	N/A ⁽⁷⁾
Return on total assets ⁽⁴⁾	7.5%	26.4%	37.4%	N/A ⁽⁷⁾
Current ratio ⁽⁵⁾	0.9	1.2	1.6	2.1
Quick ratio ⁽⁶⁾	0.3	0.5	0.5	1.0

Notes:

- (1) Gross profit margin is calculated based on gross profit for the period divided by revenues for the period and multiplied by 100%.

SUMMARY

- (2) Net profit margin is calculated based on the profit for the period divided by total revenue and multiplied by 100%.
- (3) Return on equity is calculated based on the profit for the period divided by the shareholders' equity as of the end of the period and multiplied by 100%.
- (4) Return on total assets is calculated based on the profit for the period divided by total assets at the end of the period and multiplied by 100%.
- (5) Current ratio is calculated based on the total current assets divided by the total current liabilities as of the end of the period.
- (6) Quick ratio is calculated based on the total current assets minus inventories divided by the total current liabilities as of the end of the period.
- (7) The ratios are not presented for incomplete years.

For further details, see “Financial Information—Key Financial Ratios.”

DIVIDENDS

On January 12, 2024, our subsidiary, Softcare Kenya declared and paid an interim dividend of US\$353,000 to its then shareholder, Century BVI. On December 23, 2024, our Company declared interim dividends of US\$35.0 million to its shareholders, which had been fully paid to such shareholders using funds generated from operations and internal resources. Save as the above, no dividends have been paid or declared by the Group during the Track Record Period.

Currently, we do not have a formal dividend policy or a fixed or predetermined dividend distribution ratio. Our future declarations of dividends may or may not reflect our historical declarations of dividends. In addition, our Directors may reassess our dividend policy in the future.

LISTING EXPENSES

Based on the mid-point of the indicative Offer Price range and assuming the Over-allotment Option is not exercised, we estimate that our listing expenses will be approximately HK\$149.3 million, which constitute approximately 6.5% of the gross proceeds from the Global Offering. Our total listing expenses consist of (i) underwriting-related fees and expenses (including underwriting commissions, Stock Exchange trading fee, and SFC transaction levy and AFRC transaction levy) of HK\$80.4 million; and (ii) non-underwriting-related expenses of HK\$68.9 million, including (a) fees payable to Joint Sponsors, legal advisors and Reporting Accountants of HK\$49.8 million and (b) other fees and expenses of HK\$19.1 million. During the Track Record Period, we incurred listing expenses of US\$4.0 million, of which US\$2.6 million and US\$1.4 million was recognized in our consolidated statements of profit or loss and other comprehensive income in 2024 and the four months ended April 30, 2025, respectively. As of April 30, 2025, we recorded US\$1.2 million as deferred issue costs under other receivables, deposits and prepayments in our consolidated statements of financial position, to be accounted for as a deduction from equity upon the Listing. The

SUMMARY

remaining listing expenses of US\$14.0 million is expected to be incurred after the Track Record Period. Upon the Listing, a total of US\$11.6 million (comprising the deferred issued costs of US\$1.2 million already incurred as of April 30, 2025 and partial listing expenses of US\$10.4 million incurred after the Track Record Period) is expected to be accounted for as a deduction from equity in accordance with the relevant accounting standard, and the other listing expenses of US\$3.7 million incurred after the Track Record Period is expected to be charged to our consolidated statements of profit or loss and other comprehensive income. The listing expenses above are the latest practicable estimate for reference only, and the actual amount may differ from this estimate. Our Directors do not expect such expenses to materially impact our results of operations in 2025.

GLOBAL OFFERING STATISTICS

	Based on an Offer Price of HK\$24.20 per Share	Based on an Offer Price of HK\$26.20 per Share
Market capitalization of our Shares⁽¹⁾	HK\$14,662.4 million	HK\$15,874.2 million
Unaudited pro forma adjusted consolidated net tangible assets of the Group attributable to equity shareholders of our Company per Share as at April 30, 2025⁽²⁾	HK\$5.6	HK\$5.9

Notes:

- (1) The calculation is based on the assumption that 605,884,000 Shares is expected to be in issue immediately following the completion of the Global Offering, taking into account the additional 15,000,000 Shares issued on February 20, 2025 under the Pre-IPO Investment as set out in “History, Reorganization, and Corporate Structure—Pre-IPO Investment” and assuming that the Over-allotment Option is not exercised and without taking into account the Shares which may be issued upon the exercise of any options which have been granted under the Pre-IPO Share Option Scheme or may be granted under the Post-IPO Share Option Scheme.
- (2) The unaudited pro forma adjusted consolidated net tangible assets of the Group attributable to equity shareholders of our Company per Share as at April 30, 2025 is calculated after the adjustment referred to in “Unaudited Pro Forma Financial Information” in Appendix II to this prospectus and on the basis of 605,884,000 Shares assuming the Global Offering had been completed on April 30, 2025, assuming that the Over-allotment Option is not exercised and without taking into account the Shares which may be issued upon the exercise of any options which have been granted under the Pre-IPO Share Option Scheme or may be granted under the Post-IPO Share Option Scheme, or any Shares which may be allotted and issued or repurchased by the Company under the general mandates as set out in the section headed “Share Capital” in this prospectus.
- (3) No adjustment has been made to the unaudited pro forma adjusted consolidated net tangible assets of the Group attributable to owners of the Company as of April 30, 2025 to reflect any trading results or other transactions of the Group entered into subsequent to April 30, 2025. In particular, the unaudited pro forma adjusted consolidated net tangible assets of the Group attributable to owners of the Company as of April 30, 2025 have not been adjusted to show the effect of the derecognition of the other financial liability upon the Listing. On February 20, 2025, we issued a total of 15,000,000 new Shares for a total cash consideration of US\$30,000,000 to IFC, which were also granted, amongst others, the Put Option

SUMMARY

granted at the same time that imposed an obligation to the Company to purchase the Pre-IPO Investor Shares from IFC at a cash purchase amount equivalent to an annual internal rate of return on the amount IFC invested in the Pre-IPO Investment; giving rise to an other financial liability of the Group. The other financial liability was initially determined based on the present value of the cash purchase amount at an annual effective interest rate and was subsequently measured at amortized cost. The put option will be terminated upon the Listing and the other financial liability will be, therefore, derecognized and credited directly to the equity (other reserve) of the Group. As at April 30, 2025, the carrying amount of the other financial liability was US\$31,084,000. Upon completion of the Global Offering and the Listing, the Put Option would be terminated and the other financial liability would have been derecognized and credited to the equity (other reserve) of the Group on the same date. The unaudited pro forma adjusted consolidated net tangible assets of the Group attributable to owners of the Company as of April 30, 2025 would have increased to approximately US\$470,257,000 and US\$492,837,000, based on Offer Prices of HK\$24.20 and HK\$26.20 per Share respectively, and the unaudited pro forma adjusted consolidated net tangible assets of the Group attributable to owners of the Company as of April 30, 2025 per Share would have also increased to approximately US\$0.8 (equivalent to approximately HK\$6.0) and approximately US\$0.8 (equivalent to approximately HK\$6.3).

USE OF PROCEEDS

Assuming an Offer Price of HK\$25.20 per Offer Share (being the mid-point of the stated range of the Offer Price of between HK\$24.20 and HK\$26.20 per Offer Share) and that the Over-allotment Option is not exercised, we estimate that we will receive net proceeds of approximately HK\$2,141.0 million from the Global Offering after deducting the underwriting commissions and other estimated expenses in connection with the Global Offering. In line with our strategies, we intend to use our proceeds from the Global Offering for the purposes and in the amounts set forth below:

- Approximately 71.4%, or HK\$1,526.9 million, is expected to be used to expand our overall production capacity and upgrade our production lines;
- Approximately 11.6%, or HK\$247.4 million, is expected to be used for marketing and promotion activities in Africa, Latin America and Central Asia;
- Approximately 4.7%, or HK\$101.2 million, is expected to be used for strategic acquisitions of businesses in the hygiene product industry;
- Approximately 0.4%, or HK\$9.5 million, is expected to be used for upgrading our CRM system and gradually implementing it across our operations in various countries;
- Approximately 2.6%, or HK\$56.0 million, is expected to be used for engaging management consulting firms for conducting analysis on new markets and new products and providing advices on strategy execution and corporate management; and
- Approximately 9.3%, or HK\$200.0 million, is expected to be used for working capital and general corporate purposes.

SUMMARY

RECENT DEVELOPMENTS AND NO MATERIAL ADVERSE CHANGE

Recent development on the United States reciprocal tariffs

In April 2025, the United States government announced reciprocal tariffs (“**Reciprocal Tariffs**”) on imports from various jurisdictions, following which certain jurisdictions announced retaliatory tariffs (“**Retaliatory Tariffs**”) on imports from the United States.

Our products are primarily manufactured in our production plants in Africa, with a small amount of products manufactured in our new production plant in El Salvador which commenced operation recently in August 2025 and manufactured by OEM suppliers in China. Our products are sold to Africa, Latin America and Central Asia. None of our products are manufactured in the United States or exported to the United States for sale. As such, our sales are not affected by the Reciprocal Tariffs or Retaliatory Tariffs.

Our major raw materials include (i) fluff pulp; (ii) non-woven fabrics; and (iii) SAP. Among these raw materials, only fluff pulp is procured from the United States. After the fluff pulp is purchased, it is transported from the United States directly to our production plants. As of the Latest Practicable Date, to the best of our knowledge, none of the countries in which we had production plants had announced any Retaliatory Tariffs on imports from the United States. As such, the import of fluff pulp from the United States to our production plants is not subject to any Retaliatory Tariffs.

As regards non-woven fabrics and SAP, we mainly procure these materials from China, Japan and South Korea. After the non-woven fabrics and SAP are purchased, they are transported directly from these countries to our production plants. These materials are not originated from the United States. The transportation of these materials does not involve import to or export from the United States. As such, our procurement of these materials is not affected by the Reciprocal Tariffs or Retaliatory Tariffs.

Based on the current situation and to the best of our knowledge, we confirm that the Reciprocal Tariffs and Retaliatory Tariffs do not have any material impact on our business operations and financial position.

Recent development on our business and financial performance

After the Track Record Period, we continued to develop our business and recorded steady growth in sales volume. For the six months ended June 30, 2025, we recorded revenue of US\$254.6 million, representing an increase by 19.1% over the same period in the last year, which has been reviewed by the Reporting Accountants in accordance with Hong Kong Standard on Review Engagements 2410 “Review of Interim Financial Information Performed by the Independent Auditor of the Entity” issued by the HKICPA. From May 1, 2025 to August 31, 2025, we recorded sales of 1,810.5 million pieces of baby diapers and baby pants, 666.8 million pieces of sanitary pads and 767.5 million pieces of wet wipes, representing a period-to-period growth of 22.1%, 23.2% and 55.7%, respectively. In August 2025, we

SUMMARY

commenced operation of a new production plant in El Salvador, which had one production line for manufacturing baby diapers. Our Directors confirm that, as of the date of this prospectus, there has been no material adverse change in the financial condition or prospects of our Group since April 30, 2025, being the date of the latest reporting period of the audited consolidated financial statements as set out in the Accountants' Report in Appendix I to this prospectus, and there has been no event since April 30, 2025 that would materially affect the information as set out in the Accountants' Report included in Appendix I to this prospectus.

OUR CONTROLLING SHAREHOLDERS

Immediately upon completion of the Global Offering, without taking into account any Shares which may be issued upon exercise of any options which have been granted under the Pre-IPO Share Option Scheme or may be granted under the Post-IPO Share Option Scheme and assuming the Over-allotment Option are not exercised, Century BVI will directly hold approximately 54.75% of the issued share capital of our Company. Century BVI is a company wholly owned by Sunda Enterprise. Sunda Enterprise is owned as to 51% by Chaoyuet Holding, which in turn is wholly owned by Mr. Shen, and 49% by Haoyue Investment, which in turn is wholly owned by Ms. Yang. Mr. Shen and Ms. Yang are spouses. Mr. Shen and Ms. Yang will control the exercise of more than 30% of the voting power at general meetings of our Company through Chaoyuet Holding, Haoyue Investment, Sunda Enterprise and Century BVI upon Listing. Accordingly, Mr. Shen, Ms. Yang, Chaoyuet Holding, Haoyue Investment, Sunda Enterprise and Century BVI constitute a group of our Controlling Shareholders under the Listing Rules. For further details of our Controlling Shareholders, see "Relationship with our Controlling Shareholders."

PRE-IPO INVESTMENT

On February 18, 2025, we entered into a subscription agreement with the Pre-IPO Investor, pursuant to which 15,000,000 Shares, representing (i) approximately 2.91% of our Shares in issue immediately before completion of the Global Offering; and (ii) 2.48% of our Shares in issue immediately upon completion of the Global Offering, without taking into account any Shares which may be issued upon exercise of any options which have been granted under the Pre-IPO Share Option Scheme or may be granted under the Post-IPO Share Option Scheme and assuming the Over-allotment Option is not exercised, were allotted and issued to the Pre-IPO Investor at a consideration of US\$30,000,000. For further details of the Pre-IPO Investment, see "History, Reorganization and Corporate Structure—Pre-IPO Investment".

CONNECTED TRANSACTIONS

We have entered into certain transactions which would constitute continuing connected transactions for our Company under the Listing Rules upon the Listing. We have applied for, and the Stock Exchange has granted us, a waiver from strict compliance with certain requirements set out in Chapter 14A of the Listing Rules for certain continuing connected transactions. For details of such continuing connected transactions and the waiver, see "Connected Transactions."

SUMMARY

RISK FACTORS

Our business and the Global Offering involve certain risks as set out in “Risk Factors” in this prospectus. You should read that section in its entirety carefully before you decide to invest in our Shares. Some of the major risks we face include:

- We may not be able to manage our business as a whole effectively as our business covers multiple countries;
- Our business depends on market recognition of our brands. Any damage to our reputation or one or more of our brands may materially and adversely affect our business and results of operations;
- Failure to compete with local and global competitors in new and existing markets and channels effectively may materially and adversely affect our business and results of operations;
- Our business and future growth prospects rely on consumer demand for our products. Any shift in consumer demand, or any unexpected situation with a negative impact on consumer demand, may materially and adversely affect our business and results of operations;
- The rising global demand for eco-friendly hygiene products may adversely affect our business and results of operations;
- Our plan to expand our sales and distribution network into new markets may not be successful, which could materially and adversely affect our business and results of operations; and
- Changing economic, social, political and geopolitical conditions could materially and adversely impact our business and financial results.

FOREIGN EXCHANGE EXPOSURE

Our Group is subject to foreign exchange exposure given that our sales and labor costs are mainly denominated in local currencies of the respective countries in Africa, Latin America and Central Asia which may be more prone to currency fluctuations, whereas our purchases are mainly imports, primarily denominated in U.S. dollars and Renminbi. See “Risk Factors—Fluctuations in exchange rates could result in foreign currency exchange losses” for details.

SUMMARY

IMPACT OF THE COVID-19 PANDEMIC

During the Track Record Period, we experienced higher average procurement prices of fluff pulp and SAP as well as higher ocean freight rates for transportation of raw materials due to the COVID-19 pandemic. In 2022, the market prices of fluff pulp and SAP as well as ocean freight rates saw an increase due to supply chain disruption caused by the COVID-19 pandemic. In 2023, as the supply chain disruption subsided, the market prices of fluff pulp and SAP as well as ocean freight rates declined to almost the same as or below the pre-pandemic level. As a result, we experienced higher average procurement prices of fluff pulp and SAP as well as ocean freight rates in 2022 as compared with 2023, 2024 and the four months ended April 30, 2025.

Save as discussed above, our Directors are of the view that our business operations and financial performance had not been subject to any material impact caused by the COVID-19 pandemic during the Track Record Period. In particular, we had not experienced any material delay in production and our production facilities had not been subject to any suspension or shutdown due to the COVID-19 pandemic during the Track Record Period. There was no material delay in delivery of our products due to the COVID-19 pandemic. Our Directors are of the view that the COVID-19 pandemic is not expected to cause any material impact on our business operations and financial performance in the future. See “Risk Factors—Risks Relating to Our Business and Industry—Our business results depend on our ability to manage disruptions in our supply chain and production process” for further details.

DEFINITIONS

In this prospectus, unless the context otherwise requires, the following terms shall have the meanings set out below. Certain other terms are explained in “Glossary of Technical Terms” in this prospectus.

“Accountants’ Report”	the accountants’ report for the years ended December 31, 2022, 2023 and 2024 and the four months ended April 30, 2025 of our Company, the text of which is set out in Appendix I to this prospectus;
“AED”	United Arab Emirates dirham, the lawful currency of the United Arab Emirates;
“AFRC”	Accounting and Financial Reporting Council;
“Articles of Association” or “Articles”	the third amended and restated articles of association of our Company, conditionally adopted on October 27, 2025 and will come into effect upon Listing, a summary of which is set out in “Appendix III—Summary of the Constitution of the Company and Cayman Islands Company Law” to this prospectus, as amended, supplemented or otherwise modified from time to time;
“associate(s)”	has the meaning ascribed to it under the Listing Rules;
“Audit Committee”	the audit committee of our Board;
“Benin”	the Republic of Benin;
“Board” or “Board of Directors”	the board of Directors;
“business day”	any day (other than a Saturday, Sunday or public holiday) on which banks in Hong Kong are generally open for business;
“BVI”	the British Virgin Islands;
“CAGR”	compounded annual growth rate;
“CCASS”	the Central Clearing and Settlement System established and operated by HKSCC;

DEFINITIONS

“Century BVI”	CENTURY INDUSTRIAL LTD, a company incorporated in the BVI with limited liability on May 27, 2015, which is wholly owned by Sunda Enterprise and one of our Controlling Shareholders;
“Century Mauritius”	Century (mauritius) international limited, a company incorporated in the Republic of Mauritius with limited liability on April 15, 2016, which is ultimately controlled by Mr. Shen and Ms. Yang;
“Chaoyuet Holding”	Chaoyuet Holding Limited, a company incorporated in the BVI with limited liability on December 30, 2022, which is wholly-owned by Mr. Shen, our ultimate Controlling Shareholder and one of our Controlling Shareholders;
“China”, the “PRC” or “Chinese Mainland”	the People’s Republic of China, but for the purpose of this prospectus and for geographical reference only and except where the context requires, references in this prospectus to “China” and the “PRC” do not apply to Taiwan, the Macau Special Administrative Region of the PRC and Hong Kong;
“close associate(s)”	has the meaning ascribed to it under the Listing Rules;
“Colline”	Colline Limited, a company incorporated in Hong Kong with limited liability on February 24, 2023 and an indirect wholly-owned subsidiary of our Company;
“Companies Act” or “Cayman Companies Act”	the Companies Act (As Revised), Cap. 22 of the Cayman Islands;
“Companies Ordinance”	the Companies Ordinance (Chapter 622 of the Laws of Hong Kong) as amended, supplemented or otherwise modified from time to time;
“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;

DEFINITIONS

“Company” or “our Company”	Softcare Limited (樂舒適有限公司) (formerly known as Sunda International Limited), an exempted company incorporated in the Cayman Islands with limited liability on February 17, 2022;
“connected person(s)”	has the meaning ascribed to it under the Listing Rules;
“connected transaction(s)”	has the meaning ascribed to it under the Listing Rules;
“Controlling Shareholders”	has the meaning ascribed to it under the Listing Rules and unless the context otherwise requires, refers to Century BVI, Sunda Enterprise, Chaoyuet Holding, Haoyue Investment, Mr. Shen and Ms. Yang; and a Controlling Shareholder shall mean each or any of them;
“COVID-19”	a viral respiratory disease caused by the severe acute respiratory syndrome coronavirus 2;
“CSRC”	the China Securities Regulatory Commission (中國證券監督管理委員會);
“Deed of Indemnity”	the deed of indemnity dated October 27, 2025 and executed by our Controlling Shareholders in favor of our Company (for ourselves and as trustee for our subsidiaries), see “Appendix IV—Statutory and General Information—E. Other Information—1. Tax and other indemnities” for details;
“Deed of Non-competition”	the deed of non-competition dated October 27, 2025 and executed by our Controlling Shareholders in favor of our Company (for ourselves and as trustee for our subsidiaries), see “Relationship with Our Controlling Shareholders” for details;
“Designated Bank”	HKSCC Participant’s EIPO Designated Bank;
“Director(s)”	the director(s) of our Company;
“EIT Law”	the PRC Enterprise Income Tax Law (《中華人民共和國企業所得稅法》), as amended, supplemented or otherwise modified from time to time;
“ESG”	environmental, social and governance;

DEFINITIONS

“Exchange Participant(s)”	a person: (a) who, in accordance with the Listing Rules, may trade on or through the Stock Exchange; and (b) whose name is entered in a list, register or roll kept by the Stock Exchange as a person who may trade on or through the Stock Exchange;
“Extreme Conditions”	the occurrence of “extreme conditions” as announced by any government authority of Hong Kong due to a serious disruption of public transport services, extensive flooding, major landslides, large-scale power outage or any other adverse conditions before Typhoon No. 8 or above is replaced with Typhoon Signal No. 3 or below;
“FINI”	“Fast Interface for New Issuance”, an online platform operated by HKSCC that is mandatory for admission to trading and, where applicable, the collection and processing of specified information on subscription in and settlement for all new listings;
“Frost & Sullivan”	Frost & Sullivan Limited, a global market research and consulting company, which is an Independent Third Party;
“Frost & Sullivan Report”	an independent market research report commissioned by us and prepared by Frost & Sullivan for the purpose of this prospectus;
“GHS”	Ghanaian cedi, the lawful currency of Ghana;
“Global Offering”	the Hong Kong Public Offering and the International Offering;
“Group”, “our Group”, “our”, “we” or “us”	our Company and all of our subsidiaries or, where the context so requires, in respect of the period before our Company became the holding company of our present subsidiaries, the business operated by such subsidiaries or their predecessors (as the case may be);

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“Guangdong Twyford”	Guangdong Twyford International Holding Co., Ltd (廣東特福國際控股有限公司), a company established in the PRC with limited liability on November 10, 2023, a company which is owned as to approximately 48.45% by Keda Industrial, 30.88% by Sunda Company and 20.67% in aggregate by other shareholders including certain Directors and our senior management members and a connected person of our Company;
“Guangzhou Qixin”	Guangzhou Qixin Trading Co., Ltd. (廣州祁新貿易有限公司), a company established in the PRC with limited liability on December 15, 2022 and an indirect wholly-owned subsidiary of our Company;
“Guangzhou Sengong”	Guangzhou Sengong Trading Co., Ltd. (廣州森供貿易有限公司) (formerly known as Guangzhou Sunda Supply Chain Management Co., Ltd. (廣州森大供應鏈管理有限公司)), a company established in the PRC with limited liability on December 10, 2021 and an indirect wholly-owned subsidiary of our Company;
“Guangzhou Sunda”	Guangzhou Sunda Trading Co., Ltd. (廣州市森大貿易有限公司), a company established in the PRC with limited liability on February 23, 2004, a company ultimately controlled by Mr. Shen and Ms. Yang;
“Guangzhou Wofei”	Guangzhou Wofei Supply Chain Management Co., Ltd. (廣州沃非供應鏈管理有限公司), a company established in the PRC with limited liability on March 28, 2023 and an indirect wholly-owned subsidiary of our Company;
“Guide”	The Guide for New Listing Applicants, as published by the Stock Exchange on November 29, 2023 and effective on January 1, 2024, as amended or supplemented or otherwise modified from time to time;
“Haoyue Investment”	Haoyue Investment Limited, a company incorporated in the BVI with limited liability on November 29, 2024, which is wholly-owned by Ms. Yang, our ultimate Controlling Shareholder and one of our Controlling Shareholders;

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“ HK eIPO White Form ”	the application for Hong Kong Offer Shares to be issued in the applicant’s own name, submitted online through the designated website at www.hkeipo.hk ;
“ HK eIPO White Form Service Provider ”	the HK eIPO White Form service provider designated by our Company as specified on the designated website at www.hkeipo.hk ;
“ HKSCC ”	Hong Kong Securities Clearing Company Limited, a wholly-owned subsidiary of Hong Kong Exchanges and Clearing Limited;
“ HKSCC EIPO ”	the application for the Hong Kong Offer Shares to be issued in the name of HKSCC Nominees and deposited directly into CCASS to be credited to your designated HKSCC Participant’s stock account through causing HKSCC Nominees to apply on your behalf, including by instructing your broker or custodian who is a HKSCC Participant to give electronic application instructions via HKSCC’S FINI system to apply for the Hong Kong Offer Shares on your behalf;
“ HKSCC Nominees ”	HKSCC Nominees Limited, a wholly-owned subsidiary of HKSCC;
“ HKSCC Operational Procedures ”	the operational procedures of HKSCC in relation to CCASS, containing the practices, procedures and administrative requirements relating to the operation and functions of CCASS, as from time to time in force;
“ HKSCC Participant ”	a participant admitted to participate in CCASS as a direct clearing participant, a general clearing participant or a custodian participant;
“ Hong Kong ” or “ HK ”	the Hong Kong Special Administrative Region of the PRC;
“ Hong Kong dollar(s) ” or HKD ” or “ HK\$ ”	Hong Kong dollars(s), the lawful currency of Hong Kong;

DEFINITIONS

“Hong Kong Offer Shares”	the 9,088,400 Offer Shares initially being offered by our Company for subscription pursuant to the Hong Kong Public Offering, subject to reallocation as described in “Structure of the Global Offering” in this prospectus;
“Hong Kong Public Offering”	the offer of the Hong Kong Offer Shares for subscription by the public in Hong Kong at the Offer Price (plus brokerage of 1.0%, SFC transaction levy of 0.0027%, Stock Exchange trading fee of 0.00565% and AFRC transaction levy of 0.00015%) on and subject to the terms and conditions as described in “Structure of the Global Offering—The Hong Kong Public Offering” in this prospectus;
“Hong Kong Share Registrar”	Tricor Investor Services Limited;
“Hong Kong Underwriters”	the underwriters of the Hong Kong Public Offering listed in “Underwriting—Hong Kong Underwriters” in this prospectus;
“Hong Kong Underwriting Agreement”	the underwriting agreement dated October 30, 2025 relating to the Hong Kong Public Offering and entered into by, among others, our Company, our Controlling Shareholders, the Joint Sponsors, the Overall Coordinators and the Hong Kong Underwriters, as further described in “Underwriting—Underwriting Arrangements and Expenses—Hong Kong Public Offering” in this prospectus;
“IFRS”	International Financial Reporting Standards;
“Independent Third Party(ies)”	party or parties, who or which, to the best of our Directors’ knowledge, information and belief, having made all reasonable enquiries, is/are not connected with our Company or our connected persons;
“International Offer Shares”	the 81,795,600 Offer Shares initially being offered by our Company for subscription pursuant to the International Offering, together with, where relevant, any additional Shares to be issued pursuant to the exercise of the Over-allotment Option, subject to reallocation as described in “Structure of the Global Offering” in this prospectus;

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“International Offering”	the conditional placing of the International Offer Shares by the International Underwriters at the Offer Price outside the United States in offshore transactions in reliance on Regulation S and subject to the terms and conditions described in “Structure of the Global Offering—The International Offering” in this prospectus;
“International Sanctions”	any measures enacted by jurisdictions as trade or economic sanctions against foreign countries, governments, entities or persons by restricting the enacting jurisdictions’ nationals from making assets or services available, directly or indirectly, to them, dealing with their assets or otherwise conducting commercial transactions with them;
“International Sanctions Legal Advisors”	DLA Piper Singapore Pte. Ltd., our legal advisors as to International Sanctions laws;
“International Underwriters”	the underwriters of the International Offering;
“International Underwriting Agreement”	the underwriting agreement relating to the International Offering and expected to be entered into by, among others, our Company, our Controlling Shareholders, the Joint Sponsors, the Overall Coordinators and the International Underwriters on or about the Price Determination Date, as further described in “Underwriting—Underwriting Arrangements and Expenses—International Offering” in this prospectus;
“IOSCO MMOU”	the International Organization of Securities Commissions Multilateral Memorandum of Understanding Concerning Consultation and Cooperation and the Exchange of Information;
“IOSCO MMOU Countries”	countries or regions whose statutory securities regulator is a full signatory to the IOSCO MMOU;
“Joint Bookrunners”	the joint bookrunners as named in “Directors and Parties Involved in the Global Offering” in this prospectus;
“Joint Global Coordinators”	the joint global coordinators as named in “Directors and Parties Involved in the Global Offering” in this prospectus;

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“Joint Lead Managers”	the joint lead managers as named in “Directors and Parties Involved in the Global Offering” in this prospectus;
“Joint Sponsors”	China International Capital Corporation Hong Kong Securities Limited, CITIC Securities (Hong Kong) Limited and GF Capital (Hong Kong) Limited;
“Kazakhstan”	Republic of Kazakhstan;
“Keda Industrial”	Keda Industrial Group Co., Limited (科達製造股份有限公司), a joint stock limited liability company incorporated in the PRC on December 11, 1996 which is listed on the Shanghai Stock Exchange (stock code: 600499) and SIX Swiss Exchange AG (stock code: KEDA);
“KES”	Kenyan shilling, the lawful currency of Kenya;
“Kewor”	KEWOR LIMITED (科沃有限公司), a company incorporated in Hong Kong with limited liability on December 16, 2021 and an indirect wholly-owned subsidiary of our Company;
“KZT”	Kazakh Tenge, the lawful currency of Kazakhstan
“Latest Practicable Date”	October 21, 2025, being the latest practicable date for the purpose of ascertaining certain information contained in this prospectus prior to its publication;
“Listing”	the listing of our Shares on the Main Board;
“Listing Committee”	the listing sub-committee of the board of directors of the Stock Exchange;
“Listing Date”	the date on which dealings in the Shares on the Main Board first commence;
“Listing Rules”	the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited, as amended, supplemented or otherwise modified from time to time;

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“Main Board”	the stock exchange (excluding the option market) operated by the Stock Exchange which is independent from and operated in parallel with the Growth Enterprise Market of the Stock Exchange;
“Mauritius”	the Republic of Mauritius;
“Memorandum of Association” or “Memorandum”	the second amended and restated memorandum of association of our Company, adopted on February 18, 2025 with effect from February 20, 2025, a summary of which is set out in “Appendix III—Summary of the Constitution of the Company and Cayman Islands Company Law” to this prospectus, as amended, supplemented or otherwise modified from time to time;
“Mr. Shen”	Mr. Shen Yanchang (沈延昌), our chairman, a non-executive Director, one of our ultimate Controlling Shareholders and spouse of Ms. Yang;
“Ms. Yang”	Ms. Yang Yanjuan (楊艷娟), a non-executive Director, one of our ultimate Controlling Shareholders and spouse of Mr. Shen;
“New Operating Companies”	including Softcare Ghana, Softcare Kenya, Softcare Senegal and Softcare Tanzania;
“Nomination Committee”	the nomination committee of our Board;
“Non-IOSCO MMOU Countries”	countries or regions whose statutory securities regulator is not a full signatory to the IOSCO MMOU;
“NYSE”	New York Stock Exchange;
“OAPI”	African Intellectual Property Organization (the Organisation Africaine de la Propriété Intellectuelle);
“OECD”	Organization for Economic Cooperation and Development;

DEFINITIONS

“Offer Price”	the final Hong Kong dollar price per Offer Share (exclusive of brokerage of 1.0%, SFC transaction levy of 0.0027%, Stock Exchange trading fee of 0.00565% and AFRC transaction levy of 0.00015%) at which the Offer Shares are to be subscribed for pursuant to the Global Offering and to be determined in the manner described in “Structure of the Global Offering—Pricing of the Global Offering” in this prospectus;
“Offer Shares”	the Hong Kong Offer Shares and the International Offer Shares;
“OVANA”	OVANA, an exempted company incorporated in the Cayman Islands with limited liability on January 11, 2023 and owned as to 32% by Mr. Luo Jichao, 12% by Mr. Wang Dajiang, 8% by Mr. Ding Zhen, 8% by Mr. Zhou Renwei, 8% by Mr. Hu Dongming, 8% by Mr. Chen Chaobo, 8% by Mr. Zhang Jianfeng, 8% by Mr. Li Ruiqin and 8% by Mr. Yue Jie. Save for Mr. Luo Jichao (our executive Director) and Mr. Zhou Renwei (our non-executive Director), all other shareholders of OVANA are existing or former senior management members of the Remaining Sunda Group;
“Over-allotment Option”	the option expected to be granted by our Company to the International Underwriters, exercisable by the Overall Coordinators (on behalf of the International Underwriters) under the International Underwriting Agreement, pursuant to which our Company may be required to allot and issue up to an aggregate of 13,632,600 additional new Shares at the Offer Price (representing 15% of the Offer Shares initially being offered under the Global Offering) at the Offer Price, to cover over-allocations in the International Offering (if any), as described in “Structure of the Global Offering” in this prospectus;
“Overall Coordinators” or “Sponsor-Overall Coordinators”	China International Capital Corporation Hong Kong Securities Limited, CLSA Limited and GF Securities (Hong Kong) Brokerage Limited;
“Panama”	the Republic of Panama;

DEFINITIONS

“Post-IPO Share Option Scheme”	the post-IPO share option scheme conditionally approved and adopted by our Company on October 27, 2025, the principal terms of which are summarized in “Appendix IV—Statutory and General Information—D. Share Incentive Schemes—2. Post-IPO Share Option Scheme”;
“PRC Legal Advisors”	Commerce & Finance Law Offices, our legal advisors as to PRC laws in connection with the Global Offering;
“Pre-IPO Investment”	the pre-IPO investment in our Company, details of which are set out in “History, Reorganization and Corporate Structure—Pre-IPO Investment” in this prospectus;
“Pre-IPO Investor”	International Finance Corporation, the investor of the Pre-IPO Investment;
“Pre-IPO Share Option Scheme”	the pre-IPO share option scheme conditionally approved and adopted by our Company on January 15, 2025, the principal terms of which are summarized in “Appendix IV—Statutory and General Information—D. Share Incentive Schemes—1. Pre-IPO Share Option Scheme”;
“Predecessor Companies”	including Sunda Ghana, Sunda Kenya, Sunda Senegal, Sunda Tanzania, Softcare Cameroon, Softcare (U) Uganda, Softcare Zambia, and Softcare Benin, each as a “Predecessor Company”. Save for Softcare Cameroon, Softcare (U) Uganda, Softcare Zambia and Softcare Benin, all of the other Predecessor Companies did not form part of our Group after the completion of the Reorganization;
“Price Determination Date”	the date, expected to be on or around Thursday, November 6, 2025, on which the Offer Price is determined by our Company and the Overall Coordinators (for themselves and on behalf of the Underwriters) for the purpose of the Global Offering;
“Primary Sanctioned Activity(ies)”	has the meaning ascribed to it under Chapter 4.4 of the Guide;
“Principal Share Registrar”	Conyers Trust Company (Cayman) Limited;
“Regulation S”	Regulation S under the U.S. Securities Act;

DEFINITIONS

“Remaining Sunda Group”	Sunda Group excluding our Group;
“Remuneration Committee”	the remuneration committee of our Board;
“Renminbi” or “RMB”	the lawful currency of the PRC;
“Reorganization”	the reorganization of our Group in preparation of the Listing, details of which are set out in “History, Reorganization and Corporate Structure—Reorganization” in this prospectus;
“SAFE”	the State Administration of Foreign Exchange of the PRC (中華人民共和國國家外匯管理局);
“Secondary Sanctionable Activity(ies)”	has the meaning ascribed to it under Chapter 4.4 of the Guide;
“Securities and Futures Commission” or “SFC”	the Securities and Futures Commission of Hong Kong;
“Senbai Hengyi”	Senbai Hengyi Limited, a company incorporated in the BVI with limited liability on March 3, 2021, and an employee share incentive platform of Sunda Group to hold Share Incentive Awards on under the Share Incentive Scheme;
“SFO”	the Securities and Futures Ordinance, Chapter 571 of the Laws of Hong Kong, as amended, supplemented or otherwise modified from time to time;
“Share(s)” or “Ordinary Share(s)”	ordinary share(s) with a par value of US\$0.0001 each in the share capital of our Company, which are to be traded in Hong Kong dollars and listed on the Main Board;
“Shareholder(s)”	holder(s) of our Share(s);
“Softcare Benin”	SOFTCARE BENIN LIMITED (formerly known as SUNDA BENIN LIMITED), a company incorporated in Benin with limited liability on October 11, 2021 and a Predecessor Company which became an indirect wholly-owned subsidiary of our Company pursuant to the Reorganization;

DEFINITIONS

“Softcare BVI Holdco”	Softcare Fm Limited (formerly known as Sunda Fm Limited), a company incorporated in the BVI with limited liability on April 26, 2022 and a direct wholly-owned subsidiary of our Company;
“Softcare Cameroon”	SOFTCARE CAMEROON LIMITED, a company incorporated in Cameroon with limited liability on July 18, 2022 and a Predecessor Company which became an indirect wholly-owned subsidiary of our Company pursuant to the Reorganization;
“Softcare Côte d’Ivoire”	SOFTCARE LIMITED CÔTE D’IVOIRE, a company incorporated in Côte d’Ivoire with limited liability on October 18, 2022 and an indirect wholly-owned subsidiary of our Company;
“Softcare Dubai Holdco”	SENBAI HOLDINGS FZCO, a company incorporated in Dubai Airport Freezone, Dubai, UAE on August 22, 2022 and an indirect wholly-owned subsidiary of our Company;
“Softcare El Salvador”	SOFTCARE EL SALVADOR, LTDA. DE C.V., a company incorporated in El Salvador with limited liability on July 3, 2024 and an indirect wholly-owned subsidiary of our Company;
“Softcare Ghana”	SOFTCARE FM MANUFACTURING LIMITED COMPANY (formerly known as SUNDA FM MANUFACTURING LIMITED COMPANY), a company incorporated in Ghana with limited liability on December 21, 2020 and an indirect wholly-owned subsidiary of our Company;
“Softcare Impex Uganda”	SOFTCARE IMPEX LIMITED (formerly known as BEST CARE IMPEX LIMITED), a company incorporated in Uganda with limited liability on August 12, 2022 and an indirect wholly-owned subsidiary of our Company;
“Softcare Kazakhstan”	SOFTCARE KZ LLP, a limited liability partnership registered in Kazakhstan on June 19, 2024 and an indirect wholly-owned legal entity of our Company;

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“Softcare Kenya”	SOFTCARE KENYA COMPANY LIMITED, a company incorporated in Kenya with limited liability on December 10, 2021 and an indirect wholly-owned subsidiary of our Company;
“Softcare Mauritius Holdco”	Softcare FM (MU) Limited (formerly known as Sunda FM Holdings Limited), a company incorporated in the Republic of Mauritius with limited liability on March 6, 2023 and an indirect wholly-owned subsidiary of our Company;
“Softcare Panama Holdco”	Softcare S.A., a company incorporated in Panama with limited liability on May 13, 2024 and an indirect wholly-owned subsidiary of our Company;
“Softcare Peru”	SOFTCARE PERU COMPANY S.R.L, a company incorporated in Peru with limited liability on December 27, 2023 and an indirect wholly-owned subsidiary of our Company;
“Softcare Senegal”	SOFTCARE SN COMPANY LIMITED, a company incorporated in Senegal with limited liability on February 2, 2022 and an indirect wholly-owned subsidiary of our Company;
“Softcare Tanzania”	DOWEICARE TECHNOLOGY LIMITED, a company incorporated in Tanzania with limited liability on December 16, 2021 and an indirect wholly-owned subsidiary of our Company;
“Softcare (U) Uganda”	SOFTCARE (U) LTD (formerly known as GENERAL WARES (U) LTD and GENERAL WARES (U)-SMC LTD), a company incorporated in Uganda with limited liability on March 5, 2020 and a Predecessor Company which became an indirect wholly-owned subsidiary of our Company pursuant to the Reorganization;
“Softcare Zambia”	SOFTCARE INDUSTRIAL ZAMBIA LIMITED (formerly known as SUNDA INDUSTRIAL ZAMBIA COMPANY LIMITED), a company incorporated in Zambia with limited liability on November 26, 2019 and an indirect wholly-owned subsidiary of our Company;

DEFINITIONS

“Stabilizing Manager”	China International Capital Corporation Hong Kong Securities Limited;
“State Council”	the State Council of the PRC (中華人民共和國國務院);
“Stock Borrowing Agreement”	the stock borrowing agreement expected to be entered into on or around the Price Determination Date between Century BVI as lender and the Stabilizing Manager as borrower, pursuant to which Century BVI shall, upon request, make available to the Stabilizing Manager up to 13,632,600 additional Shares for the purposes of or in connection with settlement of over-allocations under the Global Offering;
“Stock Exchange”	The Stock Exchange of Hong Kong Limited, a wholly owned subsidiary of Hong Kong Exchanges and Clearing Limited;
“subsidiary(ies)”	has the meaning ascribed to it under the Listing Rules;
“substantial shareholder(s)”	has the meaning ascribed to it under the Listing Rules;
“Sunda Company”	Sunda Group Co., Limited, a company incorporated in Hong Kong with limited liability on September 18, 2019 which was owned as to approximately 38.64% by Senbai Hengyi and 61.36% by Sunda Holding which became an wholly-owned subsidiary of Sunda Enterprise since December 12, 2024;
“Sunda Enterprise”	SUNDA ENTERPRISE LIMITED, an exempted company incorporated in the Cayman Islands with limited liability on July 2, 2024 and owned as to 51% by Chaoyuet Holding and 49% by Haoyue Investment, one of our Controlling Shareholders;
“Sunda Ghana”	SUNDA GHANA LIMITED, a company incorporated in Ghana with limited liability on November 10, 2017 and a Predecessor Company which did not form part of our Group after completion of the Reorganization;
“Sunda Group”	Sunda Enterprise, Guangzhou Sunda, our Company and their respective subsidiaries from time to time;

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“Sunda Holding”	Sunda Holding Limited, a company incorporated in Hong Kong with limited liability on March 26, 2021 and an immediate holding company of Sunda Company prior to the Reorganization;
“Sunda Kenya”	SUNDA (KENYA) INDUSTRIAL COMPANY LIMITED, a company incorporated in Kenya with limited liability on December 19, 2017 and a Predecessor Company which did not form part of our Group after completion of the Reorganization;
“Sunda Senegal”	SUNDA (SN) LIMITED, a company incorporated in Senegal with limited liability on October 16, 2019 and a Predecessor Company which did not form part of our Group after completion of the Reorganization;
“Sunda Tanzania”	KEDS TANZANIA COMPANY LIMITED, a company incorporated in Tanzania with limited liability on March 16, 2016 and a Predecessor Company which did not form part of our Group after completion of the Reorganization;
“Sunmart Trading Dubai”	Sunmart Trading FZCO, a company incorporated in Dubai Airport Freezone, Dubai, UAE with limited liability on December 5, 2022 and an indirect wholly-owned subsidiary of our Company;
“Takeovers Code”	the Hong Kong Code on Takeovers and Mergers issued by the SFC, as amended, supplemented or otherwise modified from time to time;
“Tanzania”	the United Republic of Tanzania;
“Track Record Period”	the period comprising the years ended December 31, 2022, 2023 and 2024 and the four months ended April 30, 2025;
“TZS”	Tanzanian shilling, the lawful currency of Tanzania;
“UAE”	the United Arab Emirates;
“UGX”	Ugandan shilling, the lawful currency of Uganda;
“Underwriters”	the Hong Kong Underwriters and the International Underwriters;

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“Underwriting Agreements”	the Hong Kong Underwriting Agreement and the International Underwriting Agreement;
“United Nations Charter”	The Charter of the United Nations, the founding document of the United Nations;
“United States” or “U.S.”	the United States of America, its territories and possessions, any State of the United States, and the District of Columbia;
“US\$”, “USD” or “\$”	U.S. dollars, the lawful currency of the United States;
“US cent”	U.S. cent, the lawful currency of the United States;
“U.S. Securities Act”	the United States Securities Act of 1933, as amended, and the rules and regulations promulgated thereunder;
“VAT”	the value-added tax;
“World Bank”	the International Bank for Reconstruction and Development, an international organization established by articles of agreement among its member countries;
“World Bank Group”	the International Bank for Reconstruction and Development, the International Development Association, the International Finance Corporation, the Multilateral Investment Guarantee Agency, and the International Centre for Settlement of Investment Disputes;
“World Bank Listing of Ineligible Firms”	the list, as updated from time to time, of persons or entities ineligible to be awarded a World Bank Group-financed contract or otherwise sanctioned by the World Bank Group sanctions board for the periods indicated on the list because they were found to have violated the fraud and corruption provisions of the World Bank Group anti-corruption guidelines and policies;
“XAF”	Central African CFA franc, the lawful currency of the following six countries: Cameroon, Central African Republic, Chad, Republic of the Congo, Equatorial Guinea and Gabon;

DEFINITIONS

“XOF” or “FCFA” West African CFA franc, the lawful currency of the following eight countries which make up the West African Economic and Monetary Union: Benin, Burkina Faso, Côte d’Ivoire, Guinea-Bissau, Mali, Niger, Senegal and Togo;

“ZMW” or “K” Zambian Kwacha, the lawful currency of Zambia

Unless the content otherwise requires, reference to “2022”, “2023” or “2024” in this prospectus refers to our financial year ended December 31 of such year.

Certain amounts and percentage figures included in this prospectus were subjected to rounding adjustments. Accordingly, figures shown as totals in certain tables may not be arithmetic aggregation of the figures preceding them.

The English translation of the Chinese names of the PRC entities, enterprises, nationals, facilities and regulations in this prospectus is for identification purposes only. To the extent that there is any inconsistency between the Chinese names of PRC entities, enterprises, nationals, facilities and regulations and their English translations, the Chinese names shall prevail.

GLOSSARY OF TECHNICAL TERMS

This glossary of technical terms contains terms used in this prospectus in connection with us and our business. Some of these terms may not correspond to standard industry meanings or usage of such terms.

“ASP”	average selling price;
“Central Asia”, “Eastern Africa”, “Latin America”, “Middle Africa”, “Northern Africa”, “Southern Africa” and “Western Africa”	have the meanings ascribed to them under the United Nations publication “Standard Country or Area Codes for Statistical Use” originally published as Series M, No. 49 and now commonly referred to as the M49 standard;
“CIF”	cost, insurance and freight. This is an international trade term that states that the seller is responsible for paying the cost, insurance and freight of shipping the goods to the buyer’s port of destination;
“CIP”	carriage and insurance paid to. This is an international trade term that states that the seller is responsible for arranging and paying for the carriage and insurance of the goods to a specified destination;
“CO ₂ e”	carbon dioxide equivalents, a measure of the effect of different greenhouse gases on the climate;
“CRM system”	customer relationship management system;
“Emerging Markets”	According to the International Monetary Fund’s World Economic Outlook, economies are classified into “Advanced Markets” and “Emerging Markets.” Emerging Markets are economies primarily located in Africa, Latin America, and Central Asia, characterized by robust economic growth and a young, widely dispersed population. Further details are set out in “Industry Overview—Overview of Hygiene Product Industry in the Emerging Markets—Definition and Characteristics of the Emerging Markets”;
“FMCG”	fast-moving consumer goods, which refers to products consumed in people’s daily lives and are characterized by quick turnover and frequent consumption;
“GHG”	greenhouse gas;

GLOSSARY OF TECHNICAL TERMS

“ISO”	International Organization for Standardization;
“KOL”	key opinion leader;
“KPI”	key performance indicator;
“OEM”	original equipment manufacturing, whereby products are manufactured in accordance with a customer’s specifications for sale under the customer’s brand;
“POS system”	point of sale system;
“SAP”	superabsorbent polymer;
“SKU”	minimum stock keeping unit, a unique identifier for each distinct product that can be purchased; and
“SRM system”	supplier relationship management system.

FORWARD-LOOKING STATEMENTS

We have included in this prospectus forward-looking statements. Statements that are not historical facts, including statements about our intentions, beliefs, expectations or predictions for the future, are forward-looking statements.

This prospectus contains certain forward-looking statements and information relating to our Company and its 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 prospectus, the words “aim,” “anticipate,” “believe,” “could,” “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 our Company or our management, are intended to identify forward-looking statements. 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 other risk factors as described in this prospectus. You are strongly cautioned that reliance on any forward-looking statements involves known and unknown risks and uncertainties. The risks and uncertainties facing our company which could affect the accuracy of forward-looking statements include, but are not limited to, the following:

- general political and economic conditions, including those related to the jurisdictions where we operate;
- our operations and business prospects;
- our business and operating strategies and our ability to implement such strategies;
- our ability to develop and manage our operations and business;
- future developments, trends and conditions in the industry and markets in which we operate or into which we intend to expand;
- competition for, among other things, capital, technology and skilled personnel;
- our ability to control costs;
- our dividend policy;
- changes to regulatory and operating conditions in the industry or in the world and geographical markets in which we operate; and
- all other risks and uncertainties described in “Risk Factors.”

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 prospectus, 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 prospectus might not occur in the way we expect or at all. Accordingly, you should not place undue reliance on any forward-looking information. All forward-looking statements in this prospectus are qualified by reference to the cautionary statements in this section.

In this prospectus, statements of or references to our intentions or those of our Directors are made as of the date of this prospectus. Any such information may change in light of future developments.

RISK FACTORS

Investment in our Shares involves various risks. You should carefully consider the following information about risks, together with other information contained in this prospectus, including our historical financial information and related notes, before you decide to purchase our Shares. The following is a description of what we consider to be our material risks. If any of the circumstances or events described below actually arises or occurs, our business, results of operations, financial conditions and prospects could be materially and adversely affected. In any such case, the market price of our Shares could decline, and you may lose all or part of your investment. 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 “Forward-Looking Statements” of this prospectus.

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 countries in which we have operations; and (iii) risks related to the Global Offering.

RISKS RELATING TO OUR BUSINESS AND INDUSTRY

We may not be able to manage our business as a whole effectively as our business covers multiple countries.

We have operations across multiple regions and countries, primarily in Africa, Latin America and Central Asia. As of April 30, 2025, we had production plants in eight countries and employees working in 14 countries. During the Track Record Period, our products were sold to customers located in over 30 countries. Pursuant to our expansion plan, our business may be further expanded to other countries.

Managing a multinational business poses a number of challenges. For example, we are subject to various laws and regulations of a wide range of countries, with which we must constantly keep ourselves updated. We may face legal consequences if we fail to comply with such laws and regulations. When formulating business strategies, we need to take into account the situations of a wide range of countries, such as their economic, geopolitical and social conditions, market trend, consumer habits, competitive landscape, customs, culture and languages, with which we may not be entirely familiar and updated despite our efforts, making it difficult to make accurate and effective decisions and predictions. We may face difficulties in effectively managing a large pool of staff who speak different languages and come from different cultural background, as well as coordinating different teams and departments under a complex organizational structure. As our business grows, we may face even more challenges. If we are not able to manage our business as a whole effectively, our business, financial performance and future prospects may be adversely and materially affected.

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For further details, see “—Risks Relating to Doing Business in the Countries in Which We Have Operations” below.

Our business depends on market recognition of our brands. Any damage to our reputation or one or more of our brands may materially and adversely affect our business and results of operations.

All of our products are branded and marketed under our own brands, including *Softcare*, *Veesper*, *Maya*, *Cuettie* and *Clincleer*. Our continued success and growth depend significantly on our ability to protect and promote our brands in our existing markets and new markets. The reputation of our Group and our brands form the foundation of our relationships with consumers, customers as well as suppliers. If we fail to promote our brands or protect our brand image, or if we fail to properly supervise the distribution of our products by our sales channels, or if such sales channels fail to comply with our sales policies or abuse our brand, the market recognition of our brands may deteriorate, which in turn may adversely affect our sales performance and profitability. We have adopted various measures to protect our brands. For example, our trademarks have been or are being registered; we regularly monitor the market and communicate with our sales channels to identify any potential counterfeit products; and we have included confidentiality terms in the employment contracts with our key management and research and development employees. However, we cannot assure you that these measures will be effective in protecting our brands.

Further, the success of our business depends on our ability to continuously promote our brands and offer quality products that are attractive to consumers, and our business can suffer if our marketing plans or product initiatives do not have the desired effect to attract consumers. As technologies, industry trends and consumer preferences continue to change, we must also make continuous efforts to develop new products, achieve a diversified mix of products and refine the approach we market and sell our products. For example, it is increasingly common for KOLs or ordinary consumers to share their user experience of different kinds of consumer products on social media platforms, which could potentially influence how our products may be perceived by the public.

Market changes bring new opportunities as well as challenges to our sales and marketing abilities. If we fail to formulate suitable sales and marketing strategies in response to market changes, our brand recognition, market share and results of operations may be materially and adversely affected. The process of developing new brands and products and formulating marketing plans may be time consuming and incur research and development and marketing expenses. Further, there is no guarantee that the new brands and products will be well received by consumers, in which case our financial performance may not meet our expectation. There is also no guarantee that we will not face any defamation, libel or misinformation against us from our competitors or other third parties, which could damage our brand image and reputation. Our results of operations or cash flows could also be negatively impacted if our Group or any of our brands suffers substantial reputational harm due to any significant product recall, product-related litigation or defects in our products. Any of the above could have an adverse effect on our business, financial condition and results of operations.

RISK FACTORS

Failure to compete with local and global competitors in new and existing markets and channels effectively may materially and adversely affect our business and results of operations.

According to Frost & Sullivan, the baby and feminine hygiene products industry is highly competitive. We face strong competition in our existing markets as well as new markets which we may expand into in the future. Some of our existing and potential competitors are large-scale local players or multi-national conglomerates with ample business resources, financial resources and industry experience. We compete with them in many aspects, such as brand recognition, diversity of product offerings, design, quality, prices, marketing strategies, sales and distribution network and supply chain management.

Our competitors may have greater financial, technical and marketing resources, greater industry experience, stronger brand recognition, broader sales and distribution network and larger consumer base than we do, enabling them to promote their brands and products more effectively and maintain stronger market positions. Some competitors may have a cost advantage by producing inferior quality products under poor quality control, which may not be properly regulated in certain countries as the industry standards are still developing. In addition, it is difficult for us to accurately predict the timing and scale of our competitors' activities or whether new competitors will emerge. If we are unable to maintain our competitive strengths and compete successfully against our competitors and any new industry entrants in the future, our business, financial condition, results of operations and prospects may be materially and adversely affected.

Our business and future growth prospects rely on consumer demand for our products. Any shift in consumer demand, or any unexpected situation with a negative impact on consumer demand, may materially and adversely affect our business and results of operations.

We operate in an industry which is subject to constant changes in consumer demand and trends. Our success depends on our ability to identify and respond to such changing consumer demand and trends, develop new and attractive products in a timely manner, and successfully promote such new products to consumers. Consumers' willingness to purchase our products may fluctuate as a result of changes in economic conditions, disposable income, technology, lifestyle and availability of new competing products. We cannot assure you that there will be continuous consumer demand for our products. For example, consumers may have growing expectation of product design and product performance, which we may not be able to satisfy. New technologies and inventions may emerge in the future to provide better baby and feminine hygiene products, in which case our products may be phased out. If we fail to anticipate and respond appropriately to changing consumer demand and trends, our business and results of operations may be materially and adversely affected.

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Consumer demand for our products, being baby and feminine hygiene products, is also related to demographic structure and birth rates. In the past, the demand for hygiene products has seen continuous growth in Africa and other Emerging Markets, primarily attributable to the large population base in these regions, coupled with their younger demographic structure and higher birth rates. However, there can be no guarantee that the demographic structure and birth rates in these regions will be the same in the future. If the birth rates in these regions decline or grow at a slower pace, the consumer demand for our products in the future may not grow as expected or at all.

Further, consumer demand for our products may be affected by general economic conditions in any local markets and other factors, such as consumer confidence in future economic conditions, consumer sentiment, the availability and cost of consumer credit, level of unemployment and tax rates. Unfavourable economic conditions may lead consumers to delay or reduce purchases of our products or replace our products with cheaper substitutes, in which case consumer demand for our products may not grow as we expect. Any fluctuation in consumer demand for our products may have an adverse effect on our business and results of operations.

The rising global demand for eco-friendly hygiene products may adversely affect our business and results of operations.

In recent years, there has been a significant global shift toward sustainability, with a growing number of consumers actively seeking eco-friendly hygiene products. As environmental awareness increases, consumers are becoming more conscious of the ecological impact of disposable hygiene products and show greater preference for products made from biodegradable materials, sustainably sourced ingredients, and recyclable packaging. This trend is driven by rising concerns over plastic pollution, stricter environmental regulations, and a preference for brands that embrace corporate social responsibility. We cannot assure you that this trend will not accelerate or that consumers will not increasingly switch to eco-friendly alternatives. If we fail to adapt our product offerings to meet this changing consumer preference or if the demand for disposable hygiene products experiences a significant decline due to this trend, our business, financial condition and results of operations may be materially and adversely affected. In addition, we may need to incur costs in developing more eco-friendly products, which may adversely affect our business and results of operations.

Our plan to expand our sales and distribution network into new markets may not be successful, which could materially and adversely affect our business and results of operations.

As our business grows, we may expand our sales and distribution network to cover new markets. For example, we have recently expanded into Kazakhstan and El Salvador, and we plan to sell our products to other countries in the future. However, we may not have sufficient knowledge about and understanding of the new markets to successfully promote our products. The social custom, consumer spending patterns, consumer preferences and business environment of the new markets may be highly different from our existing markets, such that

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the sales and marketing strategies that we currently rely on may not be successful in the new markets. The existing competitors in the new markets may have better understanding of the local markets, more business resources and stronger market positions. If we fail to gather sufficient market information and formulate effective sales and marketing strategies, we may not be able to promote our brands and products in the new markets as successful as we expect, and our business and results of operations may be materially and adversely affected.

Any quality issues related to our products may damage our reputation and sales and we may also face product liability claims as a result.

The success of our business depends on our ability to consistently deliver products with high quality and reliability. Maintaining consistent product quality depends significantly on the effectiveness of our quality control measures. However, we cannot assure you that our quality control measures will prove to be effective at all times, or that our employees and other third parties involved in our operations will fully adhere to our quality control policies and guidelines, or that we will be able to identify any defects in our quality control measures and resolve the issues in a timely manner. If the quality of our products deteriorates or is perceived to be dissatisfactory for any reason, we may face customer complaints, product returns, cancellations of orders and decline in sales. We cannot assure you that we will not experience any material product quality issue in the future. There is also no guarantee that consumers will not experience allergic reactions or other undesirable outcomes for reasons unrelated to our product quality, such as due to their personal health issues or improper use of our products. These incidents may lead to negative publicity and loss of consumer confidence. Moreover, if any defect or adverse effect of our products results in personal injury, we may face product liability claims or product recalls, resulting in financial losses and reputational damage. Any quality issues related to our products may have a material and adverse effect on our business, results of operations and prospects.

Our business results depend on our ability to manage disruptions in our supply chain and production process.

Our raw materials are procured from multiple countries and regions globally, including the United States, Japan, South Korea and the PRC, and are transported to our production plants, which are currently located in eight different countries in Africa. Our supply chain and production process are susceptible to disruptions caused by natural disasters or accidents, such as adverse weather, fires, explosions, storms, earthquakes, floods, heatwaves, droughts, pestilence, acts of God, civil unrest, riots, strikes, acts of terrorism, military conflicts, wars, outbreaks of diseases (such as the COVID-19 pandemic), power and water suspension, disruptions to air, sea or land transportation, technical or mechanical issues and electronic system failures. These natural disasters or accidents can cause damage to goods and production facilities as well as injuries or casualties to our staff, delay in delivery of raw materials or finished products and delay in production schedule, which in turn can result in significant financial losses. Disruptions may also occur due to man-made factors, such as human errors, misconduct or breach of contracts by third parties or by our staff. Any of these incidents could adversely affect the costs and stability in supply of raw materials, impair our productivity,

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disrupt our operations, and affect our sales performance. The outbreak of any severe disease (such as the COVID-19 pandemic) may also damage the global economy and affect the global supply chain. If any of the abovementioned incidents happen and if we are unable to respond timely and effectively, our business and results of operations may be materially and adversely affected.

Changes in supply, quality and costs of raw materials and other necessary supplies or services may impact our business and results of operations.

Our raw materials primarily consist of SAP, fluff pulp, non-woven fabrics, elastics materials, disinfectants, fragrances and packaging materials. Our cost of materials for production, which primarily includes purchase costs of our raw materials, as well as custom duties and freight and transportation costs directly related to these purchases and changes in inventories in the respective periods. In 2022, 2023 and 2024 and the four months ended April 30, 2025, our cost of materials for production represented 88.2%, 86.0%, 85.7% and 84.4% of our total cost of sales, respectively. We are subject to fluctuation in the prices of raw materials, as well as other necessary supplies or services, due to factors beyond our control, such as inflation, fluctuations in currency exchange rates, transportation costs, changes in economic conditions and changes in the supply of and demand for such raw materials. We may not be able to offset all increase in cost of raw materials by raising the prices of our products, in which case our profit margin will decrease. Additionally, we may lose our competitive advantage if the prices of our products rise significantly. This in turn could result in loss of sales and customers. In such cases, our business, financial condition and results of operations may be materially and adversely affected.

We cannot assure you that our suppliers will continue to supply raw materials that are consistent with our standards or applicable regulatory requirements. We may fail to detect any sub-standard raw materials supplied to us, which could harm our brands, cause consumer dissatisfaction and lead to product liability claims. If our suppliers are unable to satisfy our requirements or if they significantly increase the prices of raw materials, we may have to seek alternative suppliers. We cannot assure you that our suppliers will continue to supply raw materials to us in a stable and reliable manner and will not terminate cooperation with us due to commercial, geopolitical or other reasons. We may not be able to find suitable suppliers that can provide raw materials at comparable quality and prices or at all. Should this situation arise, we may be exposed to an increase in cost of raw materials, a decline in the quality of our raw materials, or a shortage of raw materials, which may adversely affect our cost of sales or product quality. Any of these risks that materialize could materially and adversely affect our business, financial condition and results of operations.

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We may not be able to efficiently manage our inventory risks.

Our business requires us to manage a large volume of inventory effectively. In 2022, 2023 and 2024 and the four months ended April 30, 2025, our inventory turnover days were 140, 152, 141 and 134, respectively. We rely on our forecasts of demand for various products to make purchasing and production decisions and to manage our inventory. Demand for our products, however, may fluctuate from time to time due to factors unpredictable or out of our control, such as new competitive products, new market prices, product defects, changes in consumer spending patterns, changes in consumer needs and preferences, birth rates and economic conditions. It may be difficult to accurately forecast demand and determine appropriate stock levels of products or raw materials. If we fail to manage our inventory effectively, we may be subject to a heightened risk of inventory obsolescence, a decline in inventory values, or significant inventory write-offs in the case of over-estimation of consumer demand, or increased costs due to urgent procurement and production in the case of under-estimation of consumer demand. If we fail to meet consumer demand or deliver our products to our customers in a timely manner, our reputation and customer relationships may be damaged. In addition, if we have to sell our products at a lower price in order to reduce inventory level, or if we have to pay higher prices to our suppliers for urgent procurement or extra wages for our workers for urgent production, our profit margin might be negatively affected. Any of the above may materially and adversely affect our business, financial condition and results of operations.

We are subject to risks relating to warehousing and logistical issues.

Our raw materials and finished products are stored temporarily in warehouses owned or leased by us before they are used for production or delivered to our customers. If our inventories are not properly stored at suitable conditions, their quality and shelf-life may be adversely affected, which may result in inventory obsolescence or defective products, and in turn we may suffer damage to our reputation and face product liability. We may sustain loss and damage of inventories due to unpredictable factors, such as theft, fire and flood. If accidents actually happen, the actual financial losses may exceed our insurance coverage, and we may also suffer damage and loss of customers due to failure to supply our products as promised. We cannot assure you that we will be able to maintain sufficient warehouses for storing our inventory, or that our warehouses will not face any disruptions, which could affect our sales and product delivery. Any inadequate supervision or management of our warehouses could also affect our operation and lead to potential losses.

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Further, we procure external logistics services for the delivery of raw materials and finished products, which may involve long-distance sea transportation, and therefore may be affected by factors beyond our control, such as port congestion, natural disasters and maritime accidents. Depending on the terms of agreements with our suppliers and customers, we may bear the risks of loss or damage of goods during transportation. We cannot guarantee that we will not experience any delivery delay or disruption, poor handling of goods, loss of goods or other accidents during the delivery process, which could materially and adversely affect our business and results of operations. In addition, transportation costs could be affected by various factors, such as fluctuation in oil prices and costs of vehicles. Due to the relatively limited logistics resources in the markets where we operate, there can be no guarantee in the quality and stability in supply of logistics services. These factors could lead to increases in our operation costs, adversely affecting our business and financial performance.

We may face inadequate production capacity issue, which could hinder our capabilities to satisfy consumer demand and growth prospects. Our production expansion plan may also result in excessive production capacity.

As of April 30, 2025, we had eight production plants in eight different countries in Africa. See “Business—Our Production Facilities.” We cannot assure you that our current production capacity will be able to meet the demand for our products in the future. As our business grows, we may need to expand our production capacity by building additional production lines, upgrading existing production lines as well as building new production plants. See “Business—Our Production Facilities—Our Production Expansion Plan.” We cannot assure you that our production expansion plan will be successfully implemented on time or at all, or our production capacity after expansion will be adequate to cope with our potential business growth. We may face various difficulties which could delay our expansion plan or increase the relevant costs, such as:

- failure to raise sufficient funds to establish the new production plants and maintain working capital for ongoing operation;
- failure to obtain regulatory approvals from the relevant government authorities according to our expected timetable or at all;
- failure to find suitable sites for establishing new production plants according to our expected timetable;
- shortage or delay in supply of building materials, machinery and equipment, or increased costs of such items;
- shortage of workers and suitable management personnel, or increased wage levels;
- unforeseeable factors affecting the construction progress and resulting in delay in completion of the new production plants; and

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- failure to accurately forecast the market demand, resulting in excessive or insufficient production capacity.

Failure to expand our production capacity could hinder our capabilities to satisfy consumer demand and growth prospects. Even if we are able to expand our production capacity, any decrease in consumer demand in the future could result in excess in our production capacity and adversely affect our profitability. Our estimation of the consumer demand for our products in the future may not be accurate and may be overly optimistic. Consumer demand for our products may be affected by various reasons, such as local economy, consumer sentiments, changes in consumer preferences, intensified market competition as well as performance of our products. If the consumer demand for our products in the future is less than estimated, our production expansion plan may result in excessive production capacity which we may not be able to fully utilize. Our investment in the production expansion plan as well as related ongoing operating costs may not necessarily translate into enhanced operational or financial performance. If any of the abovementioned risks materializes, our business, financial condition, results of operations and prospects may be materially and adversely affected.

If our business relationship with the Remaining Sunda Group is terminated or otherwise changes, our business operations and financial performance may be adversely affected.

We have business relationship with the Remaining Sunda Group in various aspects of our business operations. For example, during the Track Record Period, we procured certain spare parts, integrated support services, IT services and power supply services from the Remaining Sunda Group or its associates. During the Track Record Period, we sold certain spare parts to the Remaining Sunda Group. We plan to continue such transactions with the Remaining Sunda Group after Listing. See “Financial Information—Related Party Transactions” and “Connected Transactions” for further details.

Our Group and the Remaining Sunda Group are currently ultimately controlled by Mr. Shen and Ms. Yang. However, there is no guarantee that Mr. Shen and Ms. Yang will continue to maintain such controlling interest in both our Group and the Remaining Sunda Group in the future. There is also no guarantee that the business interests of the Remaining Sunda Group will be aligned with our business interests, or that our business relationship with the Remaining Sunda Group will not be terminated or deteriorate. If the Remaining Sunda Group decides not to continue the abovementioned transactions with our Group in the future, we may need to find alternative suppliers, which may be time consuming, costly and disruptive to our business operations, in which case our business operations and financial performance may be adversely affected.

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We may not be able to adequately protect our intellectual property rights, which could materially and adversely affect our business.

Our principal intellectual property rights include the registered trademarks *Softcare*, *Maya*, *Veesper*, *Cuettie* and *Clincleer*. Our trademarks are valuable assets that support our brands and consumers' perception of our products.

We have existing and pending trademark registrations for our brands in various jurisdictions. However, we cannot assure you that our pending trademark applications will be approved. Third parties may also oppose our trademark applications, or otherwise challenge our use of the trademarks, which may affect our reputation or even hinder our use of the relevant trademarks. They may also claim against us for infringement of intellectual property rights, and if they succeed, we may need to make compensations to them, which may adversely affect our financial position. There is also no guarantee that we will be able to register our trademarks in the new markets which we may expand into in the future. If our trademarks are successfully challenged by third parties or if we fail to register our trademarks in the new markets, we could be forced to rebrand our products in those jurisdictions, which could result in the loss of brand recognition and could require us to devote resources to advertising and marketing new brands.

We cannot guarantee that counterfeiting and imitation would not occur or, if it does occur, that we would be able to detect and address the problem effectively. We may not have adequate legal remedies to protect ourselves from any imitation of our product design and marketing slogan by third parties. Any occurrence of counterfeiting or imitation could adversely affect our reputation and brand names, lead to loss of income and loss of consumer confidence in our brands, which may in turn adversely affect our business and results of operations.

There is no assurance that the Excluded Businesses will properly use and protect our trademarks.

The Remaining Sunda Group, which is controlled by our Controlling Shareholders, owns, among others, the businesses of manufacturing and sale of baby and feminine hygiene products in Nigeria and Guinea (the “**Excluded Businesses**”), which does not form part of our Group's business. See “Relationship with Our Controlling Shareholders” for further details.

The Excluded Businesses use certain trademarks, such as *Softcare* and *Maya*, for its products. The ownership of such trademarks has been or is being transferred from the Remaining Sunda Group to our Group. In consideration of the Remaining Sunda Group agreeing to transfer such trademarks to our Group, we have entered into a trademark licensing framework agreement with Sunda Enterprise (for itself and on behalf of the members of the Remaining Sunda Group), pursuant to which we have granted a non-transferable license to the Remaining Sunda Group to use such trademarks in Nigeria and Guinea for the purpose of the Excluded Businesses for a period up to December 31, 2027. See “Connected Transactions” for details. We have included certain terms in the trademark licensing framework agreement to ensure proper use and protection of such trademarks. However, there is no guarantee that the

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Remaining Sunda Group will perform its obligations strictly in accordance with the trademark licensing agreement. We cannot assure you that the Remaining Sunda Group will not inadvertently or otherwise damage, abuse or fail to adequately protect such trademarks. For example, there may be counterfeiting or imitation of such trademarks by third parties. If the Remaining Sunda Group fails to take appropriate actions to prevent such incidents from happening or tackle them if they happen, the image of such brands in Nigeria, Guinea and even worldwide may be adversely affected. There may also be allegation, whether with merit or not, from third parties that the use of such trademarks by the Remaining Sunda Group has infringed their rights, which may also adversely affect the image of such brands worldwide if the Remaining Sunda Group fails to react appropriately.

We are subject to risks in relation to our sales channels.

Our products are sold through our sales channels, including wholesalers, distributors, supermarkets and other retailers, which resell our products to consumers. The competition for reliable sales channels is intense in our industry. Our arrangements with our sales channels may not be as attractive as those offered by our competitors which have greater business and financial resources, which may affect our sales channels' willingness to continue to partner with us. Our relationships with sales channels could potentially be affected by factors such as breach of contract by either party, accidents that disrupt our supply of products, sales performance of our sales channels, profitability in selling our products, as well as other factors beyond our control. We cannot assure you that we will be able to maintain our relationships with our sales channels in the future. Finding replacement sales channels may be time-consuming and any delay may be disruptive and costly to our business. If any of our sales channels reduces purchasing of our products or terminates the business relationship with us and we cannot identify other sales channels as a replacement, we may experience a decline in our sales performance.

There is no guarantee that our sales channels will have the ability to effectively distribute our products to consumers on their own or through sub-tier sales channels. The volume of products purchased from us by our sales channels may not accurately reflect the actual consumer demand. We generally have no control over sub-tier sales channels and have limited knowledge about their sales performance and inventory level. Our measures in managing risks such as channel stuffing and cannibalization may not be sufficient or effective. We cannot assure you that our sales channels will settle our invoices on time or at all.

Due to the large number of our sales channels, it is difficult for us to monitor all their practices. There is no guarantee that our sales channels will at all times comply with our sales agreements. If any of our sales channels fails to distribute our products to their customers in a timely manner, or carry out actions which are inconsistent with our sales agreements, it may affect our future sales and damage our reputation. Further, our measures in preventing cannibalization among our sales channels may not be effective. Any adverse competition or cannibalization among our sales channels may have an adverse impact on the stability of our sales and distribution network and the retail prices of our products, which may have a material and adverse effect on our business and results of operations.

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We may not be able to retain or promptly recruit senior management members or other key personnel required for our operations, in particular, for new markets.

The composition and continued commitment of our management team has been a key element of our success and ability to operate effectively. Our future success is also significantly dependent upon the continued service of our key executives and other personnel who make up our management team, and our ability to attract and retain personnel who have the necessary experience and expertise. Further, as our business continues to grow, we may need to recruit additional staff with relevant knowledge, language skills and experience to carry out our expansion plan in new markets as well as our plan to launch new products. However, we cannot guarantee that we will be able to recruit suitable staff, or that our remuneration packages and working environment are competitive enough to attract and retain talent. If we experience any material changes to the composition of our management team, we may not be able to recruit suitable or qualified replacements, and we may have to incur additional expenses to recruit and train new personnel, which could disrupt our business and limit our ability to grow. If we lose our senior management or key personnel to our competitors, our competitiveness, operations and our ability to grow may be adversely affected.

Any failure to obtain, maintain or renew any of the requisite licenses and permits required for our business could materially and adversely affect our business and results of operations.

We are subject to the regulatory regime in each of the countries in which we have operations and are required to obtain various kinds of licences and permits in accordance with the local laws and regulations. See “Business—Licences and Permits” for details. Certain licenses we hold are subject to periodic renewal. If we fail to maintain or renew one or more of our licenses after their expiry in a timely manner, our operations could be affected and we may face penalties for failure to do so. In addition, given the constant evolution of laws and regulations governing our business, it might become increasingly onerous for us to comply with such evolving laws and regulations, and any non-compliance may expose us to liability. In case of any non-compliance, we may have to incur monetary expenses and divert substantial management time and resources to resolving any deficiencies. We may also experience negative publicity arising from such deficiencies. Furthermore, as we continue to develop and expand our business, we may need to obtain additional licenses in our existing places of business as well as our target new markets, and we cannot assure you that we will be able to obtain such licenses on time or at all. If we fail to do so, our business and results of operations may be materially and adversely affected.

Our information technology systems may encounter malfunction, unexpected system failure, interruption or security breaches.

We rely on information technology systems in various aspects of our operations, such as to process and fulfill customer orders, manage sales and distribution channels, analyze sales data, communicate with customers, suppliers and other business partners, manage supply chain, monitor inventory level, process, transmit and store electronic and financial information,

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and manage human resources and administrative matters. These information technology systems may be susceptible to damage, disruptions or shutdowns due to software failures, hardware failures, power outages, computer viruses, cyberattacks, human errors or other accidents. Any material disruptions to our systems, or the systems of our service providers, could disrupt our ability to manage our operations. We may also have to incur substantial costs in repairing or replacing these systems, and if we fail to effectively resolve the issues in a timely manner, our business, financial condition and results of operations may be materially and adversely affected.

We are subject to various risks relating to third-party payments.

During the Track Record Period, certain of our customers settled their payments with us through third-party payors (the “**Third-party Payment Arrangement**”). See “Business—Third-party Payment Arrangement” for details. In 2022, 2023 and 2024 and the four months ended April 30, 2025, the relevant payments in aggregate amounted to US\$93.3 million, US\$82.5 million, US\$5.3 million and US\$1.0 million, representing approximately 29.2%, 20.1%, 1.2% and 0.6% of our revenue, respectively.

We are subject to various risks relating to the Third-party Payment Arrangement. For example, we may face potential disputes with or claims from third-party payors for the return of funds as they are not contractually indebted to us, as well as potential claims from their liquidators. If any such claims are brought against us, we may have to spend significant financial and managerial resources to defend such claims, and we may suffer significant financial losses if we fail to do so. We also face potential money laundering and sanctions risks as we have limited knowledge about the source and purpose of the funds utilized by the third-party payors. We cannot assure you that we will not be liable to any penalties or other legal consequences or investigation or enquiry by any government authorities in relation to money laundering or other compliance issues associated with the third-party payors or the Third-party Payment Arrangement. Any of these risks may materially and adversely affect our reputation, business, financial condition and results of operations.

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

We enter into contractual arrangements with different counterparties in the ordinary course of our business. In 2022, 2023 and 2024 and the four months ended April 30, 2025, our trade receivables turnover days were four days, five days, four days and five days, respectively. As of December 31, 2022, 2023 and 2024 and April 30, 2025, we had recorded allowances for credit losses for trade receivables in the sum of US\$0.2 million, US\$0.2 million, US\$0.3 million and US\$0.3 million, respectively. We cannot assure you that all of our counterparties are creditworthy and will not default on us in the future. We also cannot assure you that our efforts in monitoring the payment performance of our counterparties can mitigate such credit risks.

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Our business strategies and expansion plan may not be successful.

We plan to expand our business through enhancing our production capacity by building new production plants and new production lines. We also plan to acquire businesses in the hygiene product industry. We expect to incur substantial capital expenditures in respect of such expansion plan. See “Business—Our Strategies” and “Future Plans and Use of Proceeds” for details.

Our expansion plan involves a number of risks and uncertainties, including but not limited to:

- The actual capital expenditures for our expansion plan may be significantly higher than our estimation due to reasons such as inflation, increase in construction costs, increase in purchase costs of machinery and equipment, or inaccurate estimation;
- It is estimated that the construction of new production plants and purchase of additional machinery and equipment will increase our depreciation expenses in the future, which may adversely affect our financial performance;
- Our expansion plan contemplates a rapid pace of expansion. It may place significant pressure on our management and divert their time and attention, which may affect the overall management of our Group;
- The economic conditions, laws and regulations, government policies, consumer preferences, local customs as well as languages in the countries that we plan to expand into may be highly different from the countries in which we have operations. We may not be able to adapt to the business environment of these countries and operate successfully;
- We may not be able to obtain the requisite approvals from the relevant government authorities in a timely manner or at all;
- We may not be able to recruit and train sufficient workers and management personnel to operate our new production plants or new production lines in a timely manner or at all, or they may not have the suitable knowledge and experience that we look for;
- We have limited experience in acquisitions. We may not be able to find suitable acquisition targets. The process of acquisitions may be time-consuming. There is no guarantee that we will be able to detect potential issues of the acquisition targets, such as title defects, inaccurate financial information or hidden liabilities, in which case we could suffer significant financial losses; and

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- The new markets that we plan to expand into may not be as profitable as we expect. We may over-estimate the consumer demand for our products and under-estimate the intensity of competition in these markets. We cannot assure you that the costs of our expansion plan can be recovered by any future revenue growth or at all.

Any of these risks and uncertainties may adversely affect our expansion plan, which in turn may adversely affect our business and results of operations.

Our efforts in developing and investing in research and development may not generate expected outcomes.

We make continuous research and development efforts to understand the market needs, develop new product offerings and improve our production efficiency. Consumer needs and preferences are constantly evolving and our competitors launch new products with new technologies or designs from time to time. If we fail to develop new products that meet the ever-changing market demand and industry standards, we may lose our competitive advantage and we may not be able to maintain our market share and profitability. We cannot assure you that our research and development efforts will generate expected outcomes. We may not be able to catch up with the latest development of the market trend. Our existing brands and products may become less popular in the future and our new product offerings may not be as successful and well received as we expect. We may also lag behind the market in improving our production craftsmanship or enhancing our production efficiency, which in turn may adversely affect our competitiveness in the long run. Any of these risks may materially and adversely affect our business, financial condition and results of operations.

We may require additional funding to finance our operations and development plans, which may not be available on terms acceptable to us or at all, and if we are unable to raise funds, the value of your investment in us may be negatively impacted.

To support our business growth, we may need to secure additional funding to finance our operations and development plan. There can be no assurance that we will be able to secure funding on terms acceptable to us or in a timely manner, or at all. If our internally generated capital resources are insufficient to finance our capital expenditure and future plans, we may have to seek additional financing from third parties, including banks, joint venture partners and other strategic investors. We may also consider raising funds through the issuance of new Shares, which would lead to the dilution of our existing Shareholders' interests in our Company. If we are unable to obtain financing in a timely manner, at a reasonable cost and on acceptable terms, we may be forced to delay our development plans, or downsize or abandon such plans, which may adversely affect our business, financial condition and results of operations, as well as our future prospects.

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Our results of operations may fluctuate due to seasonality, and the results for any period in a year are not necessarily indicative of full-year results.

We have experienced, and expect to continue to experience, seasonal fluctuations in our business. We generally experience higher sales of baby diapers and baby pants during rainy season in Africa, as consumers tend to use these products more frequently to maintain hygiene and dryness in humid weather and tend to stock up these products due to inconvenience of transportation during rainy season. In light of such seasonal pattern of the demand for our baby diapers and baby pants, our results of operations are likely to continue to fluctuate due to seasonality, and thus the results for any period in a year are not necessarily meaningful, nor can these comparisons be relied upon in assessing or predicting our future financial performance in a particular year or period.

We recorded net current liabilities during the Track Record Period.

As of December 31, 2022, 2023 and 2024 and April 30, 2025, we recorded net current liabilities of US\$31.6 million, net current assets of US\$35.8 million, net current assets of US\$66.0 million and net current assets of US\$119.4 million, respectively. We recorded net current liabilities as of December 31, 2022 primarily due to the significant borrowings recorded as of December 31, 2022 arising from capital needs for the one-off acquisition of assets as part of the Reorganization. See “Financial Information—Net Current (Liabilities)/Assets” for details. Our net current liabilities position may expose us to liquidity risks and there is no assurance that we will not record net current liabilities in the future. If we record net current liabilities, our working capital for business operations may be constrained. If we fail to generate sufficient revenue from our operations or if we fail to maintain sufficient cash and financing resources, we may not have sufficient cash flows to fund our business operations and capital expenditure, and our business and financial position may be adversely affected.

We may not be able to recover our deferred tax assets, which may adversely affect our financial condition in the future.

We are required to make judgments, estimates and assumptions about the carrying amounts of our deferred tax assets. As of December 31, 2022, 2023 and 2024 and April 30, 2025, we had deferred tax assets of US\$7.4 million, US\$8.8 million, US\$7.5 million and US\$8.9 million, respectively. For details of our deferred tax assets, see Note 26 of the Accountants’ Report set out in Appendix I to this prospectus. Deferred tax assets are generally recognized for all deductible temporary differences to the extent that it is probable that taxable profits will be available against which those deductible temporary differences can be utilized. This requires significant judgment on the tax treatments of certain transactions and also an assessment on the probability, timing and adequacy of future taxable profits available for the deferred tax to be recovered. The estimates and associated assumptions are based on historical experience and other relevant factors. As a result, actual results may differ from these accounting estimates. The realization of deferred income tax assets depends primarily on our

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estimate of whether sufficient future profits will be available. If sufficient future taxable profits are not expected to be generated or if taxable profits are lower than expected, we may fail to recover our deferred tax assets, which may have a material adverse effect on our financial condition in the future.

We may not be able to fulfill our obligation in respect of contract liabilities, which may adversely affect our results of operations, liquidity and financial position.

Our contract liabilities are primarily advance payments from customers and sales rebates. As of April 30, 2025, we had contract liabilities of US\$8.0 million. There is no assurance that we will be able to fulfill our obligations in respect of contract liabilities. If we fail to honor our obligations under our contracts with customers, the amount of contract liabilities will not be recognized as revenue, and our customers may also require us to refund the prepayments they have made, which may in turn adversely affect our liquidity position. In addition, if we fail to honor our obligations under our contracts with customers, it may also adversely affect our relationship with such customers, which may in turn affect our results of operations in the future. As a result, our results of operations, liquidity and financial position may be materially and adversely affected.

Grant of options under the share option schemes may affect our results of operations and dilute the Shareholders' percentage of ownership of our Company.

Our Company has granted options under the Pre-IPO Share Option Scheme for the purpose of recognizing the contribution of certain eligible participants and incentivizing them in the future. The fair value of the options at the date on which they were granted with reference to the valuer's valuation will be charged as share-based compensation, which may materially and adversely affect our results of operations.

The exercise of options granted under the Pre-IPO Share Option Scheme and options that may be granted under the Post-IPO Share Option Scheme will result in the dilution to the percentage of ownership of the Shareholders and the net asset value per Share.

See "Appendix IV—Statutory and General Information—D. Share Incentive Schemes" for further details.

We were not in full compliance with the PRC laws and regulations related to social insurance and housing provident funds.

During the Track Record Period and up to the Latest Practicable Date, we did not make full contributions to social insurance and housing provident funds for our employees in accordance with the relevant PRC laws and regulations. The shortfall amount of social insurance and housing provident funds contributions is estimated to be US\$1.0 million, US\$0.5 million, US\$0.3 million and US\$0.2 million for 2022, 2023 and 2024 and the four months ended April 30, 2025, respectively.

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As advised by our PRC Legal Advisors, according to the relevant PRC laws and regulations: (i) with respect to social insurance, the relevant authorities may order us to pay the shortfall amount within the prescribed time period with a late charge at the daily rate of 0.05% on the shortfall amount, and if and only if we fail to do so, they may impose a maximum fine equivalent to three times the shortfall amount; and (ii) with respect to housing provident funds, the relevant authorities may order us to pay the shortfall amount within the prescribed time period, and they may apply to a competent court for enforcement of the shortfall amount if we fail to do so within the prescribed time period. See “Business—Employees—Social Insurance and Housing Provident Funds.” If we are requested to pay up the shortfall amount or otherwise penalized by the relevant authorities, our financial condition and results of operations may be materially and adversely affected.

Any negative publicity or misconduct regarding our Group, Directors, employees, brand ambassadors or KOLs engaged to promote our products could materially and adversely affect our business.

Our image is sensitive to the public’s perception of us as a business in entirety, which includes not only the quality, safety and competitiveness of our products, but also our corporate culture and the people through whom our Group is presented to the public, including our Directors, employees, brand ambassadors or KOLs engaged to promote our products.

However, we cannot guarantee that none of our Group, Directors, employees, brand ambassadors or KOLs will commit any misconduct and get involved in any incident that is perceived negatively by the public. We also cannot guarantee that our brand ambassadors or KOLs will remain popular or their image will remain positive and suitable for our brands and products. Further, we cannot guarantee that no one will, intentionally or incidentally, distribute information about us that may result in negative perception of us by the public. Any negative publicity about our Group, Directors, employees, brand ambassadors or KOLs, regardless of veracity, could damage our reputation and lead to potential loss of consumer confidence. Any of above may materially and adversely affect our business, financial condition, results of operations, reputation and prospects.

We may be involved in claims, disputes and legal proceedings in our ordinary course of business.

From time to time, we may be involved in claims, disputes and legal proceedings in our ordinary course of business. These may concern issues relating to, among others, breach of contract, employment or labor disputes. In particular, we are subject to potential product liability claims if our products are alleged to have failed to meet relevant health and safety or other laws and regulations, or are alleged to have caused health or safety issues. If we fail in defending against any such claims, we may be subject to substantial damages to compensate the claimants. Any claims, disputes or legal proceedings initiated by us or against us, with or without merit, may result in substantial costs and diversion of resources and may materially

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harm our reputation. Furthermore, claims, disputes or legal proceedings against us may be due to defective supplies sold to us by our suppliers, who may not be able to indemnify us in a timely manner, or at all, for any costs that we incur as a result of such claims, disputes and legal proceedings.

If we fail to maintain adequate internal controls, we may not be able to effectively manage our business and may experience errors or information lapses affecting our business. We may not be able to detect or prevent fraud, corruption, unlawful labor practice, or other misconduct committed by our employees or third parties.

Our success depends on our ability to effectively manage various aspects of our operations and minimize our risks through adequate internal controls. As we continue to expand, we will need to modify and improve our financial and managerial controls, reporting systems and procedures and other internal controls and compliance procedures to meet our evolving business needs. If we are unable to improve our internal controls, they may become ineffective and adversely affect our ability to manage our business and cause errors or information lapses that affect our business. Our efforts in improving our internal controls may not result in eliminating all risks. If we are not successful in discovering and eliminating weaknesses in our internal controls, our ability to effectively manage our business may be affected.

Misconduct committed by our employees, customers, suppliers or other third parties, such as fraud, corruption, bribery, failure to comply with sanctions programs administered by the U.S. Office of Foreign Assets Control, the European Union, or any other relevant sanctions authorities, unauthorized business transactions, breach of our policies and procedures, or any illegal acts, may be difficult to detect or prevent. Specifically, due to the regional socio-economic circumstances, several of our geographic markets and export destinations were rated as below-average according to the Corruption Perception Index published in 2024 by Transparency International, which reflects a relatively high level of anti-corruption risks for businesses operating in these areas. Such misconduct could subject us to financial loss and penalties imposed by government authorities while seriously damaging our reputation and our business relationships with our business partners.

In addition, according to the United Nations, human trafficking and child labor are prevalent in Africa. If our staff fail to implement our internal control measures in respect of fair labor practice properly or if we inadvertently use any forced or unlawful labor, our business operations and reputation may be materially and adversely affected.

There is no guarantee that our internal control system can detect and prevent fraud, corruption or other misconduct committed by our employees or third parties effectively and promptly, or at all. Therefore, we are subject to the risk that fraud, corruption or other misconduct may have previously occurred but remain undetected, or may occur in the future. This may materially and adversely affect our business, financial condition and results of operations.

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RISKS RELATING TO DOING BUSINESS IN THE COUNTRIES IN WHICH WE HAVE OPERATIONS

Changing economic, social, political and geopolitical conditions could materially and adversely impact our business and financial results.

During the Track Record Period, our revenue was generated from Africa, Latin America and Central Asia. Our business is therefore subject to constantly changing economic, social, political and geopolitical conditions in different countries.

Some of these countries are considered to be less developed and have less stable economic and social conditions. Any uncertain economic or social conditions may adversely impact consumer demand for our products or cause our customers and other business partners to suffer financial hardship, which in turn could materially and adversely impact our business. These countries may have less developed infrastructure and lower education level, which may give rise to inherent difficulties in doing businesses there, in terms of transportation, communication, and recruitment of suitable staff.

The political relationships between these countries may affect the prospects of our relationship with third parties, such as customers and suppliers. Any political tensions, import tariffs and trade frictions between these countries could adversely affect the costs and stability in supply of raw materials and the sales performance of our products. Any acts of terrorism or military conflicts can adversely affect the local economy and consumer sentiment, and may result in damage to our production facilities and inventory and casualties to our staff. As geopolitical risks continuously increase and structurally escalate, some of the jurisdictions in which we operate may fall under arms embargoes, or house persons designated on entity lists, under the sanctions programs administered by the U.S. Office of Foreign Assets Control, the European Union, or any other relevant sanctions authorities. Any failure in screening our counter-parties could potentially result in a non-compliance with the relevant sanctions programs.

Additionally, protectionism trade policies emerging around the world and ongoing trade disputes between different countries may further affect the costs and stability in supply of raw materials.

Any of these risks may materially and adversely affect our business, prospects, financial condition and results of operations.

Fluctuations in exchange rates could result in foreign currency exchange losses.

Our Group is subject to foreign exchange exposure given that our sales and labor costs are mainly denominated in local currencies of the respective countries in Africa, Latin America and Central Asia which may be more prone to currency fluctuations, whereas our purchases are mainly imports, primarily denominated in U.S. dollars and Renminbi. We may face fluctuations in exchange rates between the U.S. dollar and other currencies that we use or receive in the

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course of our business, including but not limited to Western African CFA franc, Central African CFA franc, Ghanaian cedi, Tanzanian shilling, Kenyan shilling, Zambian kwacha, Ugandan shilling, Peruvian Sol, Renminbi, Hong Kong dollar, Euro and United Arab Emirates dirham. Our business is subject to such uncertainties relating to exchange rates and may be materially and adversely affected correspondingly. In addition, the proceeds from the Global Offering will be received in Hong Kong dollars. As a result, any fluctuations in the exchange rates between the Hong Kong dollar and any other currencies relevant to our business may result in the decrease in the value of our proceeds from the Global Offering. Any of these factors could materially and adversely affect our business, financial condition, results of operations and prospects, and could reduce the value of our Shares and dividends (if any) in foreign currency terms.

There are uncertainties regarding the interpretation and enforcement of laws, rules and regulations of different countries.

We have business operations in multiple countries. Our operations are governed by the laws and regulations of different countries, including but not limited to environmental protection and health and safety laws and regulations, which vary from country to country.

The legal systems of these different countries may be fundamentally different. For example, Ghana's legal system is broadly based on English common law, whereas Senegal has a civil law system broadly based on French law. Additionally, some laws and regulations are constantly changing and some laws and regulations may be principle-oriented which may require detailed interpretations by the enforcement bodies to apply and enforce and thus may cause the uncertainties in the course of the interpretation and enforcement. Some legal systems may also be based in part on government policies and internal rules, some of which may not be published on a timely basis or at all, and some of which may have a retroactive effect.

Government control of currency conversion, shortage of foreign currency and restrictions on the remittance of revenue out of the countries in which we operate may limit our ability to pay dividends or utilize our revenue effectively and affect the value of your investment.

During the Track Record Period, we generated revenue, and received payments, from customers in various countries. Under the foreign exchange controls currently in force in, among others, Tanzania, Senegal, Côte d'Ivoire and Kazakhstan, approval from relevant banks or competent government authorities where applicable, including registration with relevant bank or provision of supporting documents, may be required where the local currency is to be converted into foreign currency and remitted out of these countries. We may not be able to obtain foreign currency in the quantity or at the timing we desire, if at all. Even if we are able to do so, we may not be able to obtain approval for remittance of funds outside these countries. Furthermore, there can be no assurance that new regulations will not be promulgated in these countries or other countries in which we have or may have operations in the future which have the effect of further restricting the remittance of funds into or out of such countries.

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If the foreign exchange controls prevent us from obtaining sufficient foreign currency, or if there are shortages of foreign currency on the market, our subsidiaries in the affected countries may not be able to satisfy our foreign currency-denominated obligations, such as payments to raw material suppliers, or pay dividends in foreign currency, which in turn may affect our Company's ability to pay dividends and affect the value of your investment in our Company.

There is no guarantee that we will not experience any difficulties in currency conversion, remittance of profits or repatriation of capital into China and/or Hong Kong, or will not be exposed to any restriction or control in any country in terms of total assets, revenue and profit in the future, in which case our operations, financial conditions and ability to pay dividends may be adversely affected.

Payment of dividends is subject to restrictions under the laws and regulations of the countries in which we operate.

Our Company is a holding company incorporated in the Cayman Islands. Our revenue is generated mainly through our operating subsidiaries in Africa, Latin America and Central Asia. As a result, the availability of funds to pay dividends to our Shareholders depends upon the dividends received from our subsidiaries. Whether our subsidiaries are able to pay dividends is subject to various factors, such as the relevant laws and regulations, the constitutional documents of our subsidiaries, the relevant accounting standards and the financial performance of our subsidiaries. As a result, our operating subsidiaries may not be able to pay us dividends, which in turn could adversely impact our ability to pay dividends to our Shareholders.

Investors may experience difficulties in effecting service of legal process and enforcing judgments against us and our Directors and management.

Our Company is incorporated under the laws of the Cayman Islands. We conduct a significant portion of our operations in Africa, Latin America and Central Asia and a significant portion of our non-current assets are located in Africa, Latin America and Central Asia. In addition, a majority of our Directors and senior management reside outside Hong Kong, and most of their assets are located outside Hong Kong. As a result, it may be difficult or impossible for you to effect service of process within Hong Kong upon these individuals, or to bring an action against us or against these individuals in Hong Kong in the event that you believe your rights have been infringed under the Hong Kong laws or otherwise. Even if you are successful in bringing an action of this kind, the laws of the Cayman Islands and the various countries in which we have operations may render you unable to enforce a judgment against our assets or the assets of our Directors and senior management.

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Further, our corporate affairs are governed by our Memorandum and Articles of Association as well as the Cayman Companies Act and the common law of the Cayman Islands. The rights of shareholders to take action against the Directors, the rights of minority shareholders to institute actions and the fiduciary responsibilities of our Directors to us under Cayman Islands law are to a large extent governed by the common law of the Cayman Islands. The common law of the Cayman Islands is derived in part from comparatively limited judicial precedent in the Cayman Islands as well as from English common law, which has persuasive, but not binding, authority on a court in the Cayman Islands. The laws of the Cayman Islands relating to the protection of the interests of minority shareholders differ in some respects from those in Hong Kong and other jurisdictions. These differences could mean that the remedies available to the Company's minority Shareholders may be different from those they would have under the laws of Hong Kong or other jurisdictions. See "Appendix III—Summary of the Constitution of the Company and Cayman Islands Company Law" for further information.

Our global transfer pricing model may be subject to challenges raised by tax authorities in different countries.

Our Company's tax position may be subject to be reviewed or possibly challenged by the relevant government authorities in the jurisdictions in which we have operations; we may also receive ordinary-course inquiries from the relevant tax authorities from time to time. The relevant tax laws, regulations or policies may also be subject to possible changes from time to time. There can be no assurance that our Company will not be found to be operating in breach of the relevant tax and transfer pricing laws and regulations, or that such laws will not be modified, which, as a result, may require changes to our Company's tax and transfer pricing arrangements. Any determination of income reallocations or modifications of the relevant tax and transfer pricing laws and regulations could result in an income tax assessment and other relevant charges on the portion of income deemed to be derived from the taxing jurisdiction that so reallocates the income or modifies its relevant tax and transfer pricing related laws. Any of these factors may materially and adversely affect our Company's financial position and results of operations.

It may be difficult for the Hong Kong regulators to obtain information or call for regulatory assistance in certain countries in which we generated revenue where circumstances necessitate in the course of overseeing us as a listed company by the regulations in Hong Kong.

Our Directors and us, which will be regulated by the SFO and other applicable laws and regulations in Hong Kong upon the Listing, shall be required to provide the SFC with all information relating to our business that is necessary for its investigation of our affairs as may be required under Hong Kong laws or regulations. Among the countries where we generated revenue during the Track Record Period, Liberia, Sierra Leone, Rwanda, Mozambique, Burundi, the Democratic Republic of the Congo, Madagascar, Gambia, Zimbabwe, Mauritania, Guinea, South Sudan and Somalia are Non-IOSCO MMOU Countries and have not signed any regulatory cooperation agreement or memorandum of understanding with the SFC or the Stock Exchange. See "Business—Our Compliance with Rule 8.02A of the Listing Rules." Therefore,

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it may be difficult for the Hong Kong regulators to obtain information or call for regulatory assistance in the Non-IOSCO MMOU Countries where circumstances necessitate in the course of overseeing us as a listed company by the regulations in Hong Kong.

Our revenue generated from the Non-IOSCO MMOU Countries accounted for a relatively small portion of our total revenue during the Track Record Period. As we continue to grow our operations and further expand our presence into other jurisdictions, we expect the contributions of the Non-IOSCO MMOU Countries to remain insignificant in the future. We will continuously monitor our local business operations and business expansion in the Non-IOSCO MMOU Countries on an ongoing basis. Where necessary, we will take steps with respect to access to the books and records of our operating entities in the Non-IOSCO MMOU Countries and fully cooperate with all regulatory requests in order to facilitate the Stock Exchange and the SFC's access to information of these operating entities.

RISKS RELATING TO THE GLOBAL OFFERING

There has been no prior public market for our Shares, and there can be no assurance that an active market would develop, specially taking into account that certain of our existing Shareholders may be subject to a lock-up period, and the liquidity and market price of our Shares may be volatile.

Prior to completion of the Global Offering, there has been no public market for our Shares. There can be no guarantee that an active trading market for our Shares will develop or be sustained after completion of the Global Offering. The Offer Price is the result of negotiations between our Group and the Overall Coordinators (for themselves and on behalf of the Underwriters), which may not be indicative of the price at which our Shares will be traded following completion of the Global Offering. The market price of our Shares may drop below the Offer Price at any time after completion of the Global Offering.

In addition, the price and trading volume of our Shares may be subject to significant volatility in response to various factors beyond our control, including the general market conditions of the securities in Hong Kong and elsewhere in the world. In particular, the business and performance and the market price of the shares of other companies engaging in similar business may affect the price and trading volume of our Shares. In addition to market and industry factors, the price and trading volume of our Shares may be highly volatile for specific business reasons, such as fluctuations in our revenue, earnings, cash flows, investments, expenditures, regulatory developments, relationships with our suppliers and customers, movements or activities of key personnel, or actions taken by competitors. Moreover, shares of other companies listed on the Stock Exchange have experienced price volatility in the past, and it is possible that our Shares may be subject to changes in price not directly related to our performance.

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Raising additional capital may cause dilution to our Shareholders and may restrict our operations.

The Offer Price of the Offer Shares is higher than the net tangible asset value per Share immediately prior to the Global Offering. Therefore, purchasers of the Offer Shares in the Global Offering will experience an immediate dilution in pro forma consolidated net tangible asset value. There can be no assurance that if we were to immediately liquidate after the Global Offering, any assets will be distributed to Shareholders after the creditors' claims. To expand our business, we may consider raising additional capital. If we raise additional capital through the sale of equity or convertible debt securities, your ownership interest will be diluted, and the terms of these securities may include liquidation or other preferences that adversely affect your rights as a Shareholder. Debt financing and preferred equity financing, if available, may involve agreements that include covenants limiting or restricting our ability to take specific actions, such as incurring additional debt, making capital expenditures, limitations on our ability to make certain types of investments, or declaring dividends.

Future sales or perceived sales of substantial amounts of our Shares in the public market could have a material adverse effect on the price of our Shares and our ability to raise additional capital in the future.

The market price of our Shares could decline as a result of future sales of a substantial number of our Shares or other securities relating to our Shares in the public market, or the issuance of new shares or other securities, or the perception that such sales or issuances may occur. Future sales, or anticipated sales, of substantial amounts of our securities, including any future offerings, could also materially and adversely affect our ability to raise capital at a specific time and on terms favorable to us. In addition, our Shareholders may experience dilution of their holdings if we issue more securities in the future. New shares or shares-linked securities issued by us may also confer rights and privileges that take priority over those conferred by the Shares.

Certain facts, forecasts and statistics in this document obtained from official government sources relating to the global economy and the industry and countries in which we have operations may not be fully reliable.

Certain facts, forecasts and statistics in this document relating to the global economy and the industry and countries in which we have operations are obtained from official government publications that we believe are reliable. However, we cannot guarantee the quality or reliability of these sources. Neither we, the Joint Sponsors, the Overall Coordinators, the underwriters, nor our or their respective directors, employees, agents, affiliates or advisors have verified the facts, forecasts and statistics nor ascertained the underlying economic assumptions obtained from these sources. Due to possibly flawed or ineffective collection methods or discrepancies between published information and market practice and other problems, the statistics in this document relating to the global economy and the industry and countries in which we have operations may be inaccurate or may not be comparable to statistics produced for other economies and should not be unduly relied upon. As such, no representation as to the accuracy of such facts, forecasts and statistics obtained from official government sources is made. Moreover, these facts, forecasts and statistics involve risk and uncertainties and are subject to change based on various factors and should not be unduly relied upon.

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Dividends declared prior to the Listing will not be distributed to investors in the Global Offering and other new Shareholders after the Global Offering.

On December 23, 2024, our Company declared dividend of US\$35.0 million cash dividends to its shareholders, which had been fully paid to such shareholders. Other than the dividend, our accrued consolidated retained earnings before the Global Offering will be shared among our existing shareholders and new shareholders. See “Financial Information—Dividend Policy.” However, no assurance can be given that dividends declared, dividends of similar amounts or at similar rates will be paid in the future or that dividends will be paid at all. Therefore, the abovementioned dividends should not be used as reference for our dividend policy, nor as a basis to forecast the amount of dividends payable in the future.

Our historical dividends may not be indicative of our future dividend policy, and we cannot assure you that we will declare and distribute any amount of dividends in the future. If we do not pay dividends in the foreseeable future after the Listing, you must rely on price appreciation of our Shares for a return on your investment.

Our historical dividends may not be indicative of our dividend policy in the future. We cannot assure you when and in what form dividends will be paid on our Shares after the Listing. The declaration and distribution of dividends is at the complete discretion of our 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, we cannot assure you that we will make/can make dividend payments on our Shares in the future. See “Financial Information—Dividend Policy.”

If we retain most, or all, of our available funds and any future earnings after the Listing to fund the development plan, we may not expect to pay any cash dividends in the foreseeable future. Even if our Board decides to declare and pay dividends, the timing, amount and form of future dividends, if any, will depend on our future results of operations and cash flow, our capital requirements and surplus, the amount of distributions (if any) received by us from our subsidiaries, our financial condition, contractual restrictions and other factors deemed relevant by our Board. Therefore, you may not be able to rely on an investment in our Shares as a source for any future dividend income.

You should read the entire document carefully, and we strongly caution you not to place any reliance on any information contained in press articles and/or other media regarding us, our business, our industry or the Global Offering.

You are strongly advised to read the entire document carefully and are cautioned against placing any reliance on the information in any press article or any other media coverage which contains information not disclosed or not consistent with the information included in this document.

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Prior to the completion of the Global Offering, there may be press and media coverage regarding our Group and the Global Offering. Our Directors would like to emphasize to prospective investors that we do not accept any responsibility for the accuracy or completeness of such information, and such information is not sourced from or authorized by our Directors or our management team. Our Directors make no representation as to the appropriateness, accuracy, completeness and reliability of any information or the fairness or appropriateness of any forecast, view or opinion expressed by the press or other media regarding our Group or our Shares. In making decisions as to whether to invest in our Shares, prospective investors should rely only on the financial, operational and other information included in this prospectus.

Future sales or perceived sales of our Shares in the public market by existing Shareholders following the Global Offering could materially and adversely affect the price of our Shares.

Future sales or perceived sales of our Shares by our existing Shareholders after the Global Offering could result in a significant decrease in the prevailing market price of our Shares. Only a limited number of the Shares will be available for sale or issuance immediately after the Global Offering due to contractual and regulatory restrictions on disposal and new issuance. Nevertheless, after these restrictions lapse or if they are waived, future sales of significant amounts of our Shares in the public market or the perception that these sales may occur could significantly decrease the prevailing market price of our Shares and affect our ability to raise equity capital in the future.

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

Immediately upon completion of the Global Offering, assuming the Over-allotment Option is not exercised and without taking into account any Shares which may be issued upon the exercise of any options which have been granted under the Pre-IPO Share Option Scheme or may be granted under the Post-IPO Share Option Scheme, our Controlling Shareholders will be interested in approximately 54.75% of our total issued share capital. Our Controlling Shareholders will have significant influence on us on various important corporate actions requiring the approval of Shareholders, such as mergers and acquisitions, disposal of assets, election of Directors, and timing and amount of dividends and other distributions (if any). Control by our Controlling Shareholders of a substantial percentage of our Shares may limit your ability to influence the outcome of decisions requiring the approval of Shareholders. There may be a conflict between the interests of our Controlling Shareholders and your interests. If our Controlling Shareholders cause us to pursue strategic objectives that are in conflict with your interests, you may be left in a disadvantaged position.

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

This prospectus contains certain statements and information that are forward-looking and uses forward-looking terminology such as “anticipate”, “believe”, “could”, “going forward”, “intend”, “plan”, “project”, “seek”, “expect”, “may”, “ought to”, “should”, “would” or “will” and 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 risks and uncertainties, the inclusion of forward-looking statements in this prospectus 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 to update or otherwise revise the forward-looking statements in this prospectus to the public, 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 prospectus are qualified by reference to this cautionary statement.

WAIVERS FROM STRICT COMPLIANCE WITH THE REQUIREMENTS UNDER THE LISTING RULES

In preparation for the Listing, we have sought the following waivers from strict compliance with the relevant provisions of the Listing Rules:

MANAGEMENT PRESENCE IN HONG KONG

Pursuant to Rule 8.12 the Listing Rules, an issuer must have sufficient management presence in Hong Kong and, in normal circumstances, at least two of the issuer's executive directors must be ordinarily resident in Hong Kong.

Since our headquarters is located at Dubai, UAE and our core operations are primarily based and conducted in Africa, we do not, and for the foreseeable future will not, have executive Directors who are ordinarily resident in Hong Kong for the purpose of satisfying Rule 8.12 of the Listing Rules. Our Group's business operations, management headquarters, senior management and assets are primarily based outside Hong Kong, and it would be practically difficult and commercially unnecessary for us to relocate our two executive Directors to Hong Kong, or to appoint additional executive Directors solely for the purpose of satisfying Rule 8.12 of the Listing Rules. Accordingly, we have applied to the Stock Exchange for, and the Stock Exchange has granted us, a waiver from strict compliance with Rule 8.12 of the Listing Rules subject to, among others, the following conditions:

- (a) pursuant to Rule 3.05 of the Listing Rules, we have appointed two authorized representatives, namely Mr. Luo Jichao (羅繼超) (“**Mr. Luo**”), our executive Director and chief executive officer, and Mr. Lung Shei Kei (龍瑞麒) (“**Mr. Lung**”), our chief financial officer and joint company secretary, who will act as our Company's principal channel of communication with the Stock Exchange. Mr. Lung is ordinarily resident in Hong Kong. Each of our authorized representatives will be available to meet with the Stock Exchange in Hong Kong within a reasonable time frame upon the request of the Stock Exchange and will be readily contactable by telephone, facsimile and/or email (where available). Each of our authorized representatives is authorized to communicate on our behalf with the Stock Exchange. Our Company has been registered as a non-Hong Kong company under Part 16 of the Companies Ordinance and Mr. Lung Shei Kei has also been authorized to accept service of legal process and notices in Hong Kong on behalf of our Company;
- (b) both of our authorized representatives have means to contact all our Directors (including our independent non-executive Directors) promptly at all times as and when the Stock Exchange wishes to contact our Directors for any matters. Our Directors who are not ordinarily resident in Hong Kong possess or can apply for valid travel documents to visit Hong Kong and will be able to meet with the Stock Exchange within a reasonable period of time, when required. Each of our Directors has provided his/her respective mobile phone number, facsimile number and/or e-mail address (where available) to our authorized representatives. In the event that a Director expects to travel, he/she will endeavor to provide the phone number of the

WAIVERS FROM STRICT COMPLIANCE WITH THE REQUIREMENTS UNDER THE LISTING RULES

place of his/her accommodation to our authorized representatives or maintain an open line of communication via his/her mobile phone; and each of our Directors and authorized representatives has provided his/her mobile number, office phone number, facsimile number and/or e-mail address (where available) to the Stock Exchange;

- (c) pursuant to Rule 3A.19 of the Listing Rules, we have appointed Soochow Securities International Capital Limited as our compliance advisor (the “**Compliance Advisor**”), which shall have access at all times to our authorized representatives, Directors, senior management and other officers of our Company, and will act as an additional channel of communication between the Stock Exchange and us; and
- (d) meetings between the Stock Exchange and our Directors could be arranged through our authorized representatives or the Compliance Advisor, or directly with our Directors within a reasonable time frame. We will promptly inform the Stock Exchange of any changes of our authorized representatives and/or the Compliance Advisor.

JOINT COMPANY SECRETARIES

According to Rules 3.28 and 8.17 of the Listing Rules and Chapter 3.10 of the Guide, the secretary of an issuer must be a person who has the requisite knowledge and experience to discharge the functions of the company secretary and is either (i) a member of the Hong Kong Chartered Governance Institute, a solicitor or barrister as defined in the Legal Practitioners Ordinance (Chapter 159 of the Laws of Hong Kong) or a certified public accountant as defined in the Professional Accountants Ordinance (Chapter 50 of the Laws of Hong Kong); or (ii) 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 a company secretary.

According to Note 2 to Rule 3.28 of the Listing Rules and Chapter 3.10 of the Guide, 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 they 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.

WAIVERS FROM STRICT COMPLIANCE WITH THE REQUIREMENTS UNDER THE LISTING RULES

We have appointed Mr. Lung and Ms. Lin Qin (“**Ms. Lin**”) as our joint company secretaries. See “Directors and Senior Management—Joint Company Secretaries” for their biographies. Mr. Lung is a certified public accountant of the Hong Kong Institute of Certified Public Accountants, and therefore meets the qualification requirements under Rule 3.28 of the Listing Rules and is in compliance with Rule 8.17 of the Listing Rules. While Ms. Lin does not possess the formal qualifications required of a company secretary, not meeting all requirements under Rules 3.28 and 8.17 of the Listing Rules.

The following arrangements have been, or will be, put in place to assist Ms. Lin in acquiring the qualifications and experience required under Rule 3.28 of the Listing Rules and Chapter 3.10 of the Guide:

- (a) Mr. Lung will work closely with Ms. Lin to jointly discharge the duties and responsibilities as the joint company secretaries of the Company and to assist Ms. Lin to acquire the relevant experience as required under the Listing Rules for an initial period of three years from the Listing Date, a period which should be sufficient for Ms. Lin to acquire the relevant experience as required under the Listing Rules;
- (b) the Company will ensure that Ms. Lin continues to have access to the relevant training and support in relation to the Listing Rules and the duties required for a company secretary of an issuer listed on the Stock Exchange. Furthermore, both Ms. Lin and Mr. Lung will seek advice from our Company’s Hong Kong legal and other professional advisors as and when required. Ms. Lin also undertakes to take no less than 15 hours of relevant professional training in each financial year of the Company; and
- (c) prior to the end of the three-year period, the qualifications and experience of Ms. Lin and the need for on-going assistance of Mr. Lung will be further evaluated by our Company. The Company will then endeavor to demonstrate to the Stock Exchange’s satisfaction that Ms. Lin, having had the benefit of the assistance of Mr. Lung for the immediately preceding three years, has acquired the relevant experience (within the meaning of Note 2 to Rule 3.28 of the Listing Rules) such that a further waiver from Rules 3.28 and 8.17 of the Listing Rules will not be necessary. Our Company understands that the Stock Exchange may revoke the waiver if Mr. Lung ceases to provide assistance to Ms. Lin during the three-year period or if there are material breaches of the Listing Rules by our Company.

WAIVERS FROM STRICT COMPLIANCE WITH THE REQUIREMENTS UNDER THE LISTING RULES

We have applied 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. The waiver is valid for an initial period of three years from the Listing Date. Before the end of such three-year period, the qualifications and experience of Ms. Lin and the need for ongoing assistance of Mr. Lung will be further evaluated by our Company. We will liaise with the Stock Exchange to enable it to assess whether Ms. Lin, having benefited from the assistance of Mr. Lung 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 Rules 3.28 and 8.17 of the Listing Rules and decide whether a further waiver will be necessary.

CONTINUING CONNECTED TRANSACTIONS

We have entered into certain transactions which would constitute continuing connected transactions for our Company under the Listing Rules upon the Listing. We have applied for, and the Stock Exchange has granted us, a waiver from strict compliance with certain requirements set out in Chapter 14A of the Listing Rules for certain continuing connected transactions. For details of such continuing connected transactions and the waiver, see “Connected Transactions.”

CONSENT IN RESPECT OF PROPOSED SUBSCRIPTION OF SHARES BY CERTAIN CORNERSTONE INVESTORS WHO ARE CONNECTED CLIENTS

Paragraph 1C of Appendix F1 to the Listing Rules (the “**Placing Guidelines**”) states that no allocations will be permitted to “connected clients” of the overall coordinator(s), any syndicate member(s) (other than the overall coordinator(s)) or any distributor(s) (other than syndicate members(s)) without prior written consent of the Stock Exchange.

Paragraph 1B(7) of the Placing Guidelines states that “connected clients” in relation to an exchange participant means any client of such member who is a company which is a member of the same group of companies as such exchange participant.

Each of (i) China Asset Management (Hong Kong) Limited (“**ChinaAMC (HK)**”), (ii) E Fund Management Co., Ltd. (“**E Fund Management**”), (iii) E Fund Management (Hong Kong) Co., Ltd. (“**E Fund HK**”, together with E Fund Management, “**E Fund**”) and (iv) Qihui Runjin (Qingdao) Private Equity Investment Fund Partnership (Limited Partnership) (啟匯潤金(青島) 私募股權投資基金合夥企業(有限合夥)) (“**Qihui Runjin**”) has entered into a cornerstone investment agreement with the Company, the Joint Sponsors and the Overall Coordinators.

(i) ChinaAMC (HK) and CLSA Limited (“**CLSA**”), one of the Overall Coordinators and Underwriters of the Global Offering, (ii) E Fund and GF Securities (Hong Kong) Brokerage Limited (“**GF Securities (HK) Brokerage**”), one of the Overall Coordinators and Underwriters of the Global Offering, and (iii) Qihui Runjin and China International Capital Corporation Hong Kong Securities Limited (“**CICCHKS**”), one of the Joint Sponsors, Overall

WAIVERS FROM STRICT COMPLIANCE WITH THE REQUIREMENTS UNDER THE LISTING RULES

Coordinators and Underwriters of the Global Offering, are members of the same group of companies, respectively. Accordingly, each of ChinaAMC (HK), E Fund and Qihui Runjin is a connected client of CLSA, GF Securities (HK) Brokerage and CICCHKS, respectively.

We have applied for, and the Stock Exchange has granted, consents under paragraph 1C of the Placing Guidelines to permit each of ChinaAMC (HK), E Fund and Qihui Runjin to participate in the Global Offering as a cornerstone investor on the following bases and conditions as set out in paragraph 5 of Chapter 4.15 of the Guide:

- (a) any Offer Shares to be allocated to ChinaAMC (HK), E Fund and Qihui Runjin, respectively, will be held on behalf of independent third parties;
- (b) each of the cornerstone investment agreements of ChinaAMC (HK), E Fund and Qihui Runjin does not contain any material terms which are more favorable to them than those in other cornerstone investment agreements;
- (c) no preferential treatment has been, nor will be, given to any of ChinaAMC (HK), E Fund and Qihui Runjin by virtue of their relationship with CLSA, GF Securities (HK) Brokerage and CICCHKS, respectively, in any allocation of Offer Shares in the International Offering other than the assured entitlement under the relevant cornerstone investment agreements;
- (d) each of ChinaAMC (HK), E Fund and Qihui Runjin confirms that to the best of its knowledge and belief, it has not received and will not receive preferential treatment in the allocation of Offer Shares in the Global Offering as a cornerstone investor by virtue of its relationship with CLSA, GF Securities (HK) Brokerage and CICCHKS, respectively, other than the assured entitlement under the relevant cornerstone investment agreements;
- (e) each of (i) the Company, (ii) the Overall Coordinators, (iii) CLSA (in respect of ChinaAMC (HK)), GF Securities (HK) Brokerage (in respect of E Fund) and CICCHKS (in respect of Qihui Runjin) has provided the Stock Exchange with written confirmations in accordance with Chapter 4.15 of the Guide; and
- (f) details of the cornerstone investments and details of the allocations will be disclosed in this prospectus and the allotment results announcement.

For further information about the cornerstone investment of the cornerstone investors who are connected client, please refer to the section headed “Cornerstone Investors” in this prospectus.

INFORMATION ABOUT THIS PROSPECTUS AND THE GLOBAL OFFERING

DIRECTORS' RESPONSIBILITY FOR THE CONTENTS OF THIS PROSPECTUS

This prospectus, for which our Directors (including any proposed director who is named as such in this prospectus) collectively and individually accept full responsibility, includes particulars given in compliance with the Companies (Winding Up and Miscellaneous Provisions) Ordinance, the Securities and Futures (Stock Market Listing) Rules (Chapter 571 V of the Laws of Hong Kong) and the Listing Rules for the purpose of giving information to the public with regard to our Group. Our Directors, having made all reasonable inquiries, confirm that to the best of their knowledge and belief the information contained in this prospectus is accurate and complete in all material respects and not misleading or deceptive, and there are no other matters the omission of which would make any statement herein or this prospectus misleading.

CSRC FILING

Our Company submitted the filing documents to the CSRC on February 7, 2025, which was considered compliance with the Overseas Listing Trial Measures by our PRC Legal Advisors, and the CSRC acknowledged the acceptance of filing application on February 28, 2025. On October 16, 2025, the CSRC issued the notification of completion of the filing procedures for the Listing and the Global Offering. As advised by our PRC Legal Advisors, our Company has completed all necessary filings with the CSRC for the Listing and the Global Offering.

THE HONG KONG PUBLIC OFFERING AND THIS PROSPECTUS

This prospectus is published solely in connection with the Hong Kong Public Offering, which forms part of the Global Offering. For applicants under the Hong Kong Public Offering, this prospectus contains the terms and conditions of the Hong Kong Public Offering.

The Hong Kong Offer Shares are offered solely on the basis of the information contained and representations made in this prospectus and on the terms and subject to the conditions set out herein and therein. No person is authorized to give any information in connection with the Global Offering or to make any representation not contained in this prospectus, and any information or representation not contained herein and therein must not be relied upon as having been authorized by our Company, the Joint Sponsors, the Overall Coordinators, the Joint Global Coordinators, the Joint Bookrunners, the Joint Lead Managers, any of the Underwriters or Capital Market Intermediaries, any of their respective directors, agents, employees or advisors or any other party involved in the Global Offering.

The Listing is sponsored by the Joint Sponsors and the Global Offering is managed by the Overall Coordinators. The Hong Kong Public Offering is fully underwritten by the Hong Kong Underwriters under the terms and conditions of the Hong Kong Underwriting Agreement, subject to agreement on the Offer Price to be determined between the Overall Coordinators (on behalf of the other Underwriters) and our Company on the Price Determination Date. The International Offering is expected to be fully underwritten by the International Underwriters subject to the terms and conditions of the International Underwriting Agreement, which is expected to be entered into on or around the Price Determination Date, subject to determination of the Offer Price.

INFORMATION ABOUT THIS PROSPECTUS AND THE GLOBAL OFFERING

Neither the delivery of this prospectus nor any offering, sale or delivery made in connection with the Offer Shares should, under any circumstances, constitute a representation that there has been no change or development reasonably likely to involve a change in our affairs since the date of this prospectus or imply that the information contained in this prospectus is correct as of any date subsequent to the date of this prospectus.

PROCEDURES FOR APPLICATION FOR HONG KONG OFFER SHARES

The procedures for applying for the Hong Kong Offer Shares are set forth in “How to Apply for Hong Kong Offer Shares.”

STRUCTURE AND CONDITIONS OF THE GLOBAL OFFERING

Details of the structure of the Global Offering, including its conditions, are set forth in “Structure of the Global Offering.”

RESTRICTIONS ON OFFERS AND SALES OF SHARES

Each person acquiring the Hong Kong Offer Shares under the Hong Kong Public Offering will be required to, or be deemed by his/her acquisition of Offer Shares to, confirm that he/she is aware of the restrictions on offers for the Offer Shares described in this prospectus.

No action has been taken to permit a public offering of the Offer Shares in any jurisdiction other than in Hong Kong, or the distribution of this prospectus in any jurisdiction other than Hong Kong. Accordingly, this prospectus may not be used for the purpose of, and does not constitute an offer or invitation in any jurisdiction or in any circumstances in which such an offer or invitation is not authorized or to any person to whom it is unlawful to make such an offer or invitation. The distribution of this prospectus and the offering and sale of the Offer Shares in other jurisdictions are subject to restrictions and may not be made except as permitted under the applicable securities laws of such jurisdictions and pursuant to registration with or authorization by the relevant securities regulatory authorities or an exemption therefrom.

APPLICATION FOR LISTING ON THE STOCK EXCHANGE

We have applied to the Stock Exchange for the approval of the listing of, and permission to deal in, (a) the Shares in issue and to be issued pursuant to the Global Offering (including any Shares which may be issued pursuant to the exercise of the Over-allotment Option) and (b) the Shares which may be issued under the Pre-IPO Share Option Scheme and the Post-IPO Share Option Scheme.

No part of our Shares or loan capital is listed on or dealt in on any other stock exchange and no such listing or permission to list is being or proposed to be sought as of the date of this prospectus. All Offer Shares will be registered on the Hong Kong share register of members of our Company in order to enable them to be traded on the Stock Exchange.

INFORMATION ABOUT THIS PROSPECTUS AND THE GLOBAL OFFERING

Under section 44B(1) of the Companies (Winding Up and Miscellaneous Provisions) Ordinance, any allotment made in respect of any application will be invalid if the listing of, and permission to deal in, the Shares on the Stock Exchange is refused before the expiration of three weeks from the date of the closing of the application lists, or such longer period (not exceeding six weeks) as may, within the said three weeks, be notified to our Company by the Stock Exchange.

COMMENCEMENT OF DEALINGS IN THE SHARES

Dealings in the Shares on the Stock Exchange are expected to commence on Monday, November 10, 2025. The Shares will be traded in board lots of 200 Shares each. The stock code of the Shares will be 2698.

OVER-ALLOTMENT OPTION AND STABILIZATION

Details of the arrangements relating to the Over-allotment Option and stabilization are set out in “Structure of the Global Offering”. Assuming that the Over-allotment Option is exercised in full, our Company may be required to issue up to an aggregate of 13,632,600 additional Shares.

SHARES THAT WILL BE ELIGIBLE FOR ADMISSION INTO CCASS

Subject to the granting of the approval for the listing of, and permission to deal in, the Shares on the Stock Exchange and compliance with the stock admission requirements of HKSCC, the Shares will be accepted as eligible securities by HKSCC for deposit, clearance and settlement in CCASS with effect from the Listing Date or any other date as determined by HKSCC. Settlement of transactions between participants of the Stock Exchange is required to take place in CCASS on the second settlement day after any trading day. All activities under CCASS are subject to the General Rules of HKSCC and HKSCC Operational Procedures in effect from time to time.

All necessary arrangements have been made for the Shares to be admitted into CCASS. Investors should seek the advice of their stockbroker or other professional advisors for details of the settlement arrangements and how such arrangements will affect their rights and interests.

SHARE REGISTER OF MEMBERS AND STAMP DUTY

Our principal register of members will be maintained by our principal registrar, Conyers Trust Company (Cayman) Limited, in the Cayman Islands, and our Hong Kong share register of members will be maintained by the Hong Kong Share Registrar, Tricor Investor Services Limited, in Hong Kong.

INFORMATION ABOUT THIS PROSPECTUS AND THE GLOBAL OFFERING

All Offer Shares issued pursuant to applications made in the Hong Kong Public Offering and the International Offering will be registered on the Hong Kong share register of members of our Company in Hong Kong. Dealings in the Shares registered in our Hong Kong share register of members will be subject to Hong Kong stamp duty. For further details of Hong Kong stamp duty, please seek professional tax advice.

PROFESSIONAL TAX ADVICE RECOMMENDED

Potential investors in the Global Offering are recommended to consult their professional advisors if they are in any doubt as to the taxation implications of subscribing for, holding and dealing in the Shares or exercising any rights attached to them. It is emphasized that none of our Company, the Joint Sponsors, the Overall Coordinators, the Joint Global Coordinators, the Joint Bookrunners, the Joint Lead Managers, the Underwriters or Capital Market Intermediaries, any of our or their respective affiliates, directors, employees, agents or advisors or any other party involved in the Global Offering accepts responsibility for any tax effects on, or liabilities of holders of the Shares resulting from the subscription, purchase, holding or disposal of the Shares or exercising any rights attached to them.

EXCHANGE RATE CONVERSION

Solely for your convenience, this prospectus contains translations of certain Renminbi amounts into Hong Kong dollars, of Renminbi amounts into U.S. dollars and of Hong Kong dollars into U.S. dollars at specified rates. Unless otherwise specified, or in respect of transactions that have occurred at historical exchange rates, the translation of Renminbi into Hong Kong dollars, of Renminbi into U.S. dollars, and of Hong Kong dollars into U.S. dollars and vice versa, in this prospectus was made at the following rates:

RMB0.9175 to HK\$1

US\$1.1674 to EUR1

RMB7.1264 to US\$1

HK\$7.7676 to US\$1

We make no representation and none should be construed as being made, that any of the Hong Kong dollar, U.S. dollar and RMB amounts contained in this prospectus could have been or could be converted into amounts at the above rates or at any particular rate or at all on such date or any other date.

LANGUAGE

If there is any inconsistency between the English version of this prospectus and its Chinese translation, the English version of this prospectus shall prevail unless otherwise stated. However, if there is any inconsistency between the names of any of the entities mentioned in this English document which are not in the English language and their English translations, the names in their respective original languages shall prevail. The English translations of the Chinese names of such PRC entities, enterprises, titles, laws, regulations and the like are provided for identification purposes only.

ROUNDING

Certain amounts and percentage figures included in this prospectus have been subject to rounding adjustments, or have been rounded to one or two decimal places. Any discrepancies in any table in this prospectus between total and sum of amounts listed therein are due to rounding.

DIRECTORS AND PARTIES INVOLVED IN THE GLOBAL OFFERING

DIRECTORS

Name	Address	Nationality
<i>Executive Directors</i>		
Mr. Luo Jichao (羅繼超)	Room 2203 Building 8 Yunshan Shiyi No. 4 Yasong Street Nansha District, Guangzhou Guangdong Province PRC	Chinese
Mr. Zhao Yongqiang (趙永強)	Room 3-402 Building 25 Xinhua Lianjin Yuan No. 6 Wulidian West Road Tongzhou District Beijing PRC	Chinese
<i>Non-executive Directors</i>		
Mr. Shen Yanchang (沈延昌)	Flat B, 25th Floor, Tower 2A KT Marina No. 15 Shing Fung Road Kai Tak Kowloon Hong Kong	Chinese
Ms. Yang Yanjuan (楊艷娟)	Flat B, 25th Floor, Tower 2A KT Marina No. 15 Shing Fung Road Kai Tak Kowloon Hong Kong	Chinese
Mr. Zhou Renwei (周仁偉) (formerly known as Zhou Jun (周軍))	Room 1202, Qiaohong Guanghua Building No. 86 Tianhe North Road Guangzhou Guangdong Province PRC	Chinese

DIRECTORS AND PARTIES INVOLVED IN THE GLOBAL OFFERING

Independent non-executive Directors

Ms. Lou Aidong (婁愛東)	Room 502, Unit 2, No. 2 Building No. 66 Anli Road Chaoyang District Beijing PRC	Chinese
Mr. Gao Jianming (高建明)	Flat C, 36/F, Block 7 28 Sham Mong Road Kowloon Hong Kong	Chinese
Mr. Xu Jing (徐景)	Flat C, Floor 39, Tower 5A 28 Sham Mong Road Kowloon Hong Kong	Chinese

See “Directors and Senior Management” in this prospectus for further details of our Directors.

DIRECTORS AND PARTIES INVOLVED IN THE GLOBAL OFFERING

PARTIES INVOLVED IN THE GLOBAL OFFERING

Joint Sponsors

**China International Capital Corporation
Hong Kong Securities Limited**

29/F, One International Finance Centre
1 Harbour View Street
Central
Hong Kong

CITIC Securities (Hong Kong) Limited

18/F, One Pacific Place
88 Queensway
Hong Kong

GF Capital (Hong Kong) Limited

27/F, GF Tower
81 Lockhart Road
Wanchai
Hong Kong

**Sponsor-Overall Coordinators,
Joint Global Coordinators,
Joint Bookrunners and
Joint Lead Managers**

**China International Capital Corporation
Hong Kong Securities Limited**

29/F, One International Finance Centre
1 Harbour View Street
Central
Hong Kong

CLSA Limited

18/F, One Pacific Place
88 Queensway
Hong Kong

**GF Securities (Hong Kong) Brokerage
Limited**

27/F, GF Tower
81 Lockhart Road
Wanchai
Hong Kong

DIRECTORS AND PARTIES INVOLVED IN THE GLOBAL OFFERING

Capital Market Intermediaries

China International Capital Corporation

Hong Kong Securities Limited

29/F, One International Finance Centre
1 Harbour View Street
Central
Hong Kong

CLSA Limited

18/F, One Pacific Place
88 Queensway
Hong Kong

GF Securities (Hong Kong) Brokerage Limited

27/F, GF Tower
81 Lockhart Road
Wanchai
Hong Kong

Legal advisors to our Company

As to Hong Kong and United States laws:

Sidley Austin

Level 39, Two International Finance Centre
8 Finance Street
Central
Hong Kong

As to Cayman Islands laws:

Conyers Dill & Pearman

29th Floor
One Exchange Square
8 Connaught Place
Central
Hong Kong

As to PRC laws:

Commerce & Finance Law Offices

12-15th Floor, China World Office 2
No. 1 Jianguomenwai Avenue
Beijing 100004
PRC

DIRECTORS AND PARTIES INVOLVED IN THE GLOBAL OFFERING

As to Benin laws:

**D2A Société Civile Professionnelle
d’Avocats**

Plot 957 Sikècodji
Gate 1045
Fifamin Building
01 BP 4452
Cotonou
Republic of Benin

As to Cameroon laws:

Jing & Partners

535, Rue AFCODI
Off MRS Njo Njo Bonapriso
P.O. Box 1245 Douala
Cameroon

As to Côte d’Ivoire laws:

Kwaliance

The One Building, 4th Floor,
33 Canebière Street, Abidjan Cocody Danga
Republic of Côte d’Ivoire

As to El Salvador laws:

Consortium Legal

Avante Building, Number 3-13
Llama del Bosque street
Antiguo Cuscatlán, La Libertad
El Salvador

As to Ghanaian laws:

Bentsi-Enchill, Letsa & Ankomah

4 Momotse Avenue
Adabraka, Accra
P.O. Box GP 1632
Accra, Ghana

As to Hong Kong laws:

ONC Lawyers

19th Floor, Three Exchange Square
8 Connaught Place, Central
Hong Kong

DIRECTORS AND PARTIES INVOLVED IN THE GLOBAL OFFERING

As to Kazakhstan laws:

Haller Lomax LLP

Office 221

55/18 Mangilik El Street

Esil District

Astana City

Kazakhstan

As to Kenyan laws:

Coulson Harney LLP

5th Floor, West Wing

ICEA Lion Centre

Riverside Park, Chiromo Road

PO Box 10643-00100, Nairobi

Kenya

As to Peruvian laws:

Estudio Muñiz

Las Begonias 475

6th Floor

San Isidro

Lima

Peru

As to Senegal laws:

Mame Adama Gueye & Partners

Residence Ker Diaba Gaye Building

Street MZ 81 x Street MZ 94

Mermoz, Pyrotechnie

Dakar

Senegal

As to Tanzanian laws:

Bowmans Tanzania Limited

2nd Floor, The Luminary

Cnr Haile Selassie and Chole Roads

Masaki, Dar es Salaam

PO Box 78552, Dar es Salaam

Tanzania

DIRECTORS AND PARTIES INVOLVED IN THE GLOBAL OFFERING

As to UAE laws:

Hadeef & Partners LLC

Level 5, Building 3

Emaar Square, Downtown Dubai

PO Box 37172

Dubai, UAE

As to Uganda laws:

AF Mpanga Advocates

4th Floor, DFCU Towers

26 Kyadondo Road, Nakasero, Kampala

PO Box 1520, Kampala

Uganda

As to Zambian laws:

Chibesakunda & Co

CCO House, Stand No.2374

Kelvin Siwale Road

P.O. Box 30279, Lusaka

Zambia

As to International Sanctions laws:

DLA Piper Singapore Pte. Ltd.

80 Raffles Place

UOB Plaza 1, #48-01

Singapore

**Legal advisors to the Joint Sponsors and
the Underwriters**

As to Hong Kong and United States laws:

Herbert Smith Freehills Kramer

23rd Floor, Gloucester Tower

15 Queen's Road Central

Hong Kong

As to PRC laws:

JunHe LLP

28/F, GDH BCC

No. 21 Zhujiang West Road

Zhujiang New Town

Tianhe District

Guangzhou

PRC

DIRECTORS AND PARTIES INVOLVED IN THE GLOBAL OFFERING

Auditors and Reporting Accountants

Deloitte Touche Tohmatsu

Certified Public Accountants

Registered Public Interest Entity Auditor

35/F, One Pacific Place

88 Queensway

Hong Kong

Industry Consultant

Frost & Sullivan Limited

Unit 3006, 30/F

Two Exchange Square

8 Connaught Place

Central

Hong Kong

Receiving Banks

CMB Wing Lung Bank Limited

45 Des Voeux Road Central

Hong Kong

China CITIC Bank International Limited

80th Floor, International Commerce Centre

1 Austin Road West

Kowloon

Hong Kong

CORPORATE INFORMATION

Registered office	Cricket Square Hutchins Drive PO Box 2681 Grand Cayman KY1-1111 Cayman Islands
Headquarters	5WA 219 Second Floor 5 West A Dubai Airport Freezone United Arab Emirates
Principal place of business in Hong Kong	31/F, Tower Two Times Square 1 Matheson Street Causeway Bay Hong Kong
Company's website	<u>www.softcarehome.com</u> <i>(Information on this website does not form part of this prospectus)</i>
Joint company secretaries	Mr. Lung Shei Kei (龍瑞麒) <i>(Certified Public Accountant of the Hong Kong Institute of Certified Accountants)</i> 31/F, Tower Two Times Square 1 Matheson Street Causeway Bay Hong Kong Ms. Lin Qin (林芹) 45/F, CITIC Plaza No. 233 Tianhe North Road Guangzhou PRC

CORPORATE INFORMATION

Authorized representatives

Mr. Luo Jichao (羅繼超)
Room 2203
Building 8
Yunshan Shiyi
No. 4 Yasong Street
Nansha District, Guangzhou
Guangdong Province
PRC

Mr. Lung Shei Kei (龍瑞麒)
31/F, Tower Two
Times Square
1 Matheson Street
Causeway Bay
Hong Kong

Audit Committee

Mr. Xu Jing (徐景) (*Chairman*)
Mr. Zhou Renwei (周仁偉)
Ms. Lou Aidong (婁愛東)

Remuneration Committee

Ms. Lou Aidong (婁愛東) (*Chairman*)
Mr. Shen Yanchang (沈延昌)
Mr. Gao Jianming (高建明)

Nomination Committee

Mr. Shen Yanchang (沈延昌) (*Chairman*)
Ms. Lou Aidong (婁愛東)
Mr. Gao Jianming (高建明)

Compliance advisor

Soochow Securities International Capital Limited
Level 17, Three Pacific Place
1 Queen's Road East
Hong Kong

Principal Share Registrar and transfer office in the Cayman Islands

Conyers Trust Company (Cayman) Limited
Cricket Square
Hutchins Drive
P.O. Box 2681
Grand Cayman KY1-1111
Cayman Islands

CORPORATE INFORMATION

Hong Kong Share Registrar**Tricor Investor Services Limited**

17/F, Far East Finance Centre
16 Harcourt Road
Hong Kong

Principal banks**China CITIC Bank Corporation Limited**

Floor 50, CITIC Plaza
233 Tianhen Road North
Guangzhou
PRC

Citibank N.A. Dubai

Citibank N.A. UAE
Oud Metha Tower
P.O. Box 749
Sheikh Rashid Road
Dubai
United Arab Emirates

Citibank N.A. Hong Kong Branch

21/F, Citi Tower
One Bay East, 83 Hoi Bun Road
Kwun Tong, Kowloon
Hong Kong

**Nanyang Commercial Bank (China)
Limited Guangzhou Branch**

Floor 32, Central Tower
No. 5 Xiancun Road
Pearl River New Town
Tianhe District, Guangzhou
PRC

Stanbic Bank Ghana Ltd

Stanbic Heights
215 South Liberation Link
Airport City
Accra
Ghana

CORPORATE INFORMATION

Ecobank Senegal

KM 05 Avenue
Cheikh Anta Diop
Dakar
Senegal

**E. Sun Bank (China) Co. Ltd. Guangzhou
Branch**

No. 4101-4106, Central Tower
No. 5 Xiancun Road
Tianhe District, Guangzhou City
PRC

Stanbic Bank Uganda Ltd

Floor 11, Short Tower
17 Hannington Road Crested Towers
Kampala
Uganda

INDUSTRY OVERVIEW

Certain information and statistics presented in this section and elsewhere in this prospectus are derived from official government publications, other publicly available sources as well as from the Frost & Sullivan Report, a market research report prepared by Frost & Sullivan, an independent market research and consulting company that was commissioned by us. The information from official government sources has not been independently verified by us or the Joint Sponsors, the Overall Coordinators, the Joint Global Coordinators, the Joint Bookrunners, the Joint Lead Managers and the Underwriters or any of our or their respective directors, officers, or representatives, and no representation is given as to its accuracy.

SOURCES OF INFORMATION

We commissioned Frost & Sullivan to analyze and prepare a report regarding the baby diapers, sanitary pads and baby pants industry in the Emerging Markets. Frost & Sullivan is an independent global consulting firm founded in 1961 in New York that offers industry research and market strategies and provides growth consulting and corporate training. We agreed to pay a commission fee of US\$200,700 to Frost & Sullivan based on arm's length negotiation. Except as otherwise noted, all of the data and forecasts contained in this section are derived from the Frost & Sullivan Report. We have also referred to certain information in the "Summary", "Risk Factors", "Business", "Financial Information" and "Future Plans and Use of Proceeds" sections to provide a more comprehensive presentation of the industry in which we operate.

In preparing the Frost & Sullivan Report, Frost & Sullivan conducted both primary and secondary research and relied on various sources. The primary research was conducted via interviews with key industry experts and leading industry participants. The secondary research involved analysis of market data obtained from several publicly available data sources. The market projections in the Frost & Sullivan Report are based on the following key assumptions: (i) the overall social, economic and political environment in the Emerging Markets is expected to remain stable during the forecast period; (ii) the economic and industrial development in the Emerging Markets is likely to maintain a steady growth in the forecast period; (iii) related industry key drivers are likely to drive the growth of the baby diapers, baby pants and sanitary pads market in the Emerging Markets in the forecast period; and (iv) there is no extreme force majeure or industry regulation which may affect the Emerging Markets dramatically or fundamentally.

OVERVIEW OF HYGIENE PRODUCT INDUSTRY IN THE EMERGING MARKETS

Definition and Characteristic of the Emerging Markets

According to the International Monetary Fund's World Economic Outlook, economies are classified into "Advanced Markets" and "Emerging Markets." Emerging Markets are economies primarily located in Africa, Latin America and Central Asia, characterized by robust economic growth and a young, widely dispersed population. The industrial market scale in the Emerging Markets is typically small, and most countries in the Emerging Markets have a limited degree of indigenous industrialization, leading to a reliance on imports for essential goods. Additionally, the Emerging Markets are actively pursuing regional economic integration to foster further development.

Emerging Markets are distinguished by a youthful population structure, reflected in their expansive population pyramids with wide bases and narrow tops. This demographic feature translates into a substantial supply of low-cost labor, providing a robust foundation for economic development. There is a wealth of investment opportunities, encompassing infrastructure development, manufacturing modernization and service sector expansion. These industries are growing rapidly and serve as a significant impetus for global economic growth.

Furthermore, Emerging Markets are often characterized by a scarcity of materials due to low levels of indigenous industrialization, leading to a reliance on trade to import essential goods. Africa exemplifies this, with a high demand for a wide range of products, from large-scale items such as steel and machinery to smaller goods like smartphones and handicrafts, as well as daily necessities including baby diapers and plastic items.

In addition to these challenges, Emerging Markets are actively pursuing regional economic integration, enhancing economic cooperation with other countries and increasing the degree of trade liberalization. These efforts are expected to create more market opportunities and investment spaces for businesses, fostering a more conducive environment for growth and development.

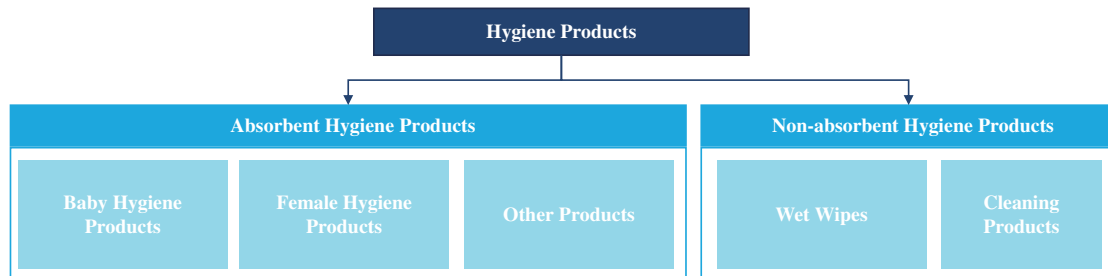
Definition and Classification of Hygiene Products

Hygiene products refer to various technologically advanced chemical products used in daily life that come into direct or indirect contact with the human body, and are used for physiological and hygiene health care purposes, such as antibacterial or antimicrobial effects.

Absorbent hygiene products are designed for direct contact with the human body and are primarily made from highly absorbent materials. They are one-time disposable hygiene products used to collect human excretions. This category includes baby hygiene products, female hygiene products and other products.

INDUSTRY OVERVIEW

Baby hygiene products refer to products designed for infants and newborns for their hygiene needs, suitable for their sensitive skin. Baby hygiene products include, among others, baby diapers and baby pants. Female hygiene products refer to products used for menstruation, vaginal discharge and other bodily functions. Female hygiene products include sanitary pads, tampons, pantyliners and other cleansing products. Wet wipes refer to small disposable cloths treated with a cleansing agent, used specially for personal hygiene. They are also known as wet towels, moist towelettes or disposable wipes.



Market segmentation

In the Emerging Markets, the market segmentation of baby and feminine hygiene products into categories such as high-end, mid-premium, mid-end and mass market is determined not only by selling price but also a range of factors, primarily including brand recognition, product quality perception, and application of advanced materials and technologies. Brand recognition plays a significant role. For example, a well-established international brand may have a strong brand recognition among global consumers. Product quality perception is also crucial, particularly in relation to absorption and softness, which are key attributes that consumers will consider when seeking premium options. The application of advanced materials and technologies will also enhance the perception of quality of a product among consumers.

Set forth below is a summary of the average price range of baby diapers in Africa by market segmentation:

Market segmentation	Average retail price range (approx. US cent per piece)
High-end	More than 20.0
Mid-premium.	15.0 to 20.0
Mid-end.	10.0 to 15.0
Mass market	Less than 10.0

INDUSTRY OVERVIEW

Set forth below is a summary of the average price range of sanitary pads in Africa by market segmentation:

Market segmentation	Average retail price range
	<i>(approx. US cent per piece)</i>
High-end	More than 9.0
Mid-premium.	7.0 to 9.0
Mid-end.	5.0 to 7.0
Mass market	Less than 5.0

Market Size and Growth of Baby Diapers, Baby Pants and Sanitary Pads Industry in the Emerging Markets and Other Major Regions

The market size of baby diapers, baby pants and sanitary pads in the Emerging Markets has seen a steady growth. In Africa, the market size has experienced a growth from US\$2.9 billion in 2020 to US\$3.8 billion in 2024, representing a CAGR of 6.8%. This upward trend is projected to continue, with the market size anticipated to reach US\$5.6 billion in 2029 at a CAGR of 7.9%. In Latin America, the market size for these products has risen from US\$6.9 billion in 2020 to US\$7.7 billion in 2024 at a CAGR of 2.7%. It is expected that this growth will persist, with the market size forecasted to expand to US\$9.0 billion by 2029 at a CAGR of 3.0%. The Central Asian market has seen an increase from US\$0.4 billion in 2020 to US\$0.5 billion in 2024 at a CAGR of 4.5%. This growth is expected to continue, with the market size predicted to grow to US\$0.6 billion by 2029 at a CAGR of 4.8%. The growth rates of these markets are projected based on a number of factors, such as advancement of sales networks and supply chains, increased product awareness, consumption upgrade, population growth and urbanization. See “—Market Drivers of Hygiene Products Industry in the Emerging Markets” below for details.

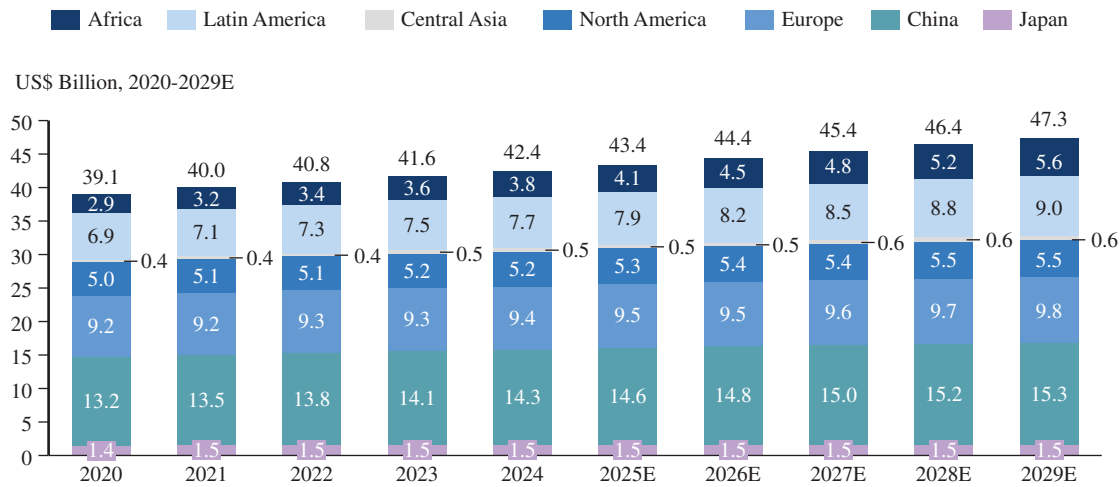
The market size of baby diapers, baby pants and sanitary pads in other major regions saw a steady rise from 2020 to 2024, with North America growing from US\$5.0 billion to US\$5.2 billion at a CAGR of 1.2%, Europe from US\$9.2 billion to US\$9.4 billion at a CAGR of 0.7%, China from US\$13.2 billion to US\$14.3 billion at a CAGR of 2.0%, and Japan from US\$1.4 billion to US\$1.5 billion at a CAGR of 0.5%. The growth rates of these markets are projected to be relatively slower primarily because these markets have high market penetration rates and are nearly saturated.

INDUSTRY OVERVIEW

The following chart illustrates the market size of baby diapers, baby pants and sanitary pads in the Emerging Markets and other major regions from 2020 to 2024, and the forecast period from 2025 to 2029:

Market Size of Baby Diapers, Baby Pants and Sanitary Pads in the Emerging Markets and Other Major Regions

	Africa	Latin America	Central Asia	North America	Europe	China	Japan
CAGR 2020-2024	6.8%	2.7%	4.5%	1.2%	0.7%	2.0%	0.5%
CAGR 2025-2029E	7.9%	3.0%	4.8%	1.0%	0.8%	1.3%	0.3%



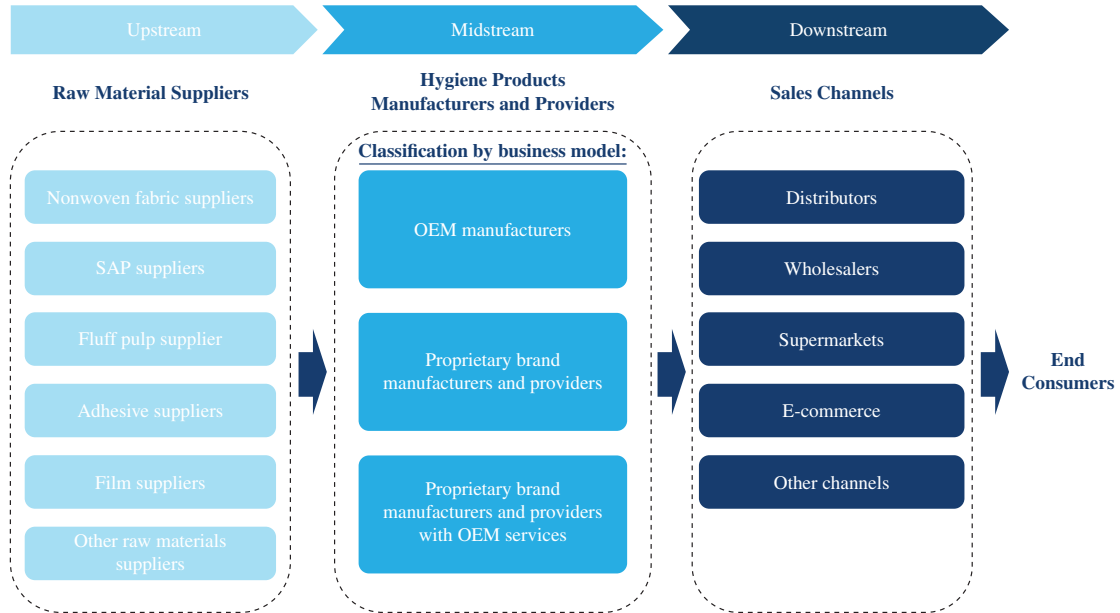
Note: The market size refers to the consumer market size based on retail sales.

Source: Frost & Sullivan

INDUSTRY OVERVIEW

Value Chain Analysis of Hygiene Products Industry in the Emerging Markets

The value chain of hygiene products industry in the Emerging Markets includes upstream, midstream and downstream players, as illustrated in the graph below.



Upstream Players

Upstream players primarily consist of raw material suppliers, including nonwoven fabric, SAP, fluff pulp, adhesive, film and other essential suppliers. With technological advancements, nonwoven fabric and polymeric superabsorbent resin have become mainstream raw materials. Suppliers are concentrated in East Asian countries such as China and Japan, while fluff pulp suppliers are concentrated in the United States. Midstream companies that can secure stable supplies of upstream raw materials, particularly during global crises, gain a distinct competitive edge. Also, the economies of scale and cost advantages of upstream raw material production have a crucial impact on reducing production costs for midstream companies.

Midstream Players

Midstream players encompass manufacturers and providers, categorized by type, business model and geographical presence. The industry distinguishes between two types of players: single players and integrated players. Single players are further categorized into proprietary brand providers and OEM manufacturers. Proprietary brand providers focus on product design and development, consumer needs analysis and brand positioning, while OEM manufacturers concentrate on the actual production process. Integrated players are entities that offer both proprietary brand manufacturing and OEM services, combining research, development, production and marketing under one entity.

INDUSTRY OVERVIEW

Downstream Players

Downstream players refer to sales channels, including wholesalers, distributors, supermarkets, e-commerce and other channels. A wholesaler is an intermediary that buys and sells goods to profit from the price difference. They are mainly found in urban wholesale markets, serving customers such as downstream wholesalers and local retailers, but typically lack distribution and delivery services. A distributor refers to a customer who purchases goods from the midstream of the supply chain and possesses marketing capabilities, professional sales teams and delivery vehicles to sell products. Supermarkets are customers responsible for covering the supermarket channel. E-commerce includes third-party e-commerce platforms and brand-owned e-commerce platforms. Other channels include customers such as government procurement direct sales customers and corporate procurement direct sales customers.

Market Drivers of Hygiene Products Industry in the Emerging Markets

Advancement of Sales Networks and Supply Chains: Hygiene products such as baby diapers and sanitary pads have a relatively low consumption threshold. Due to highly developed industrialization, the direct production costs of hygiene products have been continuously optimized. Thus, in remote and rural areas, the primary constraint on achieving more efficient sales of hygiene products is the limited accessibility due to high supply chain and logistics expenses. In the cost structure of hygiene products in remote and rural areas of the Emerging Markets, supply chain and logistics expenses account for at least 30% of the product cost, significantly higher than the 15% to 20% ratio in mature urban markets. In the future, the development of global supply chains and logistics networks for baby diapers and sanitary pads brands, such as the establishment of new online and offline retail sales systems and the rise of more diversified consumption methods, will enable more efficient sales to remote and rural areas in Emerging Markets, increasing product accessibility, expanding potential markets and ensuring that products can arrive on time. Enhanced sales networks also reduce costs and improve the availability of products during peak demand periods.

Increased Product Awareness: With the continuous improvement in the quality of the population in Emerging Markets, the increasingly effective dissemination of information and the widespread expansion of brand marketing, consumer awareness of baby diapers and sanitary pads in Emerging Markets has gradually increased. This heightened awareness manifests in several ways. First, more consumers are learning about the types, performance and usage of baby diapers and sanitary pads through educational and informational channels. Second, major brands are using various marketing strategies, such as television advertising, in-store promotions and celebrity endorsements, to deepen consumer understanding and trust in their products. Last, as consumers pay more attention to product quality and safety, they are more inclined to choose high-quality baby diapers and sanitary pads. All these factors collectively enhance consumer demand for baby diapers and sanitary pads, creating greater market.

INDUSTRY OVERVIEW

Consumption Upgrade: The per capita consumption expenditure in Africa, Latin America and Central Asia has been growing at a CAGR of 5.4%, 3.7% and 8.1%, respectively, from 2020 to 2024 and is expected to maintain similar growth rate from 2025 to 2029. With economic development and the rise in per capita consumption expenditure in Emerging Markets, consumers are increasingly focused on enhancing their living standards. This shift is notably seen in the hygiene products sector, particularly for baby diapers and sanitary pads, where there is a noticeable preference for high-quality products. These products are sought after for their superior comfort, enhanced absorption features and the use of gentle, skin-friendly materials. This growing willingness among consumers to purchase in products that offer these advantages is driving up demand for higher-quality personal care items. Alongside quality, consumers are also prioritizing eco-friendly solutions, reflecting a broader global trend toward sustainability. Consumers are increasingly prioritizing biodegradable materials and recyclable packaging in hygiene products.

Population Growth and Urbanization: Emerging market countries typically exhibit a triangular demographic structure characterized by a high proportion of young individuals and elevated birth rates. In Africa, approximately 14% of the population is under the age of four, over 60% are under the age of 30, and the birth rate has remained around 3.2% from 2020 to 2024, amplifying the demand for baby diapers, as the increasing number of infants and toddlers necessitates a steady supply of these products. As the populations in these countries continue to expand, the corresponding rise in the number of young children perpetuates the growth trajectory of the diaper market. This phenomenon reflects broader socioeconomic trends, where youthful populations drive consumption patterns and create sustained demand for essential childcare products, ensuring that the baby diapers market experiences continuous and robust growth. Meanwhile, the acceleration of urbanization means more women are moving into cities. In emerging markets like Africa and Latin America, the urbanization rates in 2024 were 45.5% and 85.5%, respectively, and are expected to continue to accelerate after 2025. As lifestyle and consumption habits are changing and improving, it will become easier for women to access and purchase hygiene products. With higher health awareness and purchasing power, the market demand for hygiene products is increasing. Furthermore, the urban environment provides better access to education and healthcare services, which can lead to more informed decisions regarding menstrual hygiene. The concentration of retail outlets and e-commerce platforms in urban areas also ensures that women have a wider variety of products to choose from, catering to different needs and preferences. Additionally, urbanization can lead to better waste management practices, addressing concerns related to the disposal of hygiene products.

Future Trends of Hygiene Products Industry in the Emerging Markets

Increasing Consumer Brand Awareness: As income levels rise, consumers increasingly pursue well-established brands. These well-known brands, which offer higher-quality, safer and more environmentally friendly products, gain greater respect and are chosen by a growing number of discerning consumers. This shift in consumer preference reflects a heightened demand for products that not only meet functional needs but also align with values such as safety, quality and sustainability. As a result, reputable brands that prioritize these aspects are more likely to capture and retain consumer loyalty in the competitive market.

INDUSTRY OVERVIEW

Heightening Consumer Demand for Product Quality: With the improvement of living standards, consumers increasingly focus on the quality of sanitary pad and diaper products. Their demands in various aspects of the product such as healthiness, safety and performance are gradually increasing. Customers are increasingly concerned about whether these products are made from skin-friendly materials, have superior absorbency and are leak-proof. In addition, consumers are concerned about breathability, comfort and environmental friendliness. These elevated requirements are driving manufacturers to continuously improve their products and adopt more advanced technologies and materials to meet consumer expectations and ensure the health and comfort of users.

Enhancing Levels of Product Innovation and Differentiation: To attract consumers, brands will continuously introduce innovative products and improve the functions, such as more breathable, comfortable and eco-friendly baby diapers and sanitary pads, as well as products with additional features like antibacterial and hypoallergenic properties. As market competition intensifies, hygiene product companies will differentiate their products through innovative designs, customized services and pricing strategies to meet the needs of various consumer groups.

Increasing Importance of Supply Chain Stability: The importance of supply chain stability is increasing to ensure production compliance and quality consistency for baby diapers and sanitary pads products. A robust and reliable supply chain is essential for maintaining a steady supply of products and upholding high-quality standards, which is critical for meeting consumer expectations. Consequently, companies are investing more in supply chain management, optimizing logistics, and building strong partnerships with suppliers. These efforts enhance their resilience and efficiency in the marketplace, ensuring they can consistently deliver products that meet the stringent demands of discerning consumers.

Rising Global Demand for Eco-Friendly Hygiene Products: In recent years, there has been a significant global shift toward sustainability, with a growing number of consumers actively seeking eco-friendly hygiene products. As environmental awareness increases, consumers are becoming more conscious of the ecological impact of disposable hygiene products and show greater preference for products made from biodegradable materials, sustainably sourced ingredients, and recyclable packaging. This trend is driven by rising concerns over plastic pollution, stricter environmental regulations, and a preference for brands that embrace corporate social responsibility. In response, hygiene product companies are accelerating innovation, developing sustainable alternatives to meet the surging global demand for greener, more responsible hygiene solutions.

Entry Barriers of Hygiene Products Industry in the Emerging Markets

Sales Channel Access Complexity: Hygiene products, being FMCG, heavily rely on sales channels for sales. For new entrants aiming to establish themselves in the hygiene products market, the lack of access to or leverage on local distributor resources presents a significant challenge. Local distributors play a crucial role in the FMCG industry by connecting manufacturers with retailers and ultimately with consumers. They have established networks, relationships and logistical capabilities that are essential for the successful sales of products. Without access to these local distributor resources, new entrants face obstacles in effectively getting their hygiene products to market. This limitation can impede their ability to compete with established brands that have already established strong relationships with local distributors and built a reliable sales network.

Brand Barrier: Brand plays a significant role in the development of the hygiene product industry in Emerging Markets. Establishing a strong brand image and recognition requires time, labor and capital investment. Brand building typically involves advertising campaigns and establishing enterprise image. Utilizing multiple channels, including internet media, social media and traditional media, for brand promotion not only focuses on product marketing but also creates a positive brand image. The competition in the market is relatively intense, and companies with strong brand power are often better able to attract and retain customers.

Production Localization Capacity: In Emerging Markets, populations are relatively dispersed. Apart from a few populous countries, most countries have smaller populations, covering large areas with sparse populations. The population is distributed in a grid-like pattern and exhibits high mobility, complicating local business promotion and further hindering product penetration. Additionally, these countries generally have lower average education levels, which may affect the local workforce's ability to manage production. These factors lead to high local operational costs and place high demands on corporate management capabilities. International companies find it challenging to leverage economies of scale and meet consumer needs in a grid-like population scenario. The ability of companies to build local production based on the local population layout and education level is particularly important.

Supply Chain Integration Ability: Supply chain globalization enables enterprises to purchase raw materials from lower-cost regions, and in the process enterprises establish cooperation with multiple suppliers to ensure adequate supply of raw materials, which is the key to improving production efficiency and controlling costs. Moreover, global supply chain enables enterprises to flexibly adjust supply chain according to market demand and supply situation, which enhances the resilience of supply chain. Ability to establish a stable raw material supply chain and ensure high-quality raw material sources is one of the entry barriers in the industry. A well established supply chain management ensures stable production and timely delivery, which are crucial for building a reputation and customer trust.

INDUSTRY OVERVIEW

OVERVIEW OF BABY DIAPERS INDUSTRY IN THE EMERGING MARKETS

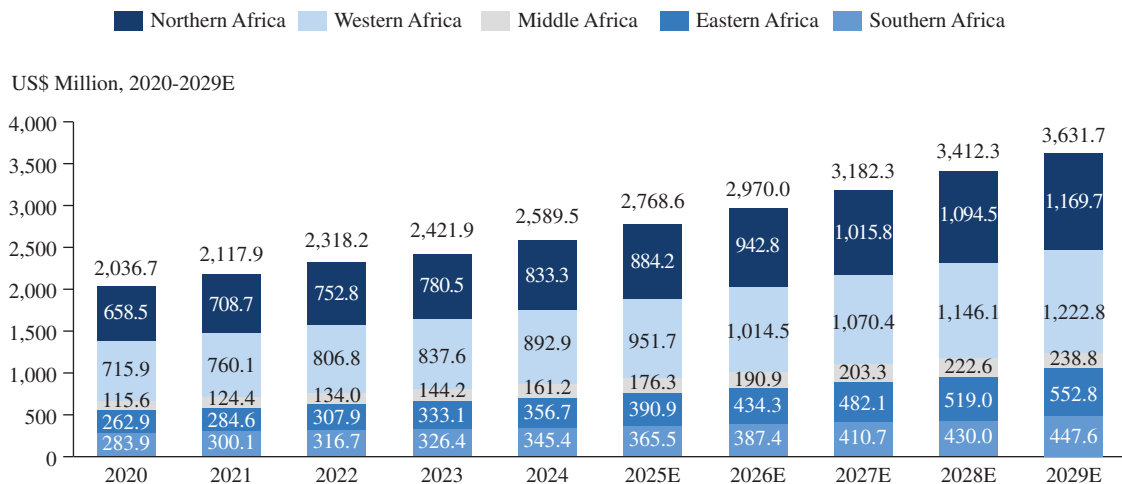
Market Size and Growth of Baby Diapers Industry in the Emerging Markets

The market size of baby diapers in Africa increased from US\$2,036.7 million in 2020 to US\$2,589.5 million in 2024 with a CAGR of approximately 6.2%, and is expected to grow to US\$3,631.7 million in 2029 with a CAGR of approximately 7.0%. Africa can be further categorized into various regions, which include Northern Africa, Western Africa, Middle Africa, Eastern Africa and Southern Africa. Northern Africa, Middle Africa and Eastern Africa have seen faster growth rates from 2020 to 2024, which is attributed to the higher population base and increased penetration of diaper products in these regions. The market size of baby diapers in Eastern Africa increased from US\$262.9 million in 2020 to US\$356.7 million in 2024 with a CAGR of 7.9%, and is expected to reach US\$552.8 million in 2029 with a CAGR of 9.0%. The baby diapers market in Middle Africa increased from US\$115.6 million in 2020 to US\$161.2 million in 2024, with a CAGR of 8.7%, and it is expected to reach US\$238.8 million in 2029, with a CAGR of 7.9%.

The following chart illustrates the market size of baby diapers in Africa by region from 2020 to 2024, and for the forecast period from 2025 to 2029:

Market Size of Baby Diapers in Africa, by Region

	Northern Africa	Western Africa	Middle Africa	Eastern Africa	Southern Africa
CAGR 2020-2024	6.1%	5.7%	8.7%	7.9%	5.0%
CAGR 2025-2029E	7.2%	6.5%	7.9%	9.0%	5.2%



Note: The market size refers to the consumer market size based on retail sales.

Source: The World Bank, Frost & Sullivan

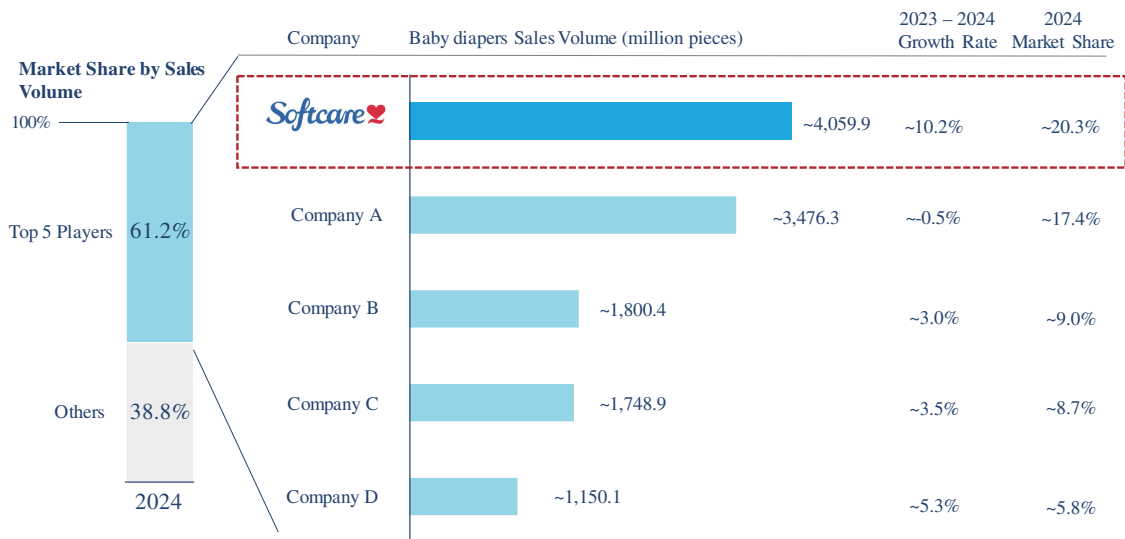
INDUSTRY OVERVIEW

The market size of baby diapers in Latin America reached US\$4.4 billion in 2020 and grew to US\$4.8 billion by 2024 at a CAGR of 2.3%. It is forecasted to expand to US\$5.5 billion by 2029 at a CAGR of 2.6%. Regarding the Central Asia market, it stood at US\$0.3 billion in 2024 and is anticipated to increase to US\$0.3 billion by 2029.

Competitive Landscape of Baby Diapers Industry in Africa

The baby diapers market in Africa demonstrates a high degree of brand concentration. Alongside the strong presence of premium international brands, early entrants that established local manufacturing facilities and tailored their products and branding to align with local preferences are also widely favored by consumers.

The Company ranked first in baby diapers industry in Africa in terms of sales volume in 2024. The Company had the highest growth rate between 2023 and 2024 among the top five baby diapers industry players in Africa.



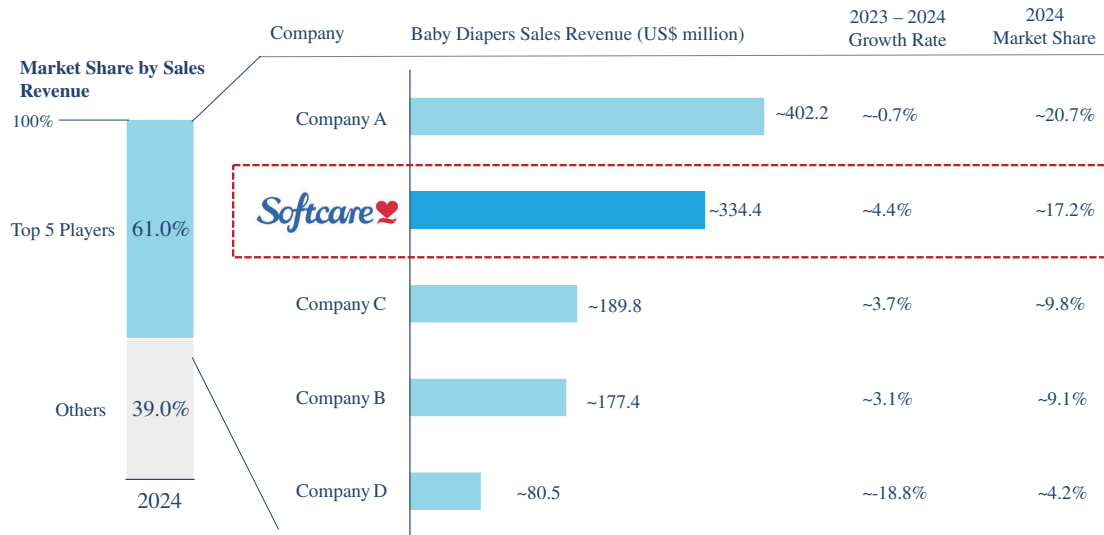
Notes:

- 1) Company A, founded in 1837 and headquartered in the U.S., is a globally recognized multinational FMCG company and one of the world's largest producers of household goods, selling its products in more than 180 countries and territories, and employing approximately 110,000 people worldwide. Listed on the NYSE, Company A is included in the Dow Jones Industrial Average and the S&P 500, and has been named to the Fortune 500 for consecutive years.
- 2) Company B, established in 1937 in Turkey, excels in hygiene products and paper. Known for its sanitary pads and diaper brands, Company B emphasizes sustainability, innovation and quality.
- 3) Company C, founded in 1872 and headquartered in the U.S., is the world's second-largest manufacturer of household and personal care products and the world's largest producer of tissue paper. Listed on the NYSE and a constituent of the S&P 500, Company C operates manufacturing facilities in nearly 35 countries, sells its products in more than 175 countries, and employs more than 42,000 people, and has been listed on the list of Fortune 500 for consecutive years.
- 4) Company D, established in 1999 in China, focuses on the production and global sales of hygiene products, including baby diapers and sanitary pads.

Source: Frost & Sullivan

INDUSTRY OVERVIEW

The Company was a top five player in the baby diapers industry in Africa in terms of revenue in 2024. It is estimated that the top five industry players captured 61.0% of total revenue of the market in 2024. The Company had the highest growth rate between 2023 and 2024 among the top five baby diapers industry players in Africa.



Notes:

- 1) The companies' revenues are calculated based on the ex-factory price, which refers to the price at which manufacturers deliver goods to the sales channels. The ex-factory price is typically slightly lower than the retail price, which is the price directly charged to end consumers. Market share calculated with ex-factory price is generally in line with the industry norms.
- 2) Company A, founded in 1837 and headquartered in the U.S., is a globally recognized multinational FMCG company and one of the world's largest producers of household goods, selling its products in more than 180 countries and territories, and employing approximately 110,000 people worldwide. Listed on the NYSE, Company A is included in the Dow Jones Industrial Average and the S&P 500, and has been named to the Fortune 500 for consecutive years.
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- 5) Company D, established in 1999 in China, focuses on the production and global sales of hygiene products, including baby diapers and sanitary pads.

Source: Frost & Sullivan

INDUSTRY OVERVIEW

Set forth below is a comparison of the market positioning and retail price range of the principal products of our Company and the other top five baby diapers industry players in Africa.

<u>Company</u>	<u>Market positioning of principal products</u>	<u>Retail price range of principal products</u>
		<i>(approx. US cent per piece)</i>
Softcare Limited	Mid-premium, mid-end and mass market	9.0 to 20.0
Company A	High-end and mid-premium	18.0 to 25.0
Company B	Mid-premium and mid-end	12.0 to 18.0
Company C	High-end	20.0 to 28.0
Company D	Mid-end and mass market	7.0 to 13.0

OVERVIEW OF SANITARY PADS INDUSTRY IN THE EMERGING MARKETS

Market Size and Growth of Sanitary Pads Industry in the Emerging Markets

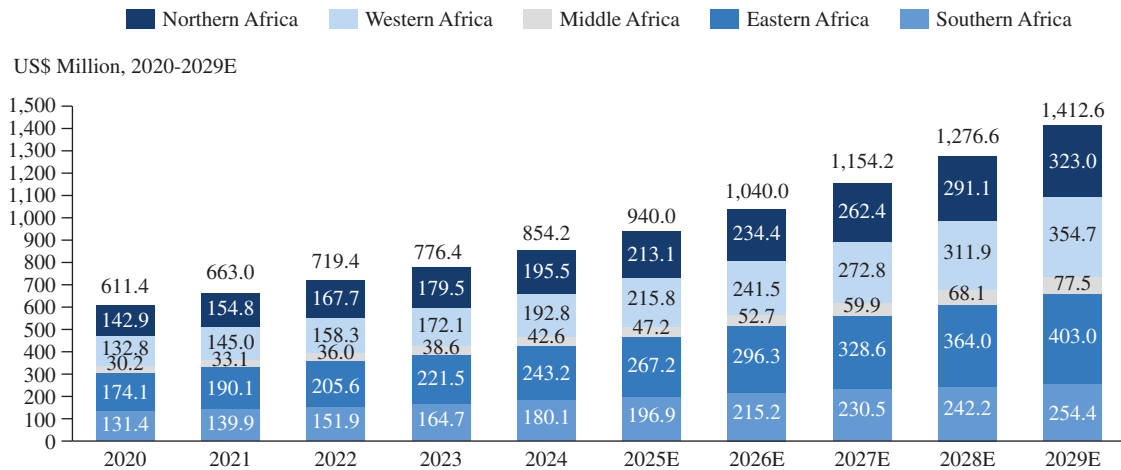
The market size of sanitary pads in Africa increased from US\$611.4 million in 2020 to US\$854.2 million in 2024 at a CAGR of 8.7%. It is projected to grow to US\$1,412.6 million in 2029 at a CAGR of 10.7%. In Western Africa, the market size of sanitary pads saw a significant increase from US\$132.8 million in 2020 to US\$192.8 million in 2024 at a CAGR of 9.8%. This market is expected to reach US\$354.7 million by 2029 at a CAGR of 13.2%. In Middle Africa, the sanitary pad market grew from US\$30.2 million in 2020 to US\$42.6 million in 2024 at a CAGR of 9.0%. It is anticipated to reach US\$77.5 million by 2029 at a CAGR of 13.2%.

INDUSTRY OVERVIEW

The following chart illustrates the market size of sanitary pads in Africa by region from 2020 to 2024, and for the forecast period from 2025 to 2029:

Market Size of Sanitary Pads in Africa, by Region

	Northern Africa	Western Africa	Middle Africa	Eastern Africa	Southern Africa
CAGR 2020-2024	8.2%	9.8%	9.0%	8.7%	8.2%
CAGR 2025-2029E	11.0%	13.2%	13.2%	10.8%	6.6%



Note: The market size refers to the consumer market size based on retail sales.

Source: Frost & Sullivan

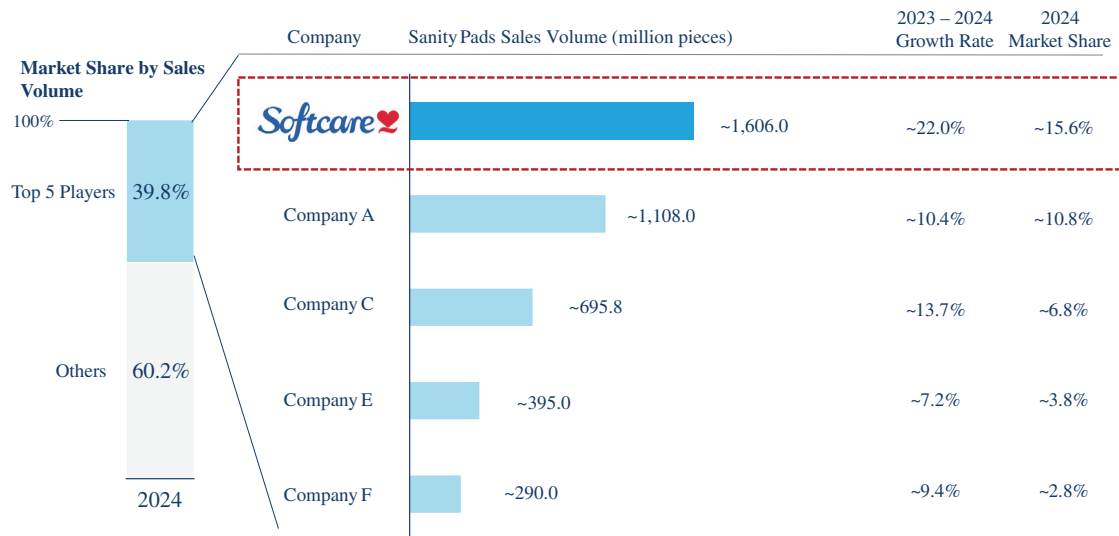
The market size of sanitary pads in Latin America reached US\$1.2 billion in 2020 and grew to US\$1.4 billion in 2024 at a CAGR of 2.7%. It is expected to expand to US\$1.6 billion in 2029 at a CAGR of 3.7%. Regarding the Central Asian market, it stood at US\$0.1 billion in 2024 and is anticipated to increase to US\$0.2 billion in 2029.

INDUSTRY OVERVIEW

Competitive Landscape of Sanitary Pads Industry in Africa

The sanitary pads market in Africa exhibits a high level of brand concentration. In addition to the strong presence of premium international brands, early entrants that invested in local manufacturing and adapted their products and branding to suit local preferences have gained significant consumer favor.

The Company ranked first in sanitary pads industry in Africa in terms of sales volume in 2024. The Company had the highest growth rate between 2023 and 2024 among the top five sanitary pads industry players in Africa.



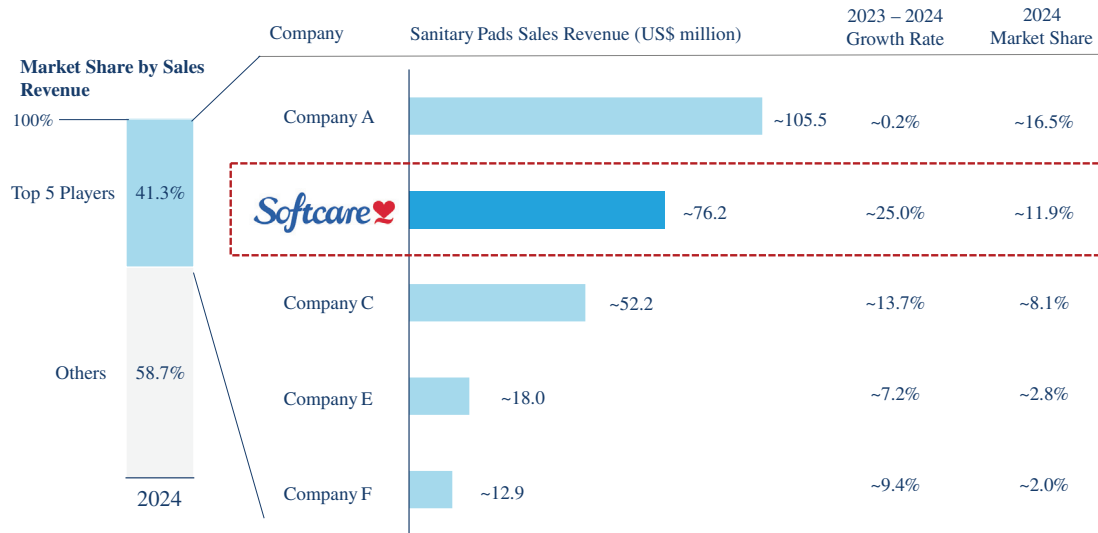
Notes:

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- 2) Company C, founded in 1872 and headquartered in the U.S., is the world's second-largest manufacturer of household and personal care products and the world's largest producer of tissue paper. Listed on the NYSE and a constituent of the S&P 500, Company C operates manufacturing facilities in nearly 35 countries, sells its products in more than 175 countries, and employs more than 42,000 people, and has been listed on the list of Fortune 500 for consecutive years.
- 3) Company E, established in 2002 in Ghana, specializes in diaper and sanitary pad manufacturing. It serves the African market, focusing on providing high-quality, affordable products that meet the daily needs of families across the continent.
- 4) Company F, established in 2003 in the Philippines, is a leading producer of eco-friendly tissue and hygiene products. It offers a comprehensive range of items, including sanitary pads and baby diapers, with a focus on comfort and superior absorption.

Source: Frost & Sullivan

INDUSTRY OVERVIEW

The Company was a top five player in the sanitary pads industry in Africa in terms of revenue in 2024. It is estimated that the top five industry players captured 41.3% of total revenue of the market in 2024. The Company had the highest growth rate between 2023 and 2024 among the top five sanitary pads industry players in Africa.



Notes:

- 1) The companies' revenues are calculated based on the ex-factory price, which refers to the price at which manufacturers deliver goods to the sales channels. The ex-factory price is typically slightly lower than the retail price, which is the price directly charged to end consumers. Market share calculated with ex-factory price is generally in line with the industry norms.
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Source: Frost & Sullivan

INDUSTRY OVERVIEW

Set forth below is a comparison of the market positioning and retail price range of the principal products of our Company and the other top five sanitary pads industry players in Africa.

Company	Market positioning of principal products	Retail price range of principal products
		<i>(approx. US cent per piece)</i>
Softcare Limited	Mid-premium, mid-end and mass market	4.5 to 8.5
Company A	High-end and mid-premium	7.5 to 13.0
Company C	High-end and mid-premium	8.0 to 13.5
Company E	Mid-premium	7.5 to 8.5
Company F	Mid-premium and mid-end	5.5 to 8.0

OVERVIEW OF BABY PANTS INDUSTRY IN THE EMERGING MARKETS

Market Size and Growth of Baby Pants Industry in the Emerging Markets

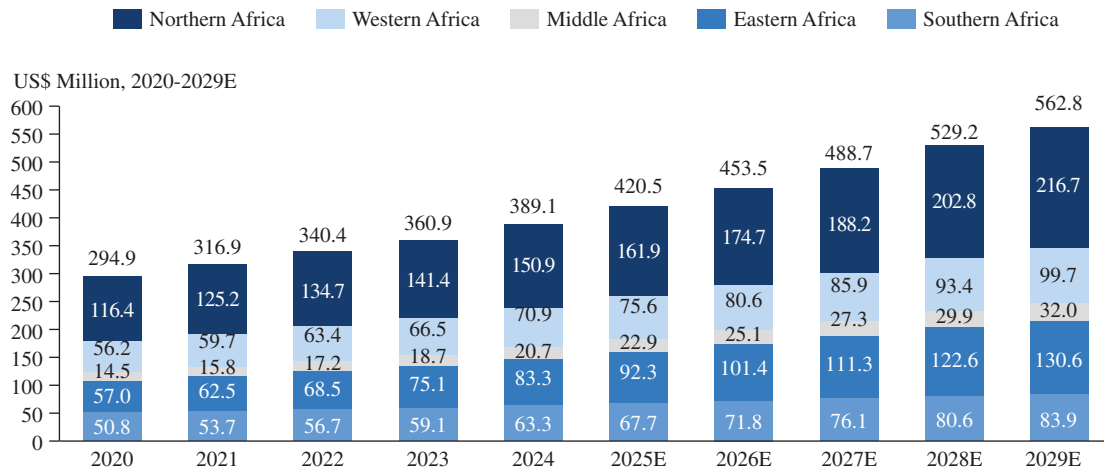
The African baby pants market has experienced significant growth, increasing from US\$294.9 million in 2020 to US\$389.1 million in 2024, with a CAGR of 7.2%. It is anticipated to reach US\$562.8 million in 2029, maintaining a CAGR of 7.6%. Eastern Africa’s market has seen a substantial increase, growing from US\$57.0 million in 2020 to US\$83.3 million in 2024, reflecting a CAGR of 9.9%. It is projected to expand to US\$130.6 million in 2029, with a CAGR of 9.1%. Middle Africa’s market has also shown strong growth, rising from US\$14.5 million in 2020 to US\$20.7 million in 2024 with a CAGR of 9.4%, and is expected to reach US\$32.0 million in 2029, with an accelerated CAGR of 8.7%.

INDUSTRY OVERVIEW

The following chart illustrates the market size of baby pants in Africa by region from 2020 to 2024, and for the forecast period from 2025 to 2029:

Market Size of Baby Pants in Africa, by Region

	Northern Africa	Western Africa	Middle Africa	Eastern Africa	Southern Africa
CAGR 2020-2024	6.7%	6.0%	9.4%	9.9%	5.6%
CAGR 2025-2029E	7.6%	7.2%	8.7%	9.1%	5.5%



Note: The market size refers to the consumer market size based on retail sales.

Source: The World Bank, Frost & Sullivan

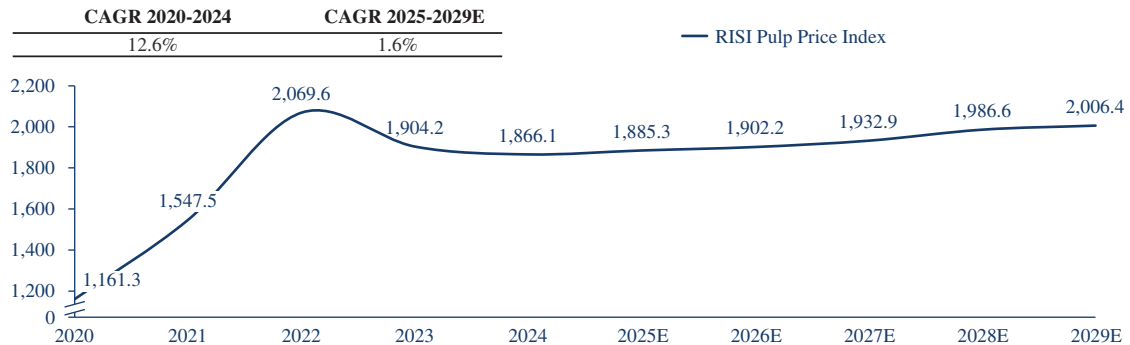
The market size of baby pants in Latin America reached US\$1.3 billion in 2020 and grew to US\$1.5 billion in 2024 at a CAGR of 4.0%. It is forecasted to expand to US\$1.8 billion in 2029 at a CAGR of 3.6%. Regarding the Central Asia market, it stood at US\$0.1 billion in 2024 and is anticipated to increase to US\$0.1 billion in 2029.

INDUSTRY OVERVIEW

PRICE TREND OF RAW MATERIALS

Fluff pulp, non-woven fabrics and SAP are the key raw materials of our products. The following charts set forth the price trend of these raw materials for the periods indicated.

RISI Pulp Price Index



Source: RISI, Frost & Sullivan

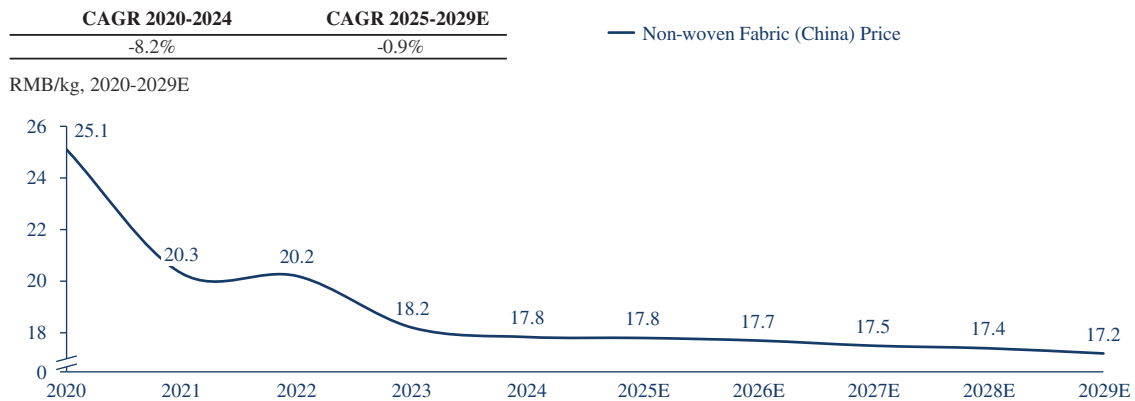
Note:

1. The RISI Pulp Price Index is a fluff pulp price index published by RISI (Resource Information Systems, Inc.), used to measure price changes in the global fluff pulp market. RISI is a company specializing in market information related to wood and fluff pulp, providing market data, price trends, and analysis on wood, paper, and related products. This index is widely used to track fluctuations in fluff pulp prices (particularly paper pulp), helping industry participants understand market dynamics.

The RISI pulp price index have historically been volatile. The index surged from 1,161.3 in 2020 to a peak of approximately 2,069.6 in 2022, primarily due to supply chain disruption caused by the COVID-19 pandemic, increased energy costs, restricted production in the major production countries and a rebound in global demand. The index then fell back to 1,904.2 in 2023 and 1,866.1 in 2024. For the global fluff pulp market supply and demand balance to improve as well as the domestic market control policies etc., it is expected that in the next 5 years the price of fluff pulp will be stabilized, and may grow slowly at a CAGR of 1.6% from 2025 to 2029, with an average index of 2,006.4 by 2029.

INDUSTRY OVERVIEW

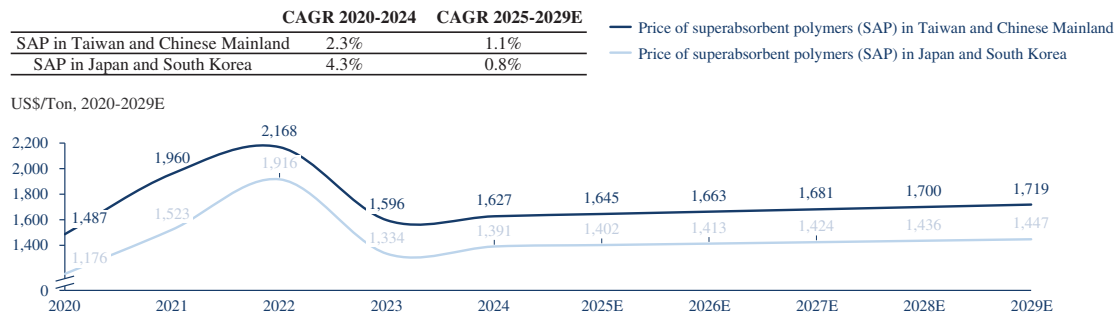
Non-woven Fabric (China) Price



Source: China Technical Textiles Industry Association, Frost & Sullivan

From 2020 to 2024, the price of non-woven fabric in China experienced significant fluctuations. The outbreak of the COVID-19 pandemic in early 2020 led to a surge in demand for masks, resulting in a supply shortage of non-woven fabric. As production capacity expanded in 2021, the price of non-woven fabric declined. With the end of the pandemic and a sharp decline in non-woven fabric exports in 2023, China's domestic price of non-woven fabric showed a sharp decrease. Currently, the supply of non-woven fabric exceeds demand, and it is expected that the price will continue to decrease at a CAGR of -0.9% from 2025 to 2029.

SAP Price



Source: Frost & Sullivan

The average market price of SAP fluctuates significantly due to changes in downstream purchasing demand and the upstream acrylic acid market, with prices rising sharply across the board in 2022 and then falling back quickly to a lower point in 2023. SAP prices are expected to grow relatively steadily over the next five years.

The price of SAP in China is relatively higher compared to Japan and South Korea, influenced by various factors such as (i) demand from the agricultural and pharmaceutical industries in China and (ii) relatively lower production capacity in China and hence smaller economies of scale.

REGULATORY OVERVIEW

We are a multinational hygiene product corporation principally engaged in the development, manufacturing and sales of baby and feminine hygiene products, including baby diapers, baby pants, sanitary pads and wet wipes, focusing on the fast-growing Emerging Markets, including Africa, Latin America and Central Asia. During the Track Record Period, our headquarters was located at Dubai, UAE and our principal business operations and/or our production facilities were located at various countries, including but not limited to, Benin, Cameroon, Côte d'Ivoire, Ghana, Kenya, Senegal, Tanzania, Uganda and Zambia. 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 in Dubai, UAE, Benin, Cameroon, Côte d'Ivoire, El Salvador, Ghana, Kenya, Senegal, Tanzania, Uganda, Zambia and the PRC and also laws and regulations in relation to transfer pricing of the above countries.

LAWS AND REGULATIONS RELATED TO OUR BUSINESS IN DUBAI, UAE

Our headquarters is located in Dubai, UAE and our business is carried out in the UAE through subsidiaries incorporated in the Dubai Airport Free Zone (“**DAFZ**”), one of a number of designated free zones in the emirate of Dubai, which are licensed by the Dubai Airport Free Zone Authority. Below is an overview of the laws and regulations materially relevant to our business in Dubai, UAE.

Laws and Regulations Relating to Foreign Investment

There are no foreign investment restrictions with respect to companies that are incorporated in one of the many free zones across the UAE, including the DAFZ. This is in contrast to limited liability companies incorporated in the non-free zone areas in the UAE.

Laws and Regulations Relating to Employment

The governing law for the employer-employee relationships of the companies is the Federal Law No. 33 of 2021 (as amended) for the Regulation of Labor Relations (the “**Labor Law**”).

Whilst DAFZ operates as a free zone with its own regulatory framework, it remains subject to the Labor Law for employment matters, unlike the Dubai International Financial Center and the Abu Dhabi Global Market, which have distinct employment regulations. This means that the rights and obligations of employers and employees within DAFZ are aligned with the overarching provisions of the Labor Law, which sets out the minimum standards for employment terms, including working hours, leave entitlements, end-of-service benefits, termination procedures and dispute resolution. The Labor Law includes statutory minimum entitlements in respect of various leave types including annual leave, sick leave, maternity leave, parental leave, study leave, bereavement leave and military service leave.

REGULATORY OVERVIEW

Laws and Regulations Relating to Taxation

Corporate taxation

Corporate tax (the “CT”) is levied on the worldwide taxable income of resident taxable persons, while non-resident taxable persons would typically only be subject to CT on their UAE sourced income under certain circumstances. CT is imposed on a taxable person’s taxable income at the standard rate of 9%, provided the first AED375,000 is subject to tax at 0%.

The Federal Decree-Law No. 47 of 2022 (the “CT Law”) applies to all taxable persons in the UAE, which includes resident and non-resident persons. A resident person includes among others (a) a juridical person that is incorporated under the applicable legislation of the UAE (including a free zone); (b) a foreign juridical person that is effectively managed and controlled in the UAE; or (c) a natural person who conducts a business or business activity in the UAE. A non-resident person would only constitute a taxable person where it either has a permanent establishment in the UAE, derives state sourced income or otherwise has a nexus in the UAE (which currently only includes foreign companies that own UAE immovable property).

Taxation of Free Zone Persons

A juridical person incorporated, established or otherwise registered in a UAE based free zones (including branches of foreign companies) that meet certain conditions, will be considered as a Qualifying Free Zone Person and will be eligible for a 0% CT rate on its qualifying income. All other non-qualifying income of a Free Zone Person remains taxed at the standard rate of 9%.

Withholding tax

The CT Law currently imposes a withholding tax (“WHT”) rate of 0% on state sourced income derived by a non-resident person. As such, any payments made from a UAE source to a non-resident person would not be subject to any WHT in the UAE.

Value-added tax

Value-added tax (“VAT”) is imposed at 5% (unless otherwise exempt or zero rated) on every taxable supply of goods and services in the UAE by a taxable person (i.e. a person registered or obligated to register for VAT), and on the import of concerned goods or concerned services in the UAE, as defined in the Federal Decree-Law No. 8 of 2017 on VAT.

REGULATORY OVERVIEW

LAWS AND REGULATIONS RELATED TO OUR BUSINESS IN BENIN

We operate production facilities in Benin and our business in Benin consists of manufacturing and sales of baby diapers. Below is an overview of the laws and regulations materially relevant to our business in Benin.

Laws and Regulations Relating to Manufacturing of Hygiene Products

Law No. 2021-03 of February 1, 2021 on the organization of pharmaceutical activities in Benin applies to the manufacture, import, export, distribution, dispensation and delivery of medicinal medicines. It also extends to certain other health-related products and may apply to products such as baby diapers, especially if they contain substances with therapeutic or regulated properties.

According to article 9, the establishment and operation of any industrial pharmaceutical facility require a licence issued by the Minister of Health. Such license is granted based on the proposal of the national regulatory authority for the pharmaceutical sector, in accordance with procedures defined by a decree from the Council of Ministers, and subject to the specific provisions of the law.

Laws and Regulations Relating to Environmental Protection

Under articles 88 and 89 of Law No. 98-030 of February 12, 1999, Framework Law on the Environment in Benin, any person who intends to undertake developments, operations, plans, projects and programs or the construction of works should follow the environmental impact assessment procedure. The environmental compliance certificate must be obtained to carry out the planned activity.

Laws and Regulations Relating to Foreign Investment

Benin offers tax incentives to encourage investment, particularly in priority sectors such as agriculture, industry, and renewable energy. This is comprised in Law No. 2020-02 of March 20, 2020 on the Investment Code in Benin. It instituted different investment regimes depending on the amount invested. Our subsidiary in Benin is admitted to a scheme in which it is entitled to certain tax and customs benefits.

Laws and Regulations Relating to Foreign Exchange

Foreign exchange regulations in Benin are primarily governed by West African Economic and Monetary Union (the “WAEMU”) Regulation No. R09/98/CM/UEMOA of December 20, 1998 on the external financial relations of WAEMU Member States. This regulation outlines the conditions under which financial transactions involving foreign exchange must be conducted. For the transfer of profits abroad, companies and individuals must route such transactions through primary banks, which ensure compliance with the established regulations. These banks are responsible for verifying supporting documents related to the nature and legitimacy of the transfer before allowing funds to be sent out of the country.

REGULATORY OVERVIEW

Laws and Regulations Relating to Employment

Employment in Benin is regulated by a set of laws and regulations:

- Law No. 98-004 of January 27, 1998 on the Labor Code in Benin.
- Law No. 2017-05 of August 29, 2017 setting the conditions and procedure for hiring, placing labor and terminating employment contracts in Benin.
- Law No. 2020-37 of February 3, 2021 on the protection of personal health in Benin.

Health and safety of employees

This is assessed through the Labor Code and the general collective labor agreement. Employers are also obligated to take preventive measures against workplace accidents and occupational diseases. Employees, on their part, have the right to refuse work in situations where there is an imminent and serious danger to their health or safety. Furthermore, they are entitled to medical assistance and compensation in the event of work-related injuries or illnesses, as stipulated under Benin's social security system. Employers must also contribute to social security on behalf of their employees, covering pensions, and other statutory benefits.

Laws and Regulations Relating to Taxation

In Benin, the General Tax Code and other relevant fiscal regulations govern corporate taxation. Companies operating in Benin are subject to various taxes, including corporate income tax (the "CIT"), value-added tax (the "VAT"), and other business-related levies. The standard CIT rate is typically set at 30% of taxable profits, though exemptions and reductions may apply depending on the sector, company size, or specific government incentives.

In addition to the CIT, companies in Benin are required to pay the VAT, which is generally set at 18% on goods and services. Other taxes that may apply to companies include payroll taxes, property taxes, and various local business levies.

LAWS AND REGULATIONS RELATED TO OUR BUSINESS IN CAMEROON

We operate production facilities in Cameroon and our business in Cameroon consists of manufacturing and sales of baby diapers, sanitary pads and wet wipes. Below is an overview of the laws and regulations materially relevant to our business in Cameroon.

REGULATORY OVERVIEW

Laws and Regulations Relating to Manufacturing of Hygiene Products

The certificate of compliance issued by the National Agency for Norms and Quality is required for products produced and commercialized in Cameroon, which include baby diapers. Such certificate grants the right to affix the national mark on the products. It determines the conformity of products to Cameroon standards through product sampling, testing and assessment of the factory quality management system.

Laws and Regulations Relating to Environmental Protection

Under article 5, paragraph 6 of Decree 2013/0066/PM of January 13, 2013, establishing the modalities for conducting environmental and social impact audits, any promoter of an establishment subject to the environmental and social audit procedure must obtain an environmental compliance certificate for their establishment issued by the Minister in charge of the environment which is an evidence that the promoter carried out the necessary environmental impact assessment as requested by law.

Laws and Regulations Relating to Foreign Exchange

By virtue of article 117 of Regulation No. 02/18/CEMAC/UMAC/CM of December 21, 2018 on the Exchange Control Regulation in The Economic and Monetary Community of Central Africa, a direct investment, which is participation greater than or equal to 10% of the capital by a non-resident in the capital of a resident company which gives him control and significant influence over the management must be declared to the Central Bank 30 days prior to its realization. Such declarations are made before the Central bank of Cameroon and the Ministry of Finance. By virtue of the Circular Letter No. 002/GR/2022 of March 11, 2022, for all transactions which are subject to a prior declaration, the Central Bank of Cameroon shall deliver a letter of acknowledgment of receipt which attests the validity of the declaration. It is therefore permitted to make remittances and transfer dividends and profits offshore (through licensed dealer banks and appropriate supporting documentation)

Laws and Regulations Relating to Employment

Registration at the Labor Department

By virtue of article 114 (1) of the Cameroon Labor Code, every person who open or re-opens an enterprise or establishment of any kind is required to submit a declaration thereof to the local labor inspectorate. Every employer, whether public or private and irrespective of the nature of his activity, is required to furnish the local labor inspectorate and the services in charge of employment with detailed information concerning the situation of the employee employed by him.

REGULATORY OVERVIEW

Expatriate contracts

Under article 27 of the Cameroon Labor Code, the employment contract concerning a worker of foreign nationality must be approved by the Minister of Labor before it is executed. Employers shall apply for visas for its employees.

Social Security

By virtue of Ordinance No. 73-17 of May 22, 1973, on the organization of social security, amended by Law No. 84-006 of July 4, 1984, any individual or legal entity employing one or more workers covered by the Labor Code is required to join and register its employees with the National Social Security Fund (the “CNPS”). The company shall make the following contributions to the CNPS: family allowance at 7% of the taxable salary of the employee, risk allowance at 1.75% of the taxable salary of the employee and old age pension at 8.4% of the taxable income of the employee.

Laws and Regulations Relating to Taxation

In accordance with the General Tax Code of Cameroon, companies are required to pay an income tax of 33% and value-added tax of 19.25%.

LAWS AND REGULATIONS RELATED TO OUR BUSINESS IN CÔTE D’IVOIRE

Our business in Côte d’Ivoire consists of trading of baby diapers, sanitary pads and wet wipes. Below is an overview of the laws and regulations materially relevant to our business in Côte d’Ivoire.

Laws and Regulations Relating to Import of Goods

The import of goods into Côte d’Ivoire is subject to three distinct regimes arising from the application of the following legislative and regulatory provisions:

- (a) The Ivorian Customs Code;
- (b) The Law No. 2013-877 of December 23, 2013 on competition;
- (c) The Decree No. 93-313 of March 11, 1993 implementing Law no. 91-999 of December 27, 1991 on competition, with regard to the conditions of entry into Côte d’Ivoire of foreign goods of any origin and from any source, as well as the conditions of export and re-export of goods to foreign countries; and
- (d) The Interministerial Order No. 127/MCAPPME/MPMB of March 21, 2014 determining the conditions of entry into Côte d’Ivoire of foreign goods of any origin and from any source.

(Together the “**Import Regulation**”).

REGULATORY OVERVIEW

There are three legal regimes for imports according to the Import Regulation:

- (a) The freedom regime, which applies to products that are free to import;
- (b) The approval regime, which applies (i) to products whose import is subject to prior authorization by a technical ministry; or (ii) to products whose import is subject to approval issued by an interministerial approval commission; and
- (c) The restriction regime, which applies to products the import of which is subject to quantitative restrictions as well as to products the import of which is prohibited.

For the purposes of our business in Côte d'Ivoire, we are subject to the approval regime.

Laws and Regulations Relating to Trading of Hygiene Products

The conditions for importing and trading cosmetics and personal hygiene products including baby diapers, sanitary pads and wet wipes are governed by Decree No. 2015-288 of April 29, 2015 regulating cosmetics and personal hygiene products.

Laws and Regulations Relating to Foreign Investment

Under Ivorian applicable laws, there is no legal minimum investment amount for the activities i.e. the import and sale of goods.

Laws and Regulations Relating to Foreign Exchange

There are no particular restrictions on inflow transactions. Proceeds of foreign loans must be made available to Ivorian companies through a local bank or financial institution.

Regarding outflow transactions, transactions relating to the repayment of any foreign debt by an Ivorian company, irrespective of the currency contemplated in the relevant financing documents, are required to go through the procedure of Ivorian Foreign Exchange Department (the “**FINEX**”). As a matter of fact, all repayment transactions must be authorized by the FINEX. The authorization shall be requested prior to any repayment either by the Ivorian company itself or its bank. In practice, it is automatically granted as long as the supporting documents are provided.

In addition, under Ivorian laws, there are ordinary transactions, *i.e.*, transactions which do not require prior approval of the FINEX, such as dividends payment. These transactions may therefore be freely completed by authorized intermediaries, subject to provision of the relevant supporting documentation to the FINEX.

REGULATORY OVERVIEW

Laws and Regulations Relating to Employment

Employer-employee relationships are regulated by the Law No. 2015-532 of July 20, 2015 on the Labor Code as amended by Law No. 2023-594 of June 7, 2023 and its implementing decrees (the “**Labor Code**”). Remuneration is based on the principle of equal work for equal pay. The statutory deductions are social security as required by Law No. 99-477 dated August 2, 1999 re the social security code as amended by Ordinance no. 2012-03 dated January 11, 2012 (the “**Social Security Code**”).

Pensions

Under the Social Security Code, affiliation with the pension branch of the National Social Security Fund is required for all employers and employees.

Retirement pensions are calculated as a percentage of salaries subject to contributions. Contributions are based on all salaries, including benefits in kind and various allowances paid by the employer to his employees, except for allowances in the nature of reimbursements of expenses.

Expatriate employees

The recruitment of non-Ivorian nationals must be justified by the unavailability of similar skills on the Ivorian market. Prior to recruitment, the non-Ivorian worker must hold a contract or letter of employment approved by AGEPE on a form drawn up for this purpose. In addition, foreign employees need a work permit and a residence permit.

Health and safety of employees

Under the provisions of the Labor Code, the employer is required to take all appropriate measures in line with the company’s operating conditions. This obligation covers both the layout of facilities and the regulation of work procedures to protect employees as far as possible from accidents and illness.

Employers are also required to organize health and safety training for new recruits, and for employees who change jobs or techniques.

Laws and Regulations Relating to Taxation

The General Tax Code regulates income tax in Côte d’Ivoire. The Directorate General of Taxes is the umbrella tax regulatory authority. Income tax in Côte d’Ivoire applies to all economic activities and taxpayers under a structured tax regime based on annual turnover with a standard tax rate of 25%.

In addition, value-added tax is levied on goods and services at a standard rate of 18%. Withholding tax applies to various payments, depending on the nature of the transaction and the recipient’s tax status.

REGULATORY OVERVIEW

LAWS AND REGULATIONS RELATED TO OUR BUSINESS IN EL SALVADOR

We operate production facilities in El Salvador and our business in El Salvador consists of manufacturing of baby diapers and sales of baby diapers and sanitary pads. Below is an overview of the laws and regulations materially relevant to our business in El Salvador.

Laws and Regulations Relating to Hygiene Products

Health Code

The Health Code establishes the general legal framework for the protection of public health in El Salvador. While it does not specifically regulate hygiene products such as diapers, sanitary pads, it includes provisions on the sanitary conditions of industrial establishments, quality control, and general powers related to the issuance and supervision of sanitary registrations.

Health Regulation Superintendency Law

The Health Regulation Superintendency Law sets out the legal framework for the Health Regulation Superintendency, the competent authority for issuing sanitary registrations, recognizing foreign registrations, monitoring commercialization, and granting import and export authorizations for, among others, sanitary, cosmetic, hygiene, chemical, pesticide and medical device products. It also grants the authority power to conduct post-marketing surveillance.

Central American Technical Regulations (the “RTCA”)

Hygiene products such as diapers, sanitary pads, panty liners and others are regionally regulated through the following RTCAs, which are mandatory in El Salvador:

- (a) RTCA 71.03.36:07 – Hygiene Products for Human Use: Sanitary and Labeling Requirements. It establishes minimum sanitary standards and labeling requirements for hygiene products intended for human use.
- (b) RTCA 71.03.37:07 and RTCA 71.03.38:07 which set out specific provisions for the sanitary control and commercialization of hygiene products.
- (c) RTCA 71.01.35:06 – Good Manufacturing Practices for Establishments that Manufacture Hygiene Products. It applies to local manufacturing facilities and sets standards regarding, among others, infrastructure, processes, personnel, quality controls, and documentation.

REGULATORY OVERVIEW

Laws and Regulations Relating to Environmental Protection

Environmental Law and its Regulations

The Environmental Law and its regulations constitute the principal legal framework for environmental matters in El Salvador. It establishes the principles and obligations for the protection, conservation, and sustainable use of natural resources. It also regulates the requirement to conduct Environmental Impact Assessments for industrial projects and grants the Ministry of Environment and Natural Resources the authority to issue Environmental Permits, require environmental compliance bonds, and perform audits and periodic evaluations of regulated activities.

Laws and Regulations Relating to Foreign Investment

Investment Law

The Investment Law guarantees equal treatment for national and foreign investors, allows free investment in most economic sectors, and recognizes the right to transfer capital, profits, and dividends abroad once tax obligations have been fulfilled. Investment must be registered with the National Investment Office, under the Ministry of Economy, in order to access the guarantees established by the law, including the repatriation of profits and access to international dispute resolution mechanisms.

Laws and Regulations Relating to Foreign Exchange

El Salvador does not have foreign exchange controls, and the United States dollar is the legal currency for all commercial, tax, and contractual operations. There are no legal restrictions on the repatriation of profits, dividends, or foreign payments. However, such transfers must comply with the regulatory requirements of the Central Reserve Bank and local financial institutions, particularly regarding anti-money laundering and counterterrorism financing obligations, supporting documentation, and due diligence.

Laws and Regulations Relating to Employment

Labor Code

The Labor Code regulates individual and collective labor relations, including but not limited to hiring, termination, and minimum employment benefits. It establishes employer obligations such as the payment of minimum wage, overtime, vacation, year-end bonuses, and statutory leave.

REGULATORY OVERVIEW

General Law on Occupational Risk Prevention

The General Law on Occupational Risk Prevention establishes the minimum occupational health and safety conditions in workplaces. Employers are required to identify and prevent occupational risks, provide protective equipment, train personnel, and conduct periodic assessments.

Laws and Regulations Relating to Taxation

Tax Code

The Tax Code establishes the general rules of the Salvadoran tax system, including principles, procedures, taxpayers' formal duties, powers of the tax authority, and the penalty regime. It regulates key aspects such as tax registration, issuance of tax documents, audits, statute of limitations, appeals, and the implementation of the electronic invoicing regime through the General Directorate of Internal Revenue.

Income Tax Law (the "ISR")

The ISR regulates the direct tax on income from Salvadoran sources earned by individuals and legal entities. The general corporate income tax rate is 30% of net taxable income. The law defines deductible expenses, payment on account obligations, withholding requirements, and special presumptive or simplified tax regimes where applicable.

Value Added Tax ("VAT") Law

The VAT Law establishes an indirect consumption tax applicable to the sale of tangible movable goods, provision of services, and importation of goods. The general rate is 13%, and tax returns are filed monthly. The law also regulates tax credit mechanisms, specific exemptions, and formal documentation obligations through electronic invoicing.

LAWS AND REGULATIONS RELATED TO OUR BUSINESS IN GHANA

We operate production facilities in Ghana and our business in Ghana consists of manufacturing and sales of baby diapers, sanitary pads and wet wipes. Below is an overview of the laws and regulations materially relevant to our business in Ghana.

Laws and Regulations Relating to Manufacturing of Hygiene Products

Food and Drugs Authority

The Public Health Act, 2012 (Act 851) (the "**Public Health Act**") consolidates the law relating to public health. The scope of the Public Health Act extends to the regulation of food, drugs, medical cosmetics, devices, household chemicals and herbal products.

REGULATORY OVERVIEW

The Food and Drugs Authority (the “**FDA**”) (under the control and supervision of the Ministry of Health) is the national regulatory body responsible for the regulatory control of the manufacturing, importation, exportation, distribution, sale and advertisement of food, drugs, cosmetics, medical devices and household chemical substances as enshrined in the Public Health Act.

The Public Health Act requires a company that produces food, drugs, cosmetics, medical devices or household chemical substances to comply with the requirements including: (a) register its premises with the FDA; (b) register each food, drug, cosmetic, medical device and household chemical substance with the FDA; and (c) obtain the prior approval of the FDA to advertise its products. Our products fall within the category of cosmetic and medical device.

Ghana Standards Authority

The Ghana Standards Authority (the “**GSA**”) empowered by the Ghana Standards Authority Act, 2022 (Act 1078) operates a product certification marks scheme in accordance with the Ghana Standards (Certification Mark) Rules, 1970 (L.I. 662) as amended (the Standards Certification Rules) which provides third party product certification services to companies and suppliers. Companies that conform to product and practice relevant standards are granted licenses or certificates to use the standard mark (certification mark) on the products. The certification mark requires determination of conformity of products to Ghana standards through product sampling, testing and assessment of the factory quality management system.

Laws and Regulations Relating to Environmental Protection

Manufacturing operations in Ghana are subject to the Environmental Protection Agency Act, 1994 (Act 490) and the Environmental Assessment Regulations, 1999 (L.I. 1652) (the “**EPA Regulations**”). The EPA Regulations consolidate all laws in relation to environmental protection and require all manufacturing companies to comply with the requirements including: (a) register with, and obtain an environmental permit from, the Environmental Protection Agency (the “**EPA**”) for the project; (b) submit an environmental report to the EPA annually; and (c) submit an environmental management plan to the EPA every three years.

Laws and Regulations Relating to Foreign Investment

Under the Ghana Investment Promotion Center Act, 2013 (Act 865), non-Ghanaians may invest and participate in the operation of enterprises in Ghana. Where the enterprise is to be wholly owned by a foreigner, there must be an investment of foreign capital of at least US\$500,000 or its equivalent in capital goods by way of equity capital.

REGULATORY OVERVIEW

Laws and Regulations Relating to Foreign Exchange

Ghana operates a floating exchange rate system. The Foreign Exchange Act, 2006 (Act 723) has abolished exchange controls at the transactional level. However, payments between residents and non-residents must be done through licensed dealer banks. In addition, transfers must be accompanied with supporting documentation of the details of the transaction if such payments exceed US\$10,000 per annum.

It is therefore permitted to make remittances and transfer dividends and profits offshore (through licensed dealer banks and appropriate supporting documentation).

Laws and Regulations Relating to Employment

Employment regulation

Employer-employee relationships are regulated by the 1992 Constitution and the Labor Act, 2003 (Act 651). Remuneration is based on the principle of equal work for equal pay. The statutory deductions are social security as required by the National Pensions Act, 2008 (Act 766) and income tax under the Income Tax Act, 2015 (Act 896) (as amended).

Pensions

Under the National Pensions Act, (Act 766), a company (as an employer) is required to:

- (a) (i) register with the Social Security and National Insurance Trust (the “SSNIT”) and (ii) (on behalf of each employee and on a monthly basis) deduct an amount equal to 5.5% of (and from) the monthly salary of each of its employees, add a matching contribution of 13% to each employee’s salary, and remit 13.5% (of the total contribution of 18.5%) to the SSNIT within 14 days from the end of each month;
- (b) establish an occupational pension scheme (either as a stand-alone or under a multi-employer scheme) for the benefit of its employees. The company has to appoint a corporate trustee or an internal board of trustees (who must be registered by the National Pensions Regulatory Authority (the “NPRA”)) to manage the scheme. The trustee(s) is/are then required to, among others, register the scheme with the NPRA, appoint a fund manager (registered by the NPRA) to manage the investment of the funds of the scheme, and appoint a custodian (registered by the NPRA) to receive the remittances to the scheme on behalf of the trustee and hold the funds and assets of the scheme. The company must remit 5% of the total contribution of 18.5% (referred to under (a) above) to the custodian for the scheme, within 14 days from the end of each month, on behalf of each employee.

REGULATORY OVERVIEW

Expatriate employees

Under the Immigration Act of Ghana, 2000 (Act 573) (the “**Immigration Act**”), a work permit and residence permit are required for a foreign national to engage in gainful employment in Ghana. Permits are obtainable from the Ghana Immigration Service (the “**GIS**”). Assistance may be provided by the GIPC where the entity is registered with the GIPC.

Further, a company is required to notify the GIS about expatriate employees it engages and who cease to work for the company and file the required annual returns (no later than 14 days after the first day of January in each year) in respect of its expatriate employees.

Health and safety of employees

The Factories, Offices and Shops Act, 1970 (Act 328) (the “**Act**”) provides for the registration of factories, the health, welfare and safety of persons employed in factories, offices and shops and related matters. Under the Act, a factory is required to be registered with the Factories Inspectorate. A certificate issued upon registration expires on 31 December of the year in which it was issued and is subject to renewal.

It is also a requirement to notify the chief inspector of the Factories Inspectorate of any accidents or deaths, ensure that the factory is properly ventilated, clean, well-lit and generally safe for its employees.

The Fire Precaution (Premises) Regulations, 2003 (L.I. 1724) requires companies to obtain a fire permit in respect of their business premises from the Ghana National Fire Service (the “**GNFS**”). The GNFS inspects the premises, drawings of the premises and considers whether there is a safe and effective means of escape, adequate firefighting equipment and the fire direction and warning system is satisfactory before it issues a fire permit.

Laws and Regulations Relating to Taxation

The Income Tax Act regulates income tax in Ghana. The Ghana Revenue Authority is the umbrella tax regulatory authority.

Income tax in Ghana is payable on income accruing in or deriving from Ghana. For non-residents, the tax is levied on income which has a source in Ghana. For non-residents with permanent establishments, tax is levied on income that is connected with the permanent establishment.

Value-added tax of 15%, National Health Insurance Levy of 2.5%, GETFund Levy of 2.5% and COVID-19 Health Recovery Levy of 1% are levied on the supply of goods and services in Ghana (other than exempt goods and services) and the importation of goods and the supply of any imported service (other than certain exempt goods and services).

Withholding tax (ranging from 3% to 20%) is charged on payments made to residents and non-residents which have a source in Ghana.

REGULATORY OVERVIEW

LAWS AND REGULATIONS RELATED TO OUR BUSINESS IN KENYA

We operate production facilities in Kenya and our business in Kenya consists of manufacturing and sales of baby diapers, baby pants, sanitary pads and wet wipes. Below is an overview of the laws and regulations materially relevant to our business in Kenya.

Laws and Regulations Relating to Manufacturing of Hygiene Products

Kenya Bureau of Standards

Each product in Kenya is subject to a Kenyan Standard, which is a technical document approved by the Kenya Bureau of Standards (the “**KEBS**”). Kenyan Standards provide for rules, guidelines or characteristics for products and services and related processes or production methods. If a product is subject to a Kenyan Standard that has already been developed, the person intending to sell it in the Kenyan market is expected to procure that standard at the prescribed fees. However, if there is no standard yet developed, the person may initiate the development of a relevant standard.

A manufacturer or importer is required to subject their goods to the KEBS for standardization which includes testing and certification. Therefore, to the extent that a Kenyan Standard or standardization mark has been gazetted by KEBS for any of the products or product families that a company manufactures and sells in Kenya, it should ensure that (a) the product conforms with that particular Kenyan Standard; (b) it has sent the product for testing or inspection, for the KEBS to confirm that the product complies with that particular Kenyan Standard; and (c) it has affixed the standardization mark to the product.

All manufacturers are required to pay a standards levy on a monthly basis to the KEBS. The standards levy is 0.2% of the manufacturer’s monthly turnover excluding value-added tax (VAT) and discounts (if any) and is subject to: (a) a minimum of KES1,000 per month; and (b) a maximum of KES400,000 per annum.

Laws and Regulations Relating to Environmental Protection

The legal requirements of environmental management are set out in the Environmental Management and Coordination Act (Chapter 387 of the Laws of Kenya) (the “**EMCA**”), and enforced by the National Environment Management Authority (the “**NEMA**”). Processing and manufacturing entities must obtain an environmental impact assessment license (the “**EIA**”) from the NEMA before commencement of their business.

The EMCA requires the owner of premises or the operator of a project to take all reasonable measures to mitigate any undesirable effects not contemplated when obtaining the EIA license and submit an environmental audit report on those measures to the NEMA annually or as the NEMA may, in writing, require.

REGULATORY OVERVIEW

Laws and Regulations Relating to Foreign Investment

There is no mandatory requirement for foreign companies to be registered locally in order to invest in Kenya. However, foreign investors may opt to incorporate a subsidiary or register a branch in Kenya, for operational reasons or management of their investments. There is no specific license required for a foreign investor to invest in Kenya.

Laws and Regulations Relating to Foreign Exchange

There are currently no foreign exchange controls in Kenya and the Kenyan currency is freely tradable with all major world currencies. Banking transactions are required to be conducted through licensed banks in Kenya, and most banks allow customers to operate foreign currency accounts although banks are required to report all transactions in excess of US\$10,000, and certain transactions may require the parties to provide supporting documentation to show the purpose of the transaction.

Given the absence of foreign exchange controls in Kenya, foreign entities are free to transfer funds into Kenya and to remit profits and investment proceeds from Kenya, subject to the payment of relevant taxes.

Laws and Regulations Relating to Employment

Employment regulation

The terms and conditions of employment are regulated under the Employment Act (Chapter 26 of the Laws of Kenya) which provides for the minimum terms and conditions of employment.

Statutory contributions

An employer in Kenya is required to make the following statutory remittances contributions:

- (a) National Social Security Fund (the “**NSSF**”): A company as an employer is required to be registered with the NSSF and deduct pension contributions from the employee’s salary on a monthly basis. Participation in this fund is mandatory and contribution is made by both the employer and the employee. The employee’s portion is deducted from his or her salary and the total amount is paid by the employer to NSSF on a monthly basis.
- (b) Social Health Insurance Fund (the “**SHIF**”): A company is required to deduct from its employees SHIF contribution and to remit it to the SHIF on a monthly basis.
- (c) Industrial training levy: A company is required to contribute a monthly training levy of KES50 per employee per month to the Directorate of Industrial Training.

REGULATORY OVERVIEW

- (d) Housing levy: A company is required to deduct a monthly housing levy of 1.5% of an employee's gross salary whilst also contributing a matching amount at the same rate as the employer.

Health and safety of employees

The Occupational Safety and Health Act (Chapter 236A of the Laws of Kenya) (the “**OSHA**”) provides for the safety, health and welfare of workers at the workplace. The National Council for Occupational Safety and Health is the regulatory body overseeing the implementation of OSHA.

The OSHA requires occupiers of a workplace to ensure the safety of workers and proper maintenance of systems and procedures. An occupier is a person in actual occupation of a workplace, whether or not they are the owner, and includes an employer. Every occupier must carry out risk assessments in relation to the health and safety of persons employed and adopt preventive and protective measures. The adopted measures include ensuring the safety conditions of all chemicals, machinery, equipment, tools and process under an occupier's control.

The general requirements for companies to comply with under the OSHA include but not limited to: (a) to register the workplace and obtain a certificate of registration from the Director of Occupational Safety and Health Services; (b) to maintain a safety and health policy statement which must be communicated to all employees.

Work permits

If a company employs any non-Kenyan citizen, then it must apply for and obtain a work permit granting the foreign national the right to engage in employment in Kenya. The Kenya Citizenship and Immigration Act prohibits any person, other than a Kenyan citizen or asylum seeker, from entering or remaining in Kenya for the purposes of employment unless they hold a valid work permit, special pass, residence permit or other authorization granted by the Director of Immigration. It is an offense for a person to employ a foreign national whom the employer knows or has reasonable cause to believe is not authorized to work in Kenya.

Laws and Regulations Relating to Taxation

Taxation in Kenya is source-based, which means that all the income of a person, whether resident or non-resident in Kenya, which accrued in or was derived from Kenya for a particular year of income will be taxable in Kenya. Income not accrued or derived in Kenya is not taxable in Kenya except for income of a business partly conducted in Kenya and partly outside Kenya is wholly taxable in Kenya. The tax regulatory authority in Kenya is the Kenya Revenue Authority (the “**KRA**”).

REGULATORY OVERVIEW

Corporate taxation

Deemed resident in Kenya for tax purposes is required to pay corporate tax at the rate of thirty percent (30%).

Withholding tax at a rate of range from 3% to 20% once deducted must be remitted to the KRA within five working days after the deduction was made. A return of the amount of the payment and the amount deducted should be provided to the KRA within the same time period above.

Value-added tax

Value-added tax (“VAT”) is applicable on taxable supplies (supplies subject to VAT) at the rate of sixteen percent (16%).

LAWS AND REGULATIONS RELATED TO OUR BUSINESS IN SENEGAL

We operate production facilities in Senegal and our business in Senegal consists of manufacturing and sales of baby diapers, sanitary pads and wet wipes. Below is an overview of the laws and regulations materially relevant to our business in Senegal.

Laws and Regulations Relating to Manufacturing of Hygiene Products

Food and Drugs Authority

Law No. 83-71 of July 5, 1983 on the Hygiene Code regulates hygiene conditions in industrial installations, premises and their surroundings. It stipulates that these areas must not be unhealthy in order to protect workers’ health and prevent the risk of accidents and illness. The law also provides for periodic medical check-ups for factory staff, enabling work-related health problems to be detected at an early stage and conditions adapted accordingly.

Laws and Regulations Relating to Environmental Protection

Manufacturing activities in Senegal are subject to Law No. 2023-15 of August 2, 2023 being the Environmental Code and the Environmental Protection Agency. It is placed under the authority of the Minister for the Environment and Sustainable Development, and is responsible for implementing the government’s environmental policy, in particular the protection of nature and people against pollution and nuisance. To this end, it examines and issues the environmental permits required for all projects likely to have a negative impact on the environment, and coordinates the monitoring of environmental and social management plans.

Laws and Regulations Relating to Foreign Investment

The Investment Law No. 2012-32 dated December 31, 2012 being the Investment Code provides for incentive tax relief, customs in benefits and permits profits to be remitted abroad.

REGULATORY OVERVIEW

Decree No. 2003-683 of September 5, 2003 has set up the “Agence nationale chargée de la Promotion de l’Investissement et des Grands Travaux (APIX)” (National Agency for Investment Promotion and Major Works) which is an autonomous agency hosted by the Presidency of the Republic. This agency assists the President of the Republic in designing and implementing policies relating to investment promotion and major works.

The Statute of Free Tax Exportation provides certain advantages and incentives to investors. Act No. 2012-32 of December 31, 2012 on the Investment Code sets out and regulates investment in Senegal. It also grants advantages to companies, particularly in terms of tax and customs.

Business relationships between local companies or individuals are regulated mainly by the restated Uniform Act relating General Commercial Law dated 2010 and the Code of Civil and Commercial Obligations. However, the principle of contractual freedom and free enterprise are the main rule. The forms of business that can be set up are sole trader, limited liability company, public limited liability company, economic interest groups, branches of foreign companies, simplified joint stock company and representative office.

Laws and Regulations Relating to Foreign Exchange

Senegal is a member of the WAEMU and belongs to the XOF zone in which the transfer of funds is unrestricted. The XOF is the currency of the Union and is linked to the Euro. There are no exchange controls between Senegal and the other countries which belong to the XOF zone, namely Benin, Burkina Faso, Côte d’Ivoire, Guinea-Bissau, Mali, Niger, Togo, and between France.

In general, the transfer of funds for commercial operations is allowed but there may be exchange control restrictions with regard to funds transferred outside the XOF zone and the conversion of currency. If a bank account is opened in the name of a foreign entity and funds are received in foreign currency in that account, then transfers can also be made in that foreign currency without any restriction. This may generally be done by the relevant commercial bank. However, depending on the currency of the bank account and whether the account holder is a resident or non-resident, the ability to convert currency may vary. It is therefore permitted to transfer dividends and profits offshore (through relevant commercial bank and appropriate supporting documentation).

Laws and Regulations Relating to Employment

Employment regulation

Relations between employers and employees are governed by Law No. 97-17 of December 1, 1997 and its implementing decrees, as well as by Collective Agreements.

REGULATORY OVERVIEW

Companies employing staff must be registered with the Caisse de Sécurité Sociale, to which they are required to pay social security contributions. Social security contributions are borne exclusively by the employer. These contributions are compulsory even for foreign workers, except where they are affiliated to a pension scheme established by foreign legislation.

Register of the employee to the social security fund and Institution de Prévoyance Retraite du Senegal is the sole responsibility of the employer, who is required to do so within two months of recruitment.

Health and safety of employees

Senegal's 1997 Labor Code lays down clear rules on the health and safety of workers. Employers are responsible for ensuring a safe and healthy working environment for their employees.

Employers must take preventive measures to avoid risks associated with machines, equipment and work processes, by applying appropriate technical solutions, organisational measures and occupational medicine.

Workplaces, machines and installations must be regularly inspected to ensure that they comply with safety standards. In addition, workers' health must be monitored on a regular basis, with medical examinations on recruitment and periodic follow-ups. If a worker has health problems, efforts must be made to assign them to a position compatible with their condition.

Employees must be informed of existing occupational risks and trained in the preventive measures to be adopted. In the event of imminent danger, workers can report the situation and the employer must intervene quickly to guarantee their safety.

Finally, occupational health and safety services are required to ensure the physical and mental protection of workers, and to ensure that working conditions comply with health and safety standards.

Laws and Regulations Relating to Taxation

Tax issues are governed by the General Tax Code (Code General des Impôts), which defines and sets out the various categories of tax applicable to both businesses and individuals and how they are implemented.

The principal taxes are levied in Senegal: (a) income tax on companies and other body corporates is 30%; and (b) value-added tax is 18% for all products and services.

REGULATORY OVERVIEW

LAWS AND REGULATIONS RELATED TO OUR BUSINESS IN TANZANIA

We operate production facilities in Tanzania and our business in Tanzania consists of manufacturing and/or sales of baby diapers, baby pants, sanitary pads and wet wipes. Below is an overview of the laws and regulations materially relevant to our business in Tanzania.

Laws and Regulations Relating to Manufacturing of Hygiene Products

Tanzania Medicines and Medical Devices Authority

In Tanzania, medicine and medical devices are regulated by the Tanzania Medicines and Medical Devices Authority (the “**TMDA**”). The Tanzania Medicine and Medical Devices Act, Cap. 219 R.E 2021 (the “**TMDA Act**”) provides for the efficient and comprehensive regulation and control of safety and quality of medical devices and diagnostics in Tanzania. Menstrual products and diapers fall within the category of medical devices.

It also requires any person who sells, manufactures, distributes or imports medical devices in Tanzania to register with TMDA prior to undertaking any of the aforementioned activities.

Further, the TMDA Act requires registration of premises where manufacturing, selling, supplying or warehousing of the medical devices is undertaken prior to engaging in any of these activities.

Tanzania Bureau of Standards

Manufacturing of baby wipes is regulated by the Tanzania Bureau of Standards (the “**TBS**”).

Product standardization is governed by the TBS, a national standards body for Tanzania established by the Government as part of the efforts to strengthen the supportive infrastructure for industry and commerce sectors across the economy in Tanzania. The TBS is empowered by the Standards Act, Cap. 130 and operates a mandatory product certification marks scheme in accordance with the Standards (Tested Products) Regulations of 2009 as amended by the Standards (amendment) (Tested Products) Regulations of 2021, which provides third party product certification services to companies and suppliers. Companies that conform to product and practice relevant standards are granted licenses or certificates to use the TBS Standard Mark (Certification Mark) on the Products.

The certification mark requires determination of conformity of products to Tanzania standards through product sampling, testing and assessment of the factory quality management system. The product quality is continuously monitored through surveillance of the factory’s quality management system and testing samples from the factory and open market.

REGULATORY OVERVIEW

Laws and Regulations Relating to Environmental Protection

In Tanzania, overall mandate on enforcement, compliance, review and monitoring of environmental impact assessment is vested on the National Environment Management Council (the “NEMC”), which is an executive agency working directly with the Minister responsible for environment. In its supervisory role, the NEMC has enforced several regulations to ensure environmental management and monitoring for all projects in Tanzania. Accordingly, all environment impact assessments are reviewed by NEMC in line with the Environmental Management Act of 2004 (the “EMA Act”).

According to the EMA Act, all developers of projects that are in direct coalition with potential environmental destruction are required to undertake an Environmental Impact Assessment (the “EIA”). The manufacturer is required to undertake EIA with NEMC and obtain EIA permits with respect of its project sites so as to ensure compliance with the EMA Act. The EIA is granted when the environmental monitoring report indicates that the investor has implemented the mitigation measures and comply with the proposed management plan.

Laws and Regulations Relating to Foreign Investment

The laws in Tanzania governing financial arrangements are comprehensive, however, the key legislations include (a) the Bank of Tanzania Act of 2006; (b) the Banking and Financial Institutions Act of 2004; (c) the Companies Act; (d) the Foreign Exchange Act of 1992; (e) the Foreign Exchange Regulations of 2022; (f) the Foreign Exchange (Amendment) Regulations of 2023; (g) The Law of Contract Act and (h) the Microfinance Act of 2018.

Laws and Regulations Relating to Foreign Exchange

The main act is the Foreign Exchange Act, the Foreign Exchange Regulations of 2022 and the Foreign Exchange (Amendment) Regulations of 2023. The Foreign Exchange Regulations do not provide restrictions when receiving money from abroad.

Laws and Regulations Relating to Employment

Employment regulation

Employer-employee relationships are regulated by the Employment and Labor Relations Act, Cap. 366 (the “ELRA”). The ELRA requires contract with employees to be in writing. The minimum remuneration to be paid to employees is based on the Minimum Wage Order, 2022.

Statutory contributions

Contribution to Workers Compensation Fund (the “WCF”) is payable under the Workers Compensation Act by all employers. The tariff is payable to the WCF by the last day of the following month and is calculated at a flat rate of 0.5% on “gross monthly emoluments”. This definition encompasses only cash payments and therefore any non-cash benefits are excluded.

REGULATORY OVERVIEW

Employers in the private sector are required to contribute to the National Social Security Fund (the “**NSSF**”) at the rate of 20% of the employees’ gross salary, but with the ability to recover up to half of this amount from the employee (i.e., normally the employer and employee pay 10% each). These contributions are payable monthly by the end of the following month.

Expatriate employees

The Non-Citizens (Employment Regulation) Act, Cap 436 prohibits a non-citizen from engaging in any occupation for reward, profit or non-profit without a valid work permit. Work permits are issued by the Labor Commissioner. A non-citizen will also be required to obtain a residence permit from the Immigration Services Department under the Ministry of Home Affairs as required under the Immigration Act, Cap. 54 (R.E 2016) to reside in Tanzania.

Further, a company is required to notify the Labor Commissioner about the expatriate employees it engages in and who cease to work for the company. There is also a requirement under the Immigration Act, Cap. 56 and its regulations for all employers to submit a return on employment of non-citizens annually between 1 January and 31st March at the Immigration Office.

Laws and Regulations Relating to Taxation

Taxation in Tanzania is primarily governed by the Income Tax Act, Cap. 332 R.E 2019.

Corporate income tax

A company is subject to the corporate income tax at the rate of 30% on the total income generated during the year of income.

Withholding tax

Withholding tax (the “**WHT**”) is applicable on certain payments that have a source in Tanzania such as dividends, service fees, paid by resident entities. The WHT rates depend on the nature of the payment and the residence status of the payee. For example, the service fee paid to non-resident persons is subject to the WHT at the rate of 15%, dividend payments to non-resident shareholders are subject to the WHT at the rate of 10%.

Value-added tax

Value-added tax (the “**VAT**”) is imposed on taxable supplies and taxable imports and the current standard rate for VAT is 18%.

REGULATORY OVERVIEW

LAWS AND REGULATIONS RELATING TO OUR BUSINESS IN UGANDA

We operate production facilities in Uganda and our business in Uganda consists of manufacturing and/or sales of baby diapers, baby pants, sanitary pads and wet wipes. Below is an overview of the laws and regulations materially relevant to our business in Uganda.

Laws and Regulations Relating to Manufacturing of Hygiene Products

Uganda National Bureau of Standards Act Cap. 210 provides for the procedures to comply with when dealing with importation, distribution, manufacturing, selling or having in possession or control of any commodity. The Act establishes the Uganda National Bureau of Standards (the “UNBS”) as the body responsible for ensuring compliance with the compulsory standard specifications and procedures. UNBS is also charged with authority to issue the standard marks for all commodities in Uganda as confirmation that the same conform to the compulsory standard specification.

Laws and Regulations Relating to Environmental Protection

National Environmental Act Cap. 181 provides for the conservation and sustainable management of the environment in Uganda. The Act establishes the National Environment Management Authority as the responsible authority for overseeing environmental affairs, implementing policies, and ensuring compliance with environmental standards.

National Environment (Environmental and Social Assessment) Regulations 2020 provide guidelines for the operationalization of the National Environment Act Cap. 181 and procedure for undertaking an environmental and social impact assessment.

Laws and Regulations relating to Employment

The Employment Act Cap. 226 provides guidance on the employer-employee relationships on various procedures relating to employment such as termination, notice periods, and other employment related matters.

The National Social Security Fund Act provides guidance on the payment contributions to, and the payment of benefits out of the fund. Employers are mandated under the Act to contribute at least 15% of the employees gross salary with the 10% contribution being done by the employer and 5% contribution to be done by the employee.

The Occupational Safety and Health Act Cap. 231 provides guidance on standards that employers must follow to protect their employees from hazards. The Act establishes the Commissioner who ensures compliance from the employers requiring them to keep a register of all workplaces upon confirmation of which they are issued the occupier/workplace a certificate of registration.

REGULATORY OVERVIEW

Laws and Regulations Relating to Taxation

The Income Tax Act Cap. 338, establishes the Uganda Revenue Authority as the umbrella tax regulatory authority. The Act further provides that income tax in Uganda is charged for each year of income and is imposed on every person who has chargeable income for the year of income and the companies are required to pay 30% of the profits earned from the year of income.

Value Added Tax Act Cap. 344 provides for the indirect tax on the consumption of goods and services. The Act lays out the value added tax at a standard tax rate of 18% charged on every taxable supply other than an exempt or zero-rated supply in Uganda made by a taxable person, every import of goods other than an exempt import and the supply of any imported services by any person.

LAWS AND REGULATIONS RELATED TO OUR BUSINESS IN ZAMBIA

We operate production facilities in Zambia and our business in Zambia consists of manufacturing and sales of baby and feminine products, including baby diapers, sanitary pads and wet wipes. Below is an overview of the laws and regulations materially relevant to our business in Zambia.

Laws and Regulations Relating to Manufacturing of Hygiene Products

Zambia Bureau of Standards

The Zambia Bureau of Standards (the “ZABS”) is a standards regulatory authority established by the Standards Act No. 4 of 2017. With respect to acquiring certification ZABS, the procedure is that the manufacturer or importer submits an application to ZABS, providing product information and documentation. The ZABS conducts laboratory tests to verify the product’s compliance with relevant standards. Thereafter, the ZABS inspectors visit the manufacturing site to ensure compliance with good manufacturing practices. If the product meets the standards, the ZABS issues a certificate of conformity. The certified product is then allowed to bear the ZABS mark, indicating compliance with Zambian standards. The ZABS has the power to seize the products of a company in the event of non-compliance with the Standards Certification Rules.

Laws and Regulations Relating to Environmental Protection

Manufacturing operations in Zambia are subject to the Environmental Management Act No. 12 of 2011 and the Environmental Management (Licensing) Regulations 2013 (the “**Licensing Regulations**”). The legislation relating to environmental protection in Zambia require manufacturing companies to comply with the requirements including: (a) conduct an Environmental Impact Assessment for a company’s project/activity; (b) develop an Environmental Management Plan; (c) register with Zambia Environmental Management Agency (the “ZEMA”) and obtain the relevant environmental license.

Laws and Regulations Relating to Foreign Investment

An investor can apply for an investment license with the Zambia Development Agency (the “**ZDA**”) with businesses operating in the sectors including foreign investments, large-scale businesses, export-oriented businesses, manufacturing and processing businesses, tourism businesses, agricultural businesses and mining businesses.

Laws and Regulations Relating to Foreign Exchange

There are currently no foreign exchange control regulations applicable in Zambia. The Investment, Trade and Business Development Act, 2022 (the “**ITBDA**”) provides that an investor can, subject to compliance with any other written law, can externalize funds through dividends, principal and loan repayments of any foreign loan, management fees, royalties and other charges in respect of any agreement; the net proceeds of sale or liquidation of a business; or any other liabilities.

Laws and Regulations Relating to Employment

Employment regulation

Employer-employee relationships in Zambia are regulated by the Employment Code Act No. 3 of 2019 (the “**Employment Code**”).

Statutory contributions

The statutory contributions for employees in Zambia are as follows:

- (a) Under the National Pension Scheme Act (Chapter 256 of the Laws of Zambia), employees are required to contribute 5% of their gross monthly earnings to the National Pension Scheme Authority (NAPSA), while their employers contribute an additional 5%, making the total contribution 10%.
- (b) The Income Tax Act (Chapter 323 of the Laws of Zambia) provide for the statutory deduction on the earnings of an employee referred to as ‘Pay as You Earn’.
- (c) The National Health Insurance Management Authority is a regulatory authority which acts as a national Health Insurance scheme. It was created pursuant to the National Health Insurance Act No. 2 of 2018 whose mandate is to receive, process and pay claims for services rendered by accredited health care providers.

REGULATORY OVERVIEW

Expatriate employees

The Employment Code prescribes that an employer shall, in filling an employment vacancy, employ a citizen except where a citizen does not possess the skills required for that job or a citizen does not apply for that job. The laws governing the entry into Zambia and departure from Zambia are contained under the Immigration and Deportation Act No 18 of 2010 as well as the Immigration and Deportation (Amendment) Act No 19 of 2016 (the “**Immigration Act**”). A foreigner will need both a work and residence permit.

Health and safety of employees

The Factories Act, (Chapter 441 of the Laws of Zambia) (the “**Factories Act**”) and the Occupational Health and Safety Act No. 36 of 2010 provide laws on the health, welfare and safety of persons employed in factories, offices and shops and related matters. Under the Factories Act, a factory is required to be registered with the Factories Inspectorate. A certificate is issued once the commissioner is satisfied that the regulations have been met.

The local government Administration (Fire Services) Regulations of 1991, SI No. 121 of 1991 and the City Council under the oversight of the Local Government Act (Chapter 281 of the Laws of Zambia) are responsible for the issuance of the fire certificate. A company is required to apply for a fire certificate to be granted pursuant to an inspection on the premises by a representative from the city council. The certificate is to be displayed at the business premises.

Laws and Regulations Relating to Taxation

Taxation

The Income Tax Act regulates income tax in Zambia. The Zambia Revenue Authority is the umbrella tax regulatory authority.

Income tax in Zambia is payable on income accruing in or deriving from Zambia. For non-residents, the tax is levied on income which has a source in Zambia. For non-residents with permanent establishments, tax is levied on income that is connected with the permanent establishment.

Value-added tax of 16% as prescribed under the Value Added Tax Act.

Withholding tax is charged at a rate of 20% with respect to payments to non-residents where payments relate to dividends, interest, royalties, management and consultancy services fees.

Withholding tax is charged at a rate of 15% with respect to payments made to residents where the payments relate to dividends, interest, royalties, management services fees and consultancy services fees.

REGULATORY OVERVIEW

LAWS AND REGULATIONS RELATED TO OUR BUSINESS IN PRC

Laws and Regulations Relating to Leasing

The Urban Real Estate Administration Law of the PRC, which took effect on January 1, 1995 with the latest amendment on August 26, 2019, provides that lessors and lessees are required to enter into a written lease contract. Both lessor and lessee are also required to file for registration and record the lease contract with the real estate administration department. Pursuant to Administrative Measures for Commodity Housing Leasing, which took effect on February 1, 2011, if the lessor and lessee fail to go through the registration procedures timely provided that the competent administrative authority ordered to rectify within a time limit, both lessor and lessee may be subject to fines.

Laws and Regulations Relating to Employment

Labor Law and Labor Contract Law

The PRC Labor Law, which became effective on January 1, 1995, and was amended on August 27, 2009 and December 29, 2018, and the PRC Labor Contract Law, which became effective on January 1, 2008 and was amended on December 28, 2012, provide requirements concerning employment contracts between an employer and its employees. Pursuant to the PRC Labor Contract Law, a written labor contract is required when an employment relationship is established between an employer and an employee.

Social insurance and housing provident fund

Pursuant to the Social Insurance Law of the PRC which was promulgated on October 28, 2010 and with effect from July 1, 2011 and latest amended on December 29, employers must provide social insurance and pay or withhold the relevant social insurance premiums for or on behalf of employees. Where an employer fails to pay social insurance premiums in full or on time, the social insurance premium collection agency may order it to pay or make up the balance within a prescribed time limit, and may impose a daily late fee at the rate of 0.05% of the outstanding amount from the due date; if still failing to pay within the time limit prescribed, a fine of one time to three times the amount in default may be imposed on them by the competent administrative department.

Pursuant to the Regulations on the Administration of Housing Provident Fund which was promulgated on April 3, 1999 and amended on March 24, 2002 and March 24, 2019, employers shall timely pay the housing provident fund in full and overdue or insufficient payment shall be prohibited. When enterprises violate those provisions and fail to pay the housing provident fund in full amount as due, the housing provident fund administrative center may order such enterprises to pay up the amount within a prescribed period; if those enterprises still fail to comply with the regulations upon the expiration of the above-mentioned time limit, further application will be made to the People's Court for mandatory enforcement.

Laws and Regulations Relating to Taxation

Enterprise income tax

The PRC enterprise income tax, or EIT, is calculated based on the taxable income determined under the Enterprise Income Tax Law, or the EIT Law, which became effective on January 1, 2008 and was most recently amended on December 29, 2018. The EIT Law imposes a uniform enterprise income tax rate of 25% on all PRC resident enterprises.

Dividend withholding tax

Pursuant to the Arrangement Between Chinese Mainland and the Hong Kong Special Administrative Region for the Avoidance of Double Taxation on Income and the Prevention of Fiscal Evasion and other applicable PRC laws, if a Hong Kong resident enterprise is determined by the competent PRC tax authority to have satisfied the relevant conditions and requirements, the 10% withholding tax on the dividends the Hong Kong resident enterprise receives from a PRC resident enterprise may be reduced to 5%.

Value-added tax

Pursuant to the Provisional Regulation of China on Value-Added Taxes, as amended in 2017, entities and individuals that sell goods, provide labor services of processing, repairs or maintenance, or sell services, intangible assets or real property in China, or import goods to the PRC, are subject to VAT at a rate ranging from 6% to 17%.

On April 4, 2018, Ministry of Finance (“MOF”) and State Administration of Taxation (“SAT”) jointly promulgated the Circular of the Ministry of Finance and the State Administration of Taxation on Adjustment of Value-Added Tax Rates, or Circular 32, which took effect on May 1, 2018. According to Circular 32: (i) for VAT taxable sales or importation of goods originally subject to VAT rates of 17% and 11% respectively, tax rates are adjusted to 16% and 10%, respectively; (ii) for exported goods originally subject to the tax rate of 17% and export tax refund rate of 17%, the export tax refund rate is adjusted to 16%; and (iii) for exported goods and cross-border taxable acts originally subject to the tax rate of 11% and export tax refund rate of 11%, the export tax refund rate is adjusted to 10%. To further reduce VAT, on March 20, 2019, MOF, SAT, and the General Administration of Customs jointly promulgated the Announcement on Relevant Policies for Deepening Value-Added Tax Reform, which took effect on April 1, 2019. According to the announcement: (i) for VAT taxable sales or importation of goods originally subject to VAT rates of 16% and 10%, tax rates are adjusted to 13% and 9%, respectively; (ii) for exported goods originally subject to the tax rate of 16% and export tax refund rate of 16%, the export tax refund rate is adjusted to 13%; and (iii) for exported goods and cross-border taxable acts originally subject to the tax rate of 10% and export tax refund rate of 10%, the export tax refund rate is adjusted to 9%.

REGULATORY OVERVIEW

REGULATIONS RELATING TO OVERSEAS SECURITIES OFFERING AND LISTING

The CSRC promulgated 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》), or the Overseas Listing Trial Measures, and five relevant guidelines on February 17, 2023, which took effect on March 31, 2023. The Overseas Listing Trial Measures comprehensively reformed the regulatory regime for overseas offering and listing of PRC domestic companies' securities, either directly or indirectly, into a filing-based system.

According to the Overseas Listing Trial Measures, PRC domestic enterprises that seek to offer and list securities in overseas markets, either in direct or indirect means (the “**Overseas Offering and Listing**”), are required to fulfill the filing procedure with the CSRC and submit filing reports, legal opinions, and other relevant documents. Subject to specific circumstances, the Overseas Listing Trial Measures require that initial public offerings or listings on overseas markets shall be filed with the CSRC within three working days after the relevant listing application is submitted overseas.

In addition, the Overseas Listing Trial Measures also provides that an issuer's overseas initial public offering and listing will be determined by the CSRC as an indirect overseas offering and listing subject to the filing procedure set forth in the Overseas Listing Trial Measures in the event that both of following conditions are satisfied: (i) 50% or more of the issuer's audited revenue, total profit, total assets or net assets for the most recent financial year are generated by its domestic companies; and (ii) the material part of the issuer's business activities are conducted in Chinese Mainland, or its main place of business is located in Chinese Mainland, or the majority of senior management members who are in charge of business operations of the issuer are Chinese citizens or domiciled in Chinese Mainland. The determination as to whether an overseas offering and listing conducted by domestic companies constitutes an indirect overseas offering and listing shall be made on a substance over form basis.

Our Company submitted the filing documents to the CSRC on February 7, 2025, which was considered compliance with the Overseas Listing Trial Measures by our PRC Legal Advisors, and the CSRC acknowledged the acceptance of filing application on February 28, 2025. On October 16, 2025, the CSRC issued the notification of completion of the filing procedures for the Listing and the Global Offering. As advised by our PRC Legal Advisors, our Company has completed all necessary filings with the CSRC for the Listing and the Global Offering.

Laws And Regulations Relating To Transfer Pricing

Below is an overview of the laws and regulations in relation to transfer pricing of Dubai, UAE, Benin, Cameroon, Côte d'Ivoire, Ghana, Kenya, Senegal, Tanzania, Uganda, Zambia and the PRC.

REGULATORY OVERVIEW

Dubai, UAE

Transfer pricing in UAE is governed by the Federal Decree-Law No. 47 of 2022 (the “**CT Law**”), which requires related parties or connected persons to earn their “fair share” of profits based on the arm’s length principle. This principle needs to be applied with respect to domestic as well as cross-border controlled transactions.

Taxable persons are required to maintain contemporaneous transfer pricing documentation of their controlled transactions to demonstrate compliance with transfer pricing regulations and maintain the integrity of their corporate tax positions. The Federal Tax Authority United Arab Emirates (the “**FTA**”) requires taxable persons to disclose information regarding their transactions and arrangements with related parties and/or connected persons on the transfer pricing disclosure form, together with their corporate tax return.

According to Article 34 of the CT Law, if the result of the controlled transaction does not fall within the arm’s length range, the FTA has the authority to adjust the taxable income contained within the tax return to achieve the arm’s length result that best reflects the facts and circumstances of the transaction or arrangement.

Benin

Transfer pricing in Benin is governed by article 45 of the Tax General Code. For the assessment of income tax or corporation tax due by companies that are either dependent on or control enterprises located outside Benin, profits indirectly transferred to these enterprises—whether through an increase or decrease in purchase or selling prices or by any other means—, shall be incorporated into the results shown in the accounts. These indirectly transferred profits are determined by comparing them with those that would have been realized in the absence of a relationship of dependence or control.

A relationship of dependence or control are deemed to exist between two undertakings in two cases: (i) when one entity directly or indirectly holds the majority of the capital or voting rights of the other undertaking or exercises the power of decision therein; or (ii) when both entities are under the control of the same enterprise or person under the conditions set out previously.

The condition of dependence or control shall not be required when the transfer occurs with enterprises established in a foreign state or territory with a privileged tax regime.

Cameroon

In Cameroon, transfer pricing is governed by the General Tax Code which lays down documentation requirement and the mandatory submission of documentation to substantiate transfer pricing and arm’s length principle between related parties, i.e. parties with a dependency or control relationship. Dependency or control relationships shall be deemed to exist between two enterprises where one holds directly or by proxy 25% of the share capital or voting rights of the other or exercises decision-making powers in the other; or where both are placed under the conditions above and are under the control of the same enterprise or person.

REGULATORY OVERVIEW

Côte d'Ivoire

In Côte d'Ivoire, transfer pricing is governed by the General Tax Code, requiring associated enterprises to comply with the arm's length principle. Companies must use OECD-recommended pricing methods, such as the comparable uncontrolled price, cost-plus and resale price methods.

They must also maintain documentation, including a Master File and Local File, detailing group activities, intra-group transactions and economic analyses.

Additionally, some companies must submit declarations like the intra-group transaction statement and country-by-country report for large groups, ensuring tax transparency and preventing base erosion.

Ghana

The Income Tax Act provides that where an arrangement exists between persons who are in a controlled relationship, the persons shall calculate their income and tax payable according to the arm's length standard.

The arm's length standard requires affiliates, among other persons, to quantify, characterize, apportion and allocate amounts to be included in or deducted from income to reflect an arrangement that would have been made between independent persons and in accordance with the Transfer Pricing Regulations, 2020 (LI 2412). The GRA may, therefore, make adjustments to arrangements to conform to the arm's length requirements. The GRA is also empowered under the Income Tax Act to recharacterise or disregard transactions which are fictitious or whose form do not reflect their substance.

Kenya

In Kenya, transfer pricing is governed by the Income Tax Act, Cap. 470. Specifically, Section 18(3) of the Income Tax Act, Cap. 470 mandates that transactions between related parties must be conducted at arm's length. This means that the prices charged in such transactions must be consistent with those that would be agreed upon by unrelated parties in similar circumstances. The Kenya Revenue Authority (the "**KRA**") has the authority to adjust taxable income if prices used in such transactions do not reflect the arm's length principle. Further, the Transfer Pricing Rules 2006 provide guidelines for determining arm's length pricing through methods such as the Comparable Uncontrolled Price (CUP), Resale Price Method, Cost-Plus Method and Profit Split Method. Rule 3(2) of the Transfer Pricing Rules requires taxpayers engaged in controlled transactions to maintain and provide documentation proving compliance with the arm's length standard upon requested by the KRA.

REGULATORY OVERVIEW

Senegal

In Senegal, transfer pricing is governed by the General Tax Code. Specifically, Article 17 of the General Tax Code requires that transactions between related parties be conducted at arm's length. The regulations stipulate that companies must use appropriate transfer pricing methods, such as the comparable uncontrolled price method, cost-plus method, resale price method, and others, in accordance with the OECD Guidelines.

Additionally, companies are required to maintain comprehensive transfer pricing documentation to justify their pricing methods.

Tanzania

Transfer pricing in Tanzania is governed by the Income Tax Act of Tanzania 2004, Tax Administration (Transfer Pricing) Regulations 2018 and Transfer Pricing Guidelines 2020, which mandate that transactions between related parties must adhere to the arm's length principle, ensuring terms are comparable to those agreed upon by independent parties under similar conditions.

The regulations cover domestic and cross-border transactions involving goods, services, intangibles and financial arrangements. Taxpayers are required to maintain detailed transfer pricing documentation, including functional, comparability, and economic analyses, and apply recognized methods such as the Comparable Uncontrolled Price (CUP) method, Cost-Plus method or Transactional Net Margin Method (TNMM). The Tanzania Revenue Authority (TRA) is empowered to adjust non-arm's length transactions. These regulations reflect Tanzania's alignment with international standards, such as the OECD Guidelines.

Uganda

In Uganda, transfer pricing is governed by the Income Tax Act Cap. 338, The Income Tax (Transfer Pricing) Regulations, 2011. The regulations are implemented in line with the OECD Model Tax Convention and the OECD Transfer Pricing Guidelines.

These regulations mandate that transactions between related parties adhere to the arm's length principle, ensuring terms are comparable to those agreed upon by independent parties under similar conditions. The Uganda Revenue Authority has the authority to adjust taxable income if prices used in such transactions do not reflect the arm's length principle.

The regulations cover domestic and cross-border transactions involving goods, services, intangibles and financial arrangements. Taxpayers are required to maintain detailed transfer pricing documentation, including functional, comparability and economic analyses, and apply recognized methods such as the Comparable Uncontrolled Price method, Cost-Plus method or Transactional Net Margin Method.

REGULATORY OVERVIEW

Zambia

In Zambia, transfer pricing is governed by the Income Tax Act (Chapter 323) and the Income Tax (Transfer Pricing) Regulations, Statutory Instrument No. 20 of 2000, which require that transactions between associated persons adhere to the arm's length principle. These regulations apply to controlled transactions between associated persons, including those connected through shareholding, management, control or capital.

The regulations provide five approved transfer pricing methods which taxpayers must apply unless they obtain approval from the Zambia Revenue Authority (ZRA) to use an alternative method. These methods include comparable uncontrolled pricing, resale pricing, cost plus, transactional net margin and transactional profit split. The arm's length principle is central to these rules, with an interquartile range used for determining the appropriate pricing.

PRC

According to the Enterprise Income Tax Law of the PRC (《中華人民共和國企業所得稅法》), the Regulation on the Implementation 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》), Tax Collection Administration Law of the PRC (《中華人民共和國稅收徵收管理法》) and Rules for the Implementation of Tax Collection Administration Law of the PRC (《中華人民共和國稅收徵收管理法實施細則》), the receipt or payment of charges or fees in business transactions between an enterprise (or institution or site engaged in production or business operations) established in the PRC by a foreign enterprise and its associated enterprises, shall be made at arm's length prices. Where the receipt or payment of charges or fees is not made at arm's length prices and results in a reduction of the taxable income, the tax authorities shall have the right to make reasonable adjustments.

Pursuant to Announcement on Issuing the Measures for the Administration of Adjustments under Special Tax Investigation and Mutual Consultation Procedures (《關於發佈〈特別納稅調查調整及相互協商程序管理辦法〉的公告》), which was issued by the State Taxation Administration on March 17, 2017 and became effective on May 1, 2017, where a tax authority finds, when conducting special tax adjustment monitoring and administration by affiliated tax declaration examination, contemporaneous documentation administration, profit level monitoring or other means, that any enterprise has a risk of special tax adjustments, it may serve a Notice on Tax-related Matters upon the enterprise, and remind the enterprise of the tax risk it faces. If an enterprise receives a risk alert for special tax adjustments or finds that it faces the risk of special tax adjustments, it may make adjustments and make up the taxes due by itself. In the event that the tax authority determines to implement the special tax adjustment after investigations, the relevant enterprise may be required to pay up the relevant tax.

HISTORY, REORGANIZATION AND CORPORATE STRUCTURE

OVERVIEW

Our history can be traced back to 2009, when we started our business as an internal business segment of Sunda Group, which was founded by Mr. Shen and Ms. Yang, and commenced the sales of fast-moving hygiene products through Guangzhou Sunda, a former holding company of Sunda Group. For details of Sunda Group, see “Relationship with our Controlling Shareholders—Delineation of Business” to this prospectus. For the biographical details of Mr. Shen and Ms. Yang, see “Directors and Senior Management—Non-executive Directors.”

We launched our *Softcare* baby diapers in Ghana in 2009, and extended our brands coverage to include *Maya* in 2010 and *Veesper*, *Cuettie* and *Clincleer* in 2011. Over the years, we have developed into a multinational hygiene product corporation principally engaged in the development, manufacturing and sales of baby and feminine hygiene products, including baby diapers, baby pants, sanitary pads and wet wipes, focusing on the fast-growing Emerging Markets, including Africa, Latin America and Central Asia.

Since 2018, we launched our production facilities in Africa to manufacture baby and feminine hygiene products under our brands, and gradually developed our business model into its current form that integrates the development, manufacturing and sales of baby and feminine hygiene products. Since then, we have established a stable global supply chain system centered on international manufacturing. As of April 30, 2025, we had eight production plants located in eight different countries in Africa, including Ghana, Kenya, Senegal, Tanzania, Zambia, Cameroon, Uganda and Benin. We have expanded our business to Latin America in 2020 and Central Asia in 2024.

In order to optimize our corporate structure, and further develop and segregate our business from Sunda Group in preparation for the Listing, we underwent the Reorganization pursuant to which our Company became the holding company of our current business and the listing vehicle of our Group. For details of the Reorganization, see “—Reorganization.”

BUSINESS DEVELOPMENT MILESTONES

The following set forth the key milestones of our business development.

Year	Milestone events
2009	We started our business as an internal business segment of Sunda Group and commenced the sales of fast-moving hygiene products through Guangzhou Sunda.
	We launched our <i>Softcare</i> baby diapers in Ghana, marking our entry into the Western African market.

HISTORY, REORGANIZATION AND CORPORATE STRUCTURE

Year	Milestone events
2010	We commenced the trading of baby diapers and sanitary pads in Kenya and Tanzania including under the brand of <i>Clincleer</i>, expanding our business to the Eastern African market. We registered the brand of <i>Maya</i>.
2011	We registered the brands of <i>Vesper</i> and <i>Cuettie</i> .
2018	We achieved our first localized manufacturing of baby diapers, baby pants, sanitary pads and wet wipes in Ghana. We commenced our sales of baby pants in Uganda, marking our entry into the market of baby pants.
2019	We commenced production of baby diapers in Kenya. We marked our business footprints in the Middle African market by selling our products in the Democratic Republic of the Congo. Our sales volume for the year 2019 of baby diapers and sanitary pads achieved 1 billion pieces and 300 million pieces, respectively.
2020	We commenced production of baby pants in Kenya. We commenced sales in Peru, marketing our entry into the Latin American market. We commenced production of baby diapers in Senegal.
2021	We commenced production of baby diapers in Zambia.
2022	We commenced production of baby diapers in Cameroon, Uganda and Benin. We received the People’s Choice Quality Awards 2022—Best Baby Diapers and Best Sanitary Pads awarded by Muz Plus International Co.
2023	We obtained the Membership of the National Technical Committee on Medical Devices granted by the Ghana Standards Authority. We obtained the Top 100 Most Loved Brands by Women in Kenya—No. 8 granted by BSD Group and Ipsos.

HISTORY, REORGANIZATION AND CORPORATE STRUCTURE

Year	Milestone events
2024	We launched our business in Central Asia after the establishment of our operating entity in Kazakhstan. We acquired a parcel of land for the construction of production plant in Peru. We further expanded our business coverage in Latin America by commencing sales in El Salvador. We obtained the Most Admired Personal Care Brands granted by Brand Africa. We obtained the 18th Ghana-Africa Business Awards—Gold Award (International Trade (Export)) granted by the Ministry of Foreign Affairs and Regional Integration, Top Brass Ghana. We obtained the 21st Edition Ghana Club 100 Awards—1st Ranked Company in the Manufacturing Sector granted by the Ghana Investment Promotion Centre.
2025	International Finance Corporation participated in the Pre-IPO Investment and became our Pre-IPO Investor. We obtained the Most Admired Personal Care Brand—Kenya’s Best Brands Awards granted by Brand Africa. We obtained the National FMCG Awards 2025—Personal Hygiene Brand of The Year granted by Global Ovations Ltd. We commenced production of baby diapers in El Salvador.

HISTORY, REORGANIZATION AND CORPORATE STRUCTURE

OUR CORPORATE DEVELOPMENTS

Our Company

Our Company was incorporated in the Cayman Islands as an exempted company with limited liability on February 17, 2022 with an initial authorized share capital of US\$50,000 divided into 50,000 shares with a par value of US\$1.00 each. For subsequent shareholding changes of our Company as part of the Reorganization and the Pre-IPO Investment, see “—Reorganization” and “—Pre-IPO Investment.”

Our principal operating subsidiaries

We conducted our business mainly through companies controlled by Sunda Group prior to the Reorganization. Upon completion of the Reorganization, details of which are set out in “—Reorganization” below, our business was carried out through several subsidiaries during the Track Record Period and as of the Latest Practicable Date. Our principal operating subsidiaries comprise our subsidiaries which made a material contribution to our financial results during the Track Record Period and/or are material to our business operation. The principal business activities and the place and date of incorporation or establishment of each of our principal operating subsidiaries are set out below:

Name of company	Place of incorporation or establishment	Principal business activities	Date of incorporation or establishment
Sunmart Trading Dubai . . .	Dubai Airport Freezone, Dubai, UAE	Headquarters of our Group. Procurement and trading of raw materials	December 5, 2022
Softcare Ghana	Ghana	Manufacture and sales of baby and feminine hygiene products, including baby diapers, sanitary pads and wet wipes	December 21, 2020
Softcare Kenya	Kenya	Manufacture and sales of baby and feminine hygiene products, including baby diapers, baby pants, sanitary pads and wet wipes	December 10, 2021

HISTORY, REORGANIZATION AND CORPORATE STRUCTURE

Name of company	Place of incorporation or establishment	Principal business activities	Date of incorporation or establishment
Softcare Senegal	Senegal	Manufacture and sales of baby and feminine hygiene products, including baby diapers, sanitary pads and wet wipes	February 2, 2022
Softcare Tanzania	Tanzania	Manufacture and/or sales of baby and feminine hygiene products, including baby diapers, baby pants, sanitary pads and wet wipes	December 16, 2021
Softcare Zambia	Zambia	Manufacture and sales of baby and feminine hygiene products, including baby diapers, sanitary pads and wet wipes	November 26, 2019

For subsequent material shareholding changes of our principal operating subsidiaries after their incorporation or establishment as part of the Reorganization and during the Track Record Period, see “—Reorganization.” Save as disclosed below, our Directors confirm that our Company did not conduct any other major acquisition or disposal during the Track Record Period and up to the Latest Practicable Date.

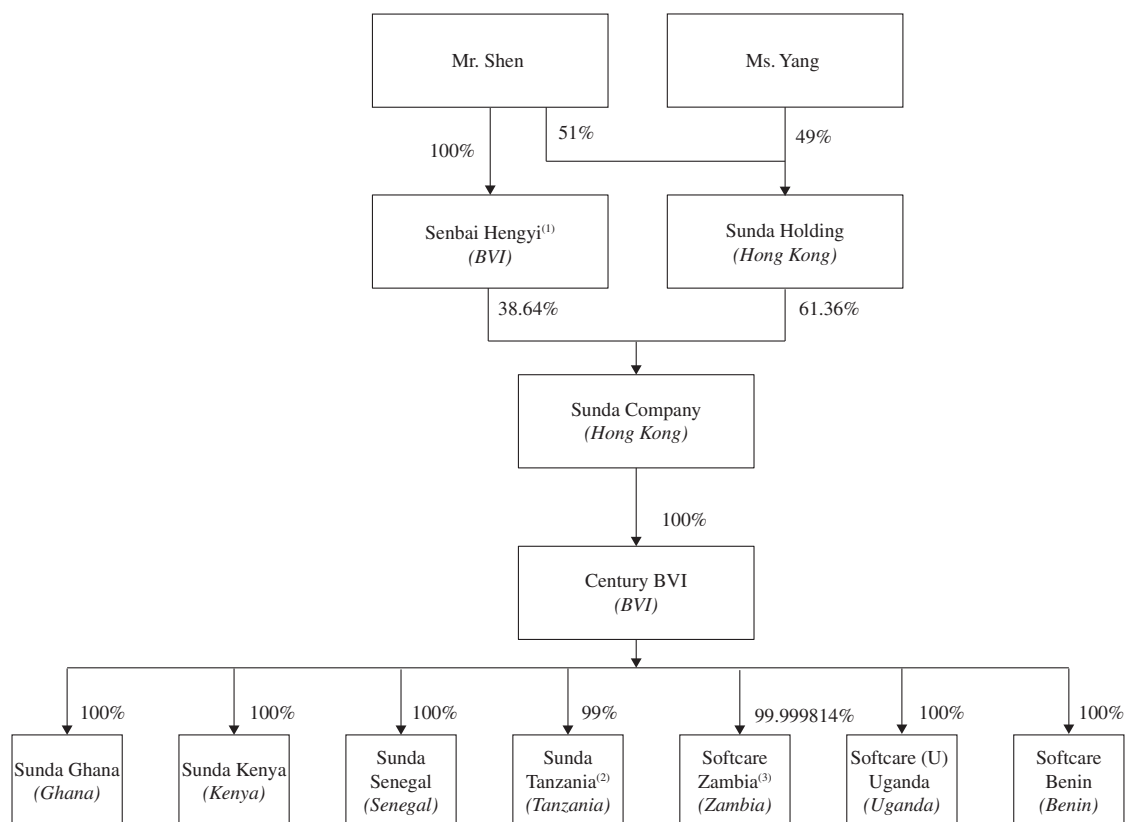
REORGANIZATION

In preparation for the Listing, we underwent the Reorganization pursuant to which our Company became the holding company of our current business and the listing vehicle of our Group and operated our business independently from the Remaining Sunda Group.

HISTORY, REORGANIZATION AND CORPORATE STRUCTURE

The following chart sets forth a simplified shareholding structure of our Group immediately before the Reorganization:

Simplified shareholding structure of our Group immediately before the Reorganization



Notes:

1. Senbai Hengyi is an employee share incentive platform of Sunda Group established by Mr. Shen to hold the share incentive awards (the “**Share Incentive Awards**”) under the share incentive scheme (the “**Share Incentive Scheme**”), part of which had been granted to and held by Mr. Shen as nominee for and on behalf of certain then senior management members and employees of Sunda Group (the “**Share Incentive Scheme Grantees**”). The purpose of the Share Incentive Scheme is to award the Share Incentive Scheme Grantees for their contributions to Sunda Group and to incentivize them to further promote the business development of Sunda Group, in which our Group was an internal business segment prior to the Reorganization. The Share Incentive Scheme involved the grants of Share Incentive Awards to a total of 141 Share Incentive Scheme Grantees. In order to facilitate the management of the Share Incentive Scheme and reduce the administrative burden of registering the individual Share Incentive Scheme Grantees as shareholders, the Share Incentive Scheme Grantees had agreed for Mr. Shen or his designated entity to hold their Share Incentive Awards as nominee for and on their behalf. See “—8. Allotment and issuance of Shares to the Share Incentive Scheme Grantees” for details.
2. The remaining 1% equity interest in Sunda Tanzania was held by Mr. Luo Jichao, our executive Director, as nominee for and on behalf of Century BVI to enable Sunda Tanzania to fulfill the local requirement of having at least two foreign shareholders.

HISTORY, REORGANIZATION AND CORPORATE STRUCTURE

3. The remaining 0.000062%, 0.000062% and 0.000062% equity interests in Softcare Zambia were held by Mr. Han Du, Mr. Shi Zheng and Mr. Liu Jiuxing, respectively, being existing or former employees of Sunda Group, as nominees for and on behalf of Century BVI to enable Softcare Zambia to fulfill the local requirement of having at least two shareholders and for administrative convenience purpose.

1. Incorporation of our Company

Our Company was incorporated in the Cayman Islands as an exempted company with limited liability on February 17, 2022 with an initial authorized share capital of US\$50,000 divided into 50,000 shares with a par value of US\$1.00 each. On the date of incorporation of our Company, one share was allotted, issued and credited as fully-paid at par to the initial subscriber, an Independent Third Party, which was then transferred to Century BVI on the same date, and 49,999 additional shares of US\$1.00 each were allotted, issued and credited as fully-paid at par to Century BVI on the same date, following which our Company became wholly owned by Century BVI.

2. Incorporation or establishment of intermediate holding companies

We incorporated or established the following companies as the intermediate holding companies of our Group:

<u>Name of company</u>	<u>Place of incorporation or establishment</u>	<u>Principal business activities</u>	<u>Date of incorporation</u>
Softcare BVI Holdco ¹	BVI	Investment holding	April 26, 2022
Softcare Dubai Holdco ²	Dubai Airport Freezone, Dubai, UAE	Investment holding	August 22, 2022
Softcare Mauritius Holdco ³	Mauritius	Investment holding	March 6, 2023
Softcare Panama Holdco ³	Panama	Investment holding	May 13, 2024

Notes:

1. A direct wholly-owned subsidiary of our Company as of the Latest Practicable Date.
2. Wholly owned by Softcare BVI Holdco and an indirect wholly-owned subsidiary of our Company as of the Latest Practicable Date.
3. Wholly owned by Softcare Dubai Holdco and an indirect wholly-owned subsidiary of our Company as of the Latest Practicable Date.

HISTORY, REORGANIZATION AND CORPORATE STRUCTURE

3. *Incorporation or establishment of our supply chain and trading companies*

Since we were part of Sunda Group prior to our Reorganization, we carried out our procurement of raw materials and trading of products in certain jurisdictions through the local platforms of Sunda Group. To further integrate our group structure to facilitate our business operation and future expansion, the following companies were incorporated or established to perform the supply chain and trading functions of our Group directly in the relevant jurisdictions:

<u>Name of company</u>	<u>Place of incorporation or establishment</u>	<u>Principal business activities</u>	<u>Date of incorporation or establishment</u>
Sunmart Trading Dubai ¹	Dubai Airport Freezone, Dubai, UAE	Headquarters of our Group. Procurement and trading of raw materials	December 5, 2022
Guangzhou Sengong ²	PRC	Procurement and trading of raw materials	December 10, 2021
Kewor ²	Hong Kong	Procurement and trading of raw materials and equipment	December 16, 2021
Softcare Impex Uganda ³	Uganda	Trading of baby diapers, baby pants, sanitary pads and wet wipes	August 12, 2022
Softcare Côte d'Ivoire ⁴	Côte d'Ivoire	Trading of baby diapers, sanitary pads and wet wipes	October 18, 2022
Softcare Peru ⁵	Peru	Trading of baby diapers, sanitary pads and wet wipes	December 27, 2023

HISTORY, REORGANIZATION AND CORPORATE STRUCTURE

Notes:

1. Wholly owned by Softcare BVI Holdco and an indirect wholly-owned subsidiary of our Company as of the Latest Practicable Date. The headquarters and the majority of the senior management of our Group were principally located in Guangzhou, the PRC prior to the incorporation of Sunmart Trading Dubai. Given the continuous expansion of our principal business operations and/or our production facilities in various countries outside the PRC and taking into account various factors including (i) the strategic geographical location of Dubai which is located in the center of the Middle East and is an important hub connecting the East and the West which serves as a convenient transportation hub to facilitate the flight connections and cargo transfers between the PRC and African countries and therefore enables our Group to minimize the inconvenience encountered in the cross-regional coordination and communication as a result of the time difference between African countries and the PRC; and (ii) the diversified cultural and economic environment of Dubai to serve multiple markets and attract talents to join our Group, our Company has gradually shifted the location of our headquarters to Dubai with an aim to facilitate our business expansion in Africa and other countries.
2. Wholly owned by Sunda Company at the time of its establishment and an indirect wholly-owned subsidiary of our Company as of the Latest Practicable Date.
3. Owned as to 99% by Century BVI and 1% by Kewor at the time of its incorporation and an indirect wholly-owned subsidiary of our Company as of the Latest Practicable Date.
4. Wholly owned by Softcare Dubai Holdco and an indirect wholly-owned subsidiary of our Company as of the Latest Practicable Date.
5. Owned as to 99% by Softcare Dubai Holdco and 1% by Sunmart Trading Dubai and an indirect wholly-owned subsidiary of our Company as of the Latest Practicable Date.

4. Incorporation of New Operating Companies and acquisition of our business and/or related assets from certain Predecessor Companies

Prior to the Reorganization, certain Predecessor Companies, including Sunda Ghana, Sunda Kenya, Sunda Senegal and Sunda Tanzania, owned our business and/or related assets. In anticipation of the proposed Listing, we decided not to acquire the equity interests of such Predecessor Companies primarily because such Predecessor Companies also hold the other businesses and/or related assets covering fast-moving consumer goods including fast-moving chemical products such as laundry detergents, soap, insecticides and mosquito repellents, which do not fall within the scope of our principal business and were therefore delineated from our Group. For details of the delineation of business, see “Relationship with our Controlling Shareholders—Delineation of Business” in this prospectus.

HISTORY, REORGANIZATION AND CORPORATE STRUCTURE

In view of the foregoing and for the purpose of achieving a clear business delineation between the Remaining Sunda Group and our Group, the following New Operating Companies, including Softcare Ghana, Softcare Kenya, Softcare Senegal and Softcare Tanzania, were incorporated to separate the functions and acquire our business and/or related assets from such Predecessor Companies and carry out our business thereafter:

<u>Name of company</u>	<u>Place of incorporation</u>	<u>Name of Predecessor Company from which we acquired our business and/or related assets</u>	<u>Date of incorporation</u>
Softcare Ghana ¹	Ghana	Sunda Ghana ²	December 21, 2020
Softcare Kenya ¹	Kenya	Sunda Kenya ³	December 10, 2021
Softcare Senegal ¹	Senegal	Sunda Senegal ⁴	February 2, 2022
Softcare Tanzania ⁵	Tanzania	Sunda Tanzania ⁶	December 16, 2021

Notes:

1. Wholly owned by Century BVI at the time of its incorporation.
2. Sunda Ghana was principally engaged in the manufacturing and sales of laundry detergents, soap and baby and feminine hygiene products prior to the Reorganization. Pursuant to the Reorganization, Sunda Ghana transferred certain assets in respect of our principal business including equipment and inventories to Softcare Ghana at an aggregate consideration of GHS332,224,307 (equivalent to approximately US\$51,588,000), which was determined with reference to a valuation report issued by an independent valuer and was fully settled.
3. Sunda Kenya was principally engaged in the manufacturing and sales of laundry detergent, soap, insecticides and mosquito repellents, toothpaste, toothbrushes and baby and feminine hygiene products. Pursuant to the Reorganization, Sunda Kenya transferred certain assets in respect of our principal business including equipment and inventories to Softcare Kenya at an aggregate consideration of approximately KES3,067,235,780 (equivalent to approximately US\$26,906,000), which was determined with reference to a valuation report issued by an independent valuer and was fully settled.
4. Sunda Senegal was principally engaged in manufacturing and sales of baby and feminine hygiene products. Pursuant to the Reorganization, Sunda Senegal transferred certain assets in respect of our principal business including equipment and inventories to Softcare Senegal at an aggregate consideration of approximately XOF8,292,012,327 (equivalent to approximately US\$14,054,000), which was determined with reference to a valuation report issued by an independent valuer and was fully settled.
5. Owned as to 99% by Century BVI and 1% by Century Mauritius at the time of its incorporation.
6. Sunda Tanzania was principally engaged in the manufacturing and sales of laundry detergents, soap and baby and feminine hygiene products prior to the Reorganization. Pursuant to the Reorganization, Sunda Tanzania transferred certain assets in respect of our principal business including equipment and inventories to Softcare Tanzania at an aggregate consideration of approximately TZS33,586,941,438 (equivalent to approximately US\$14,508,000), which was determined with reference to a valuation report issued by an independent valuer was fully settled.

HISTORY, REORGANIZATION AND CORPORATE STRUCTURE

5. *Transfer of equity interests*

As part of our Reorganization, we then acquired the equity interests of (i) supply chain and trading companies including Guangzhou Sengong, Kewor and Softcare Impex Uganda; (ii) New Operating Companies including Softcare Ghana, Softcare Kenya and Softcare Senegal, Softcare Tanzania; and (iii) the Predecessor Companies that carried out our business and/or owned assets related to our business including Softcare Cameroon, Softcare Zambia, Softcare (U) Uganda and Softcare Benin from the Sunda Group:

<u>Date of agreement</u>	<u>Transferor</u>	<u>Transferee</u>	<u>Equity interest</u>	<u>Basis and amount of consideration</u>	<u>Date of settlement</u>
(i) Supply chain and trading companies					
Guangzhou Sengong					
November 25, 2024	Sunda Company	Kewor	100%	RMB24,310,000, which was determined with reference to the valuation amount of net assets of Guangzhou Sengong	December 13, 2024
Kewor					
October 30, 2024	Sunda Company	Softcare BVI Holdco	100%	HK\$100,000, which was determined with reference to the paid-up share capital of Kewor	November 13, 2024
Softcare Impex Uganda					
May 2, 2024	Century BVI	Softcare Mauritius Holdco	99%	UGX9,900,000 (equivalent to approximately US\$2,624 at the time of settlement), which was determined with reference to the paid-up share capital of Softcare Impex Uganda	May 20, 2024
	Kewor	Softcare Dubai Holdco	1%	UGX100,000 (equivalent to approximately US\$27 at the time of settlement), which was determined with reference to the paid-up share capital of Softcare Impex Uganda	May 17, 2024

HISTORY, REORGANIZATION AND CORPORATE STRUCTURE

Date of agreement	Transferor	Transferee	Equity interest	Basis and amount of consideration	Date of settlement
(ii) New Operating Companies					
Softcare Ghana¹					
January 28, 2024	Century BVI	Softcare Mauritius Holdco	100%	GHS6,000,000 (equivalent to US\$437,316 at the time of settlement), which was determined with reference to the stated capital Softcare Ghana	May 20, 2024
Softcare Kenya²					
February 29, 2024	Century BVI	Softcare Dubai Holdco	100%	KES100,000,000 (equivalent to approximately US\$781,300 at the time of settlement), which was determined with reference to the issued share capital of Softcare Kenya	June 24, 2024
Softcare Senegal²					
April 3, 2024	Century BVI	Softcare Dubai Holdco	100%	XOF1,000,000 (equivalent to approximately US\$1,639 at the time of settlement), which was determined with reference to the issued share capital of Softcare Senegal	June 26, 2024
Softcare Tanzania³					
April 10, 2024	Century BVI	Softcare Dubai Holdco	49%	TZS1,129,940,000 (equivalent to approximately US\$422,573 at the time of settlement), which was determined with reference to the issued share capital of Softcare Tanzania	August 7, 2024

HISTORY, REORGANIZATION AND CORPORATE STRUCTURE

Date of agreement	Transferor	Transferee	Equity interest	Basis and amount of consideration	Date of settlement
	Century BVI	Sunmart Trading Dubai	49%	TZS1,129,940,000 (equivalent to approximately US\$436,439 at the time of settlement), which was determined with reference to the issued share capital of Softcare Tanzania	June 11, 2024
	Century BVI	Softcare Mauritius Holdco	1%	TZS23,060,000 (equivalent to approximately US\$8,763 at the time of settlement), which was determined with reference to the issued share capital of Softcare Tanzania	May 20, 2024
	Century Mauritius	Softcare Mauritius Holdco	1%	TZS23,060,000 (equivalent to approximately US\$8,763 at the time of settlement), which was determined with reference to the issued share capital of Softcare Tanzania	May 27, 2024
(iii) Predecessor Companies					
Softcare Cameroon^{2, 4}					
January 25, 2024	Kewor	Softcare Dubai Holdco	100%	XAF10,000,000 (equivalent to US\$16,393.4 at the time of settlement), which was determined with reference to the issued share capital of Softcare Cameroon	June 26, 2024

HISTORY, REORGANIZATION AND CORPORATE STRUCTURE

Date of agreement	Transferor	Transferee	Equity interest	Basis and amount of consideration	Date of settlement
Softcare Zambia⁵					
February 1, 2024	Century BVI	Softcare Dubai Holdco	99.999814%	ZMW1,614,997 (equivalent to approximately US\$61,660.59 at the time of settlement), which was determined with reference to the paid-up capital of Softcare Zambia	August 16, 2024
	Mr. Han Du, Mr. Shi Zheng and Mr. Liu Jiuxing ⁶	Softcare Mauritius Holdco	0.000186%	ZMW3, which was determined with reference to the paid-up capital of Softcare Zambia	May 27, 2024
June 15, 2024	Softcare Dubai Holdco	Softcare Mauritius Holdco	0.999814%	ZMW16,147 (equivalent to approximately US\$616.49 at the time of settlement), which was determined with reference to the paid-up capital of Softcare Zambia	August 14, 2024
Softcare (U) Uganda⁷					
May 2, 2024	Century BVI	Softcare Mauritius Holdco	99%	UGX356,400,000 (equivalent to US\$100,000 at the time of settlement), which was determined with reference to the paid-up share capital of Softcare (U) Uganda	May 20, 2024
	Century BVI	Softcare Dubai Holdco	1%	UGX3,600,000 (equivalent to US\$968.4 at the time of settlement), which was determined with reference to the paid-up share capital of Softcare (U) Uganda	June 11, 2024

HISTORY, REORGANIZATION AND CORPORATE STRUCTURE

Date of agreement	Transferor	Transferee	Equity interest	Basis and amount of consideration	Date of settlement
Softcare Benin²					
April 19, 2024	Century BVI	Softcare Dubai Holdco	100%	XOF328,970,000 (equivalent to approximately US \$541,070 at the time of settlement), which was determined with reference to the paid-up capital of Softcare Benin	November 11, 2024

Notes:

1. Wholly owned by Softcare Mauritius Holdco and an indirect wholly-owned subsidiary of our Company as of the Latest Practicable Date.
2. Wholly owned by Softcare Dubai Holdco and an indirect wholly-owned subsidiary of our Company as of the Latest Practicable Date.
3. Owned as to 49% by Softcare Dubai Holdco, 49% by Sunmart Trading Dubai, and 2% by Softcare Mauritius Holdco and an indirect wholly-owned subsidiary of our Company as of the Latest Practicable Date.
4. Softcare Cameroon was incorporated on July 18, 2022 and wholly owned by Kewor at the time of its incorporation.
5. Owned as to 99% by Softcare Dubai Holdco and 1% by Softcare Mauritius Holdco and an indirect wholly-owned subsidiary of our Company as of the Latest Practicable Date.
6. All being employees of Sunda Group who held the equity interest in Softcare Zambia as nominees for and on behalf of Century BVI to enable Softcare Zambia to fulfill the local requirement of having at least two shareholders.
7. Owned as to 99% by Softcare Mauritius Holdco and 1% by Softcare Dubai Holdco and an indirect wholly-owned subsidiary of our Company as of the Latest Practicable Date.

Our Directors are of the view that (i) all necessary regulatory approvals, permits and licenses required under applicable laws in relation to the transfers of shares, equity interests, business and/or assets above pursuant to the Reorganization have been obtained; and (ii) all transfers of shares, equity interests, assets and/or businesses above pursuant to the Reorganization have complied with all applicable laws in all material respects. Our legal advisors as to the laws of Benin, Cameroon, Côte d'Ivoire, Ghana, Hong Kong, Kenya, Peru, Senegal, Tanzania, Uganda and Zambia and our PRC Legal Advisors have confirmed that, to the extent of the local laws that they are qualified to practice and advise, (i) all necessary regulatory approvals as required under the applicable local laws in the respective place of incorporation or establishment in relation to the transfer of shares, equity interests, business and/or assets (as the case may be) involved in the Reorganization have been obtained; and (ii) such transfers involved in the Reorganization have complied with the applicable local laws in the respective place of incorporation or establishment in all material respects.

HISTORY, REORGANIZATION AND CORPORATE STRUCTURE

6. Streamlining the shareholding structure of the equity interests of our ultimate Controlling Shareholders in our Company

In order to streamline the shareholding structure of the equity interests held by our ultimate Controlling Shareholders in our Company and segregate our business from the other businesses of Sunda Group, Sunda Company transferred the entire issued share capital in Century BVI to Sunda Enterprise at a consideration of US\$5,000,000 on July 25, 2024, which was determined with reference to the issued share capital of Century BVI and was fully settled.

Upon completion of the above share transfers, Century BVI became wholly owned by Sunda Enterprise. Sunda Enterprise is one of our Controlling Shareholders. For details of our Controlling Shareholders, see “Relationship with our Controlling Shareholders” to this prospectus.

7. Share subdivision, surrender of shares and increase in authorized share capital

On January 15, 2025, each of our issued and unissued shares of US\$1.00 each was subdivided into 10,000 Shares of US\$0.0001 each. Accordingly, the 50,000 issued shares of US\$1.00 of our Company held by Century BVI were subdivided into 500,000,000 Shares of US\$0.0001 each.

On January 15, 2025, a total of 168,260,500 fully paid Shares were surrendered by Century BVI at nil consideration. The surrendered Shares were immediately canceled by our Company.

On January 15, 2025, the authorized share capital of our Company increased from US\$50,000 to US\$100,000 by the creation of an additional 500,000,000 Shares.

Upon completion of the above, the authorized share capital of our Company became US\$100,000 divided into 1,000,000,000 Shares of US\$0.0001 each. Century BVI held 331,739,500 Shares in issue and 668,260,500 Shares in the authorized share capital of our Company remained unissued.

HISTORY, REORGANIZATION AND CORPORATE STRUCTURE

8. Allotment and issuance of Shares to the Share Incentive Scheme Grantees

In preparation for the Listing and for the purpose of reflecting the Share Incentive Awards indirectly owned by the Share Incentive Scheme Grantees before the Reorganization at our Company level, on January 15, 2025, an aggregate of 168,260,500 Shares, representing approximately 33.65% of the then issued share capital of our Company, were issued and allotted to nine shareholding vehicles which are owned by nine Share Incentive Scheme Grantees who are existing or former senior management members of our Company or Sunda Group individually and six employee share incentive platforms which are owned by the Share Incentive Scheme Grantees who are existing or former employees of our Company and/or Sunda Group. Our shareholding structure upon completion of such share allotments and issuance and details of each shareholding vehicle and employee share incentive platform are set forth as below:

Name of shareholder	Number of Shares held	Approximately percentage of shareholding
Century BVI	331,739,500	66.35%
Lideal ⁽¹⁾	34,476,500	6.90%
Gong Ying ⁽²⁾	8,947,000	1.79%
Changqi ⁽³⁾	5,749,000	1.15%
Zhou Chenxi ⁽⁴⁾	6,923,000	1.38%
Colcar ⁽⁵⁾	6,898,500	1.38%
Anthony Holding ⁽⁶⁾	6,395,500	1.28%
Pamanour ⁽⁷⁾	7,018,500	1.40%
Yanran ⁽⁸⁾	4,798,000	0.96%
Just Love ⁽⁹⁾	5,259,500	1.05%
SHUFEI ⁽¹⁰⁾	14,757,000	2.95%
SHUFAN ⁽¹¹⁾	12,947,500	2.59%
SHUMEI ⁽¹²⁾	16,444,500	3.29%
SHUHAO ⁽¹³⁾	5,916,000	1.18%
SHULE ⁽¹⁴⁾	11,444,500	2.29%
SHUSHI ⁽¹⁵⁾	20,285,500	4.06%
Total	500,000,000	100% ⁽¹⁶⁾

Notes:

1. Lideal Limited (“**Lideal**”) is a company incorporated in the BVI with limited liability on December 19, 2022 and is wholly owned by Mr. Luo Jichao, our executive Director.
2. Gong Ying Holding Limited (“**Gong Ying**”) is a company incorporated in the BVI with limited liability on December 19, 2022 and is wholly owned by Mr. Wang Dajiang, a former senior management member of Sunda Group.
3. Changqi Holding Limited (“**Changqi**”) is a company incorporated in the BVI with limited liability on December 19, 2022 and is wholly owned by Mr. Ding Zhen, a senior management member of the Remaining Sunda Group.

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4. Zhou Chenxi Limited (“**Zhou Chenxi**”) is a company incorporated in the BVI with limited liability on December 19, 2022 and is wholly owned by Mr. Zhou Renwei, our non-executive Director and a senior management member of the Remaining Sunda Group.
5. Colcar Holding Limited (“**Colcar**”) is a company incorporated in the BVI with limited liability on December 19, 2022 and is wholly owned by Mr. Hu Dongming, a senior management member of the Remaining Sunda Group.
6. Anthony Holding Limited (“**Anthony Holding**”) is a company incorporated in the BVI with limited liability on December 19, 2022 and is wholly owned by Mr. Chen Chaobo, a former senior management member of Sunda Group.
7. Pamanour Holding Limited (“**Pamanour**”) is a company incorporated in the BVI with limited liability on December 19, 2022 and is wholly owned by Mr. Zhang Jianfeng, a former senior management member of the Remaining Sunda Group.
8. Yanran Angel Holding Limited (“**Yanran**”) is a company incorporated in the BVI with limited liability on December 19, 2022 and is wholly owned by Mr. Li Ruiqin, a former senior management member of the Remaining Sunda Group.
9. Just Love Holding Limited (“**Just Love**”) is a company incorporated in the BVI with limited liability on December 19, 2022 and is wholly owned by Mr. Yue Jie, our senior management member.
10. SHUFEI LIMITED (“**SHUFEI**”) is a company incorporated in the BVI with limited liability on April 8, 2024 and is an employee share incentive platform wholly owned by Guangzhou Shufei Enterprise Management Partnership (Limited Partnership) (廣州舒非企業管理合夥企業(有限合夥)), which in turn is owned as to approximately 0.0847% by Mr. Wang Dajiang, a former senior management member of the Remaining Sunda Group as its general partner and approximately 99.9153% by its limited partner, Nanjing Shufei Enterprise Management Partnership (Limited Partnership) (南京舒非企業管理合夥企業(有限合夥)), which in turn is owned as to approximately 76.4906% by Mr. Wang Dajiang as its general partner and approximately 23.5094% by its limited partners, being 29 existing or former employees of Sunda Group, none of whom owns more than 30% partnership interest in Nanjing Shufei Enterprise Management Partnership (Limited Partnership).
11. SHUFAN LIMITED (“**SHUFAN**”) is a company incorporated in the BVI with limited liability on April 8, 2024 and is an employee share incentive platform wholly owned by Guangzhou Shufan Enterprise Management Partnership (Limited Partnership) (廣州舒凡企業管理合夥企業(有限合夥)), which in turn is owned as to approximately 0.0965% by Mr. Luo Jichao, our executive Director as its general partner and approximately 99.9035% by its limited partner, Nanjing Shufan Enterprise Management Partnership (Limited Partnership) (南京舒凡企業管理合夥企業(有限合夥)), which in turn is owned as to approximately 0.1932% by Mr. Luo Jichao as its general partner, and approximately 99.8068% by its limited partners, of which 9.6859% owned Mr. Wang Nan (our senior management member), 9.4375% owned by Mr. Zhang Qi (our senior management member) and 80.6834% owned by 23 existing or former employees of Sunda Group. None of whom owns 30% or more partnership interest in Nanjing Shufan Enterprise Management Partnership (Limited Partnership).
12. SHUMEI LIMITED (“**SHUMEI**”) is a company incorporated in the BVI with limited liability on April 9, 2024 and is an employee share incentive platform wholly owned by Guangzhou Shumei Enterprise Management Partnership (Limited Partnership) (廣州舒美企業管理合夥企業(有限合夥)), which in turn is owned as to approximately 0.076% by Mr. Hu Dongming, a senior management member of the Remaining Sunda Group as its general partner and approximately 99.924% by its limited partner, Nanjing Shumei Enterprise Management Partnership (Limited Partnership) (南京舒美企業管理合夥企業(有限合夥)), which in turn is owned as to approximately 0.1521% by Mr. Hu Dongming as its general partner and approximately 99.8479% by its limited partners, being 23 existing or former employees of Sunda Group, none of whom owns more than 30% partnership interest in Nanjing Shumei Enterprise Management Partnership (Limited Partnership).

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13. SHUHAO LIMITED (“SHUHAO”) is a company incorporated in the BVI with limited liability on April 8, 2024 and is an employee share incentive platform wholly owned by Guangzhou Shuhao Enterprise Management Partnership (Limited Partnership) (廣州舒好企業管理合夥企業(有限合夥)), which in turn is owned as to approximately 0.2113% by Mr. Chen Chaobo, a former senior management member of the Remaining Sunda Group as its general partner and approximately 99.7887% by its limited partner, Nanjing Shuhao Enterprise Management Partnership (Limited Partnership) (南京舒好企業管理合夥企業(有限合夥)), which in turn is owned as to approximately 0.4234% by Mr. Chen Chaobo as its general partner and approximately 99.5766% by its limited partners, being 16 existing or former employees of Sunda Group, none of whom owns more than 30% partnership interest in Nanjing Shuhao Enterprise Management Partnership (Limited Partnership).
14. SHULE LIMITED (“SHULE”) is a company incorporated in the BVI with limited liability on April 9, 2024 and is an employee share incentive platform wholly owned by Guangzhou Shule Enterprise Management Partnership (Limited Partnership) (廣州舒樂企業管理合夥企業(有限合夥)), which in turn is owned as to approximately 0.1092% by Mr. Zhang Jianfeng, a former senior management member of the Remaining Sunda Group as its general partner and approximately 99.8908% by its limited partner, Nanjing Shule Enterprise Management Partnership (Limited Partnership) (南京舒樂企業管理合夥企業(有限合夥)), which in turn is owned as to approximately 0.3755% by Mr. Zhang Jianfeng as its general partner and approximately 99.6245% by its limited partners, being 18 former employees of Sunda Group, none of whom owns more than 30% partnership interest in Nanjing Shule Enterprise Management Partnership (Limited Partnership).
15. SHUSHI LIMITED (“SHUSHI”) is a company incorporated in the BVI with limited liability on April 8, 2024 and is an employee share incentive platform wholly owned by Guangzhou Shushi Enterprise Management Partnership (Limited Partnership) (廣州舒適企業管理合夥企業(有限合夥)), which in turn is owned as to approximately 0.0616% by Mr. Li Ruiqin, a former senior management member of the Remaining Sunda Group as its general partner and approximately 99.9384% by its limited partner, Nanjing Shushi Enterprise Management Partnership (Limited Partnership) (南京舒適企業管理合夥企業(有限合夥)), which in turn is owned as to approximately 0.1232% by Mr. Li Ruiqin as its general partner and approximately 99.8768% by its limited partners, being 21 existing or former employees of Sunda Group, none of whom owns more than 30% partnership interest in Nanjing Shushi Enterprise Management Partnership (Limited Partnership).
16. Shareholding percentages may not add up to 100% due to rounding.

PRE-IPO SHARE OPTION SCHEME

To recognize and acknowledge the contribution or potential contribution of certain employees of our Group and to provide them with incentives in order to retain them for the continual operation and development of our Group and to attract and retain or otherwise maintain relationships with the eligible participants whose contributions are or will be beneficial to the long-term growth of our Group, our Company adopted the Pre-IPO Share Option Scheme pursuant to which we may grant options of the total number of Shares in issue immediately upon completion of the Global Offering, to eligible participants pursuant to the Pre-IPO Share Option Scheme before Listing. See “Appendix IV—Statutory and General Information—D. Share Incentive Schemes—1. Pre-IPO Share Option Scheme” for details.

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PRE-IPO INVESTMENT

Overview

Our Company attracted the Pre-IPO Investor to conduct the Pre-IPO Investment, details of which is set out below:

Name of Pre-IPO Investor	International Finance Corporation (“IFC”)
Date of agreement	February 18, 2025
Shares subscribed by the Pre-IPO Investor (the “Pre-IPO Investor Shares”)	15,000,000
Total consideration paid	US\$30,000,000
Date of full settlement of the consideration.	February 20, 2025
Approximate subscription price per Share paid under the Pre-IPO Investment⁽¹⁾	HK\$15.54
Discount to the mid-point of the indicative Offer Price range⁽²⁾	Approx. 38.33%
Approximate shareholding in our Company immediately after completion of the Global Offering .	See “—Corporate Structure Immediately after the completion of the Global Offering and the Pre-IPO Investment” for the shareholding in our Company held by IFC immediately after the completion of the Global Offering.
Lock-up period.	The Pre-IPO Investor Shares are not subject to any lock-up.
Use of proceeds	The proceeds received under the Pre-IPO Investment shall be used to finance the expansion and the long-term working capital needs of our production plants. As of the Latest Practicable Date, approximately US\$12.4 million of the proceeds have been utilized for the expansion of our production plants.

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Notes:

1. The subscription price per Pre-IPO Investor Share is determined after arm's length negotiation between our Company and IFC with reference to our pre-IPO valuation as assessed and determined by IFC.
2. The discount to the Offer Price is calculated based on the assumption that the Offer Price is HK\$25.20 per Offer Share, being the mid-point of the indicative Offer Price range of HK\$24.20 to HK\$26.20.

Right to Guaranteed Return

As part of the terms under the Pre-IPO Investment, on February 18, 2025, Sunda Enterprise (our Controlling Shareholder) and IFC entered into a deed of fixed returns (the “**Deed of Fixed Returns**”), pursuant of which, in the event a listing occurring during the period between the date on which IFC subscribes to the Pre-IPO Investor Shares under the Pre-IPO Investment and August 31, 2026 (both dates inclusive), IFC shall be entitled to a guaranteed fixed rate of return (the “**Guaranteed Return**”). The amount of the Guaranteed Return to be realized by IFC in the event that IFC sells the Pre-IPO Investor Shares within 180 days from the day of Listing shall be equal to (as the case may be):

- (a) If Listing is completed on or prior to December 31, 2025:

US\$30,000,000/the total number of Pre-IPO Investor Shares x the number of Pre-IPO Investor Shares to be sold by IFC

- (b) If Listing is completed on or after January 1, 2026:

US\$33,000,000/the total number of Pre-IPO Investor Shares x the number of Pre-IPO Investor Shares to be sold by IFC

Sunda Enterprise will compensate IFC the shortfall if the aggregate amount realized by IFC from the sale of the Pre-IPO Investor Shares is less than the amount of the Guaranteed Return.

The right to the Guaranteed Return is a private arrangement between Sunda Enterprise and IFC. Given our Company is not a party to the Deed of Fixed Return, we are not liable for compensating IFC under such arrangement and no compensation liability was recorded during the Track Record Period. The Guaranteed Return is determined following the arm's length negotiation between Sunda Enterprise and IFC and it is not based on the Offer Price or the market capitalization of our Shares upon Listing. Our Company confirms that (i) there are no other side arrangements between our Company and IFC in respect of the Guaranteed Return; and (ii) our Company did not provide any guarantee on the right to the Guaranteed Return, which is a private arrangement between Sunda Enterprise and IFC. As confirmed by Sunda Enterprise, our Controlling Shareholder, there are no other side arrangements between Sunda Enterprise and IFC in relation to the Guaranteed Return. For further details, see the paragraph headed “Deed of Fixed Returns” under Note 26 to the Accountants’ Report set out in Appendix I to this prospectus.

Policy Agreement

As part of the terms under the Pre-IPO Investment, on February 18, 2025, our Company and IFC entered into a policy agreement (the “**Policy Agreement**”), pursuant to which we agreed to adopt certain corporate governance and reporting measures, namely (a) not to engage in certain sanctionable practices; (b) complying with IFC’s performance standards on environmental & social sustainability dated January 1, 2012 and published by IFC (the “**IFC Performance Standards**”); (c) not to enter into any transaction or engage in any activity prohibited by any resolution of the United Nations Security Council under chapter VII of the United Nations Charter; (d) not to conduct business with shell banks; (e) maintaining adequate insurance policies; (f) not to issue any equity securities in our Company to individuals or entities named on certain lists published by the World Bank; (g) not to engage in any of the activities on the list of prohibited activities excluded by IFC (the “**IFC Exclusion List**”); and (h) report to IFC on the Company’s compliance with the above requirements. Under the Policy Agreement, IFC will not have any special right after the Listing but the Company will have contractual obligations to comply with the requirements of the Policy Agreement including the above requirements. Further details of these corporate governance measures are set out below:

(a) Sanctionable Practices

We will not engage in any sanctionable practices (including corruption, fraudulent, coercive, collusive and obstructive practices).

(b) Environmental and Social Policy

We have agreed to implement an action plan to adopt measures to enable our operations to be conducted in compliance with the IFC Performance Standards and the applicable environmental laws concerning environmental, social, labor, health and safety or security risks of the type contemplated by the IFC Performance Standards or imposing liability for the breach thereof (the “**Applicable E&S Law**”). We have agreed to monitor our environmental and social status, periodically review and report annually on our environmental and social information in respect of our operation and consult with IFC as to whether revision of the form is necessary or appropriate in light of changes to our operation or in light of environmental or social risks identified by our environmental and social management system and revise the form of the annual monitoring report. We will also ensure the continuing implementation and operation of our environmental and social management system to assess and manage environmental and social performance of our operation in compliance with our action plan, IFC Performance Standards and the Applicable E&S Law.

(c) IFC Exclusion List

We will not engage in any of the activities on the IFC Exclusion List (published at <http://www.ifc.org/exclusionlist>), including production or trade in any product or activity deemed illegal under host country laws or regulations or international conventions and agreements, or subject to international bans; production or trade in weapons and munitions, alcoholic beverages (excluding beer and wine), tobacco, gambling, casinos and equivalent enterprises, radioactive materials and unbonded asbestos fibres; and certain types of drift net fishing in the marine environment.

(d) UN Security Council Resolutions

We will not enter into any transaction or engage in any activity prohibited by any resolution of the United Nations Security Council under chapter VII of the United Nations Charter.

(e) Shell Banks

We will not conduct business or enter into any transaction with, or transmit any funds through any banks incorporated in a jurisdiction in which it has no physical presence and which is not controlled, directly or indirectly, by a regulated bank or a regulated financial group.

(f) Insurance

We will insure and keep insured our Company's assets and businesses which can be insured.

(g) Issuance of Equity Securities

We have agreed not to issue any equity securities in our Company, and prior to Listing we shall not register or recognize the transfer of any equity securities in our Company, to any of the individuals or entities named on: (i) lists promulgated by the United Nations Security Council or its committees pursuant to resolutions issued under chapter VII of the United Nations Charter; or (ii) the World Bank Listing of Ineligible Firms.

Under the Policy Agreement, IFC is entitled to access our operating facilities, books and records (except for non-public inside information), employees, agents, contractors and subcontractors of our Company. Such access rights are primarily intended for IFC's monitoring of our compliance with the undertakings in the Policy Agreement. IFC acknowledges and agrees that, upon Listing and in the event that any information is required to be disclosed to IFC by our Company or permitted to be accessed by IFC under the Policy Agreement constitutes non-public inside information under the laws of Hong Kong or under other applicable laws, then without prejudice to IFC's rights to receive or access such information, our Company will as soon as reasonably practicable from the disclosure of such non-public

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inside information to IFC, disseminate such information to both IFC and the general public and/or our shareholders for the purpose of ensuring equal dissemination of information in accordance with, and as required by, applicable laws and regulations. IFC further acknowledges that, if IFC knows that it is, through its access to our Company's information upon the exercise of its access rights, in possession of any information which constitutes non-public inside information of our Company for the purpose of the relevant requirements under the SFO, IFC will comply with the relevant requirements under the SFO in relation to its dealings in our Shares.

Put Option Agreement

As part of the terms under the Pre-IPO Investment, on February 18, 2025, our Company, Sunda Enterprise and IFC entered into a put option agreement (the “**Put Option Agreement**”), pursuant to which IFC is granted a put option and an event of default (EoD) exit right.

The put option is currently not effective and shall become effective only upon the earlier of: (i) our Company serving a notice of withdrawal of our listing application filed with the Stock Exchange on January 27, 2025; (ii) the return of or rejection from the Stock Exchange in relation to the such listing application; and (iii) our Company's failing to complete the Listing by August 31, 2026. Pursuant to the put option granted under the Put Option Agreement, IFC is entitled to sell the Pre-IPO Investor Shares to our Company or Sunda Enterprise upon exercise of such option at any time during the put period commencing from September 1, 2026 and ending on the earlier of: (a) the Listing and (b) 11:59 pm (London) on the date that falls on the fifth (5th) anniversary of the date on which IFC subscribes to the Pre-IPO Investor Shares.

The EoD exit right is currently not effective and shall become effective only upon the earlier of: (i) our Company serving a notice of withdrawal of our listing application filed with the Stock Exchange on January 27, 2025; (ii) the return of or rejection from the Stock Exchange in relation to the such listing application; and (iii) the expiry of six (6) months from January 27, 2025 (the “**Original EoD Exit Effective Date**”). Pursuant to the EoD exit right granted under the Put Option Agreement, IFC is entitled to sell the Pre-IPO Investor Shares to our Company or Sunda Enterprise at any time during the EoD exit trigger period following an EoD exit trigger event. The EoD exit trigger period begins on the date on which IFC subscribes for the Pre-IPO Investor Shares and ends on earlier to occur of (a) the date on which IFC no longer owns any Pre-IPO Investor Shares; and (b) 11:59 pm (London time) on the date that falls on the fifth (5th) anniversary of the date on which IFC subscribes to the Pre-IPO Investor Shares. The EoD exit right is in the nature of an event of default remedy granted to IFC for certain events of default, such as (i) the failure of our Company or Sunda Enterprise to perform any of material obligations under the Investment Agreement and such failure is incapable of remedy or it has not been remedied within required period; (ii) the breach of a representation or warranty made by our Company or Sunda Enterprise in respect environmental and social matters, sanctionable practices, the resolutions of United Nations Security Council or criminal offenses; (iii) a bankruptcy event; (iv) the condemnation, nationalization or seizures of our assets by an authority; and (v) a change of control, as specified under the Put Option Agreement.

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In case of a listing application filed by our Company where no EoD exit trigger event having been occurred after the Original EoD Exit Effective Date, the EoD exit right shall be automatically terminated and be of no further force and effect upon the date of such listing application to be filed with the Stock Exchange, provided that, the EoD exit right shall be automatically restored, without requiring any action from any party, in all respects upon the earlier of: (a) our Company serving a notice of withdrawal of such subsequent listing application; (b) the return of or rejection from the Stock Exchange in relation to such subsequent listing application; and (c) the lapse of such subsequent listing application.

In case of the occurrence of any EoD exit trigger event after the Original EoD Exit Effective Date, our Company shall not make a subsequent listing application earlier than the expiry of three (3) months from the date on which the EoD exit right is restored or becomes effective.

For further details, see the paragraph headed “Put Option Agreement” under Note 26 to the Accountants’ Report set out in Appendix I to this prospectus.

Special Rights

As part of the terms under the Pre-IPO Investment, on February 18, 2025, our Company, Sunda Enterprise, Century BVI and IFC entered into an investment agreement (the “**Investment Agreement**”), pursuant to which IFC was granted certain special rights in relation to our Company, including, among others, (i) the right to nominate a director to our board of Directors from January 1, 2026 (including the right to remove such director or re-nominate a director); (ii) IFC consent right as to certain corporate decisions and actions; (iii) the information rights; (iv) the preemptive rights; (v) the tag-along right; (vi) the right to require our Company to complete a listing in the event no listing occurs by December 31, 2027; (vii) the right to first refusal; (viii) the right to be issued and allotted additional Shares by our Company on a full ratchet basis in the event any subsequent issuance of Shares or our equity securities at a price lower than IFC’s subscription price in accordance with the terms of the Investment Agreement; (ix) the right to be issued and allotted additional Shares at nil price in the event a negative deviation of ten percent (10%) or more occurring between certain historical financial indicators provided to IFC and those of the final audited financial statements; and (x) the right to financial compensation in the event a negative deviation of five percent (5%) or more occurring between certain financial indicators in a draft report to be provided to IFC for a financial year and those of the audited financial statements for the same financial year. In addition, subject to the compliance with the Listing Rules, the Guide and the grant of all necessary waivers by the Stock Exchange, IFC shall be entitled to exercise a right to participate in the International Offering. In accordance with the terms and conditions of the Investment Agreement, all of such special rights shall be terminated with immediate effect upon the earlier of: (a) if IFC does not exercise the right to participate in the International Offering, the Listing; and (b) if IFC proposes to exercise the right to participate in the International Offering, the submission of a waiver application with the Stock Exchange in relation to such proposed participation of the International Offering.

HISTORY, REORGANIZATION AND CORPORATE STRUCTURE

Background information of the Pre-IPO Investor

IFC is a member of the World Bank Group and is established by its articles of agreement among 184 member countries. IFC is the largest global development institution focused on the private sector in emerging markets and work in more than 100 countries, using its capital, expertise, and influence to create markets and opportunities in developing countries. IFC's investments across a range of sectors help drive the African region's development forward. IFC collaborates with other World Bank Group institutions to support agriculture, power, job creation, health, education, and capital markets. IFC has established a leading position promoting private sector investment in Africa. In fiscal year 2024, IFC provided record financing and broad advisory support to help strengthen markets and create jobs across Africa and its long-term investments in Africa totaled about US\$14.2 billion, including US\$8.5 billion in long-term and short-term financing from IFC's own account, and US\$5.7 billion mobilized from partner investors.

We became acquainted with IFC through the introduction by our Controlling Shareholders. IFC is an Independent Third Party save for being our Pre-IPO Investor.

Strategic Benefits

Our Directors are of the view that our Company would benefit from (i) the additional capital provided by IFC for our business expansion in Ghana, Kenya, Tanzania, and Zambia; (ii) the synergy generated by combining IFC's resources and expertise in capital market and corporate governance; and (iii) advice from IFC on our Company's environmental, social, and governance practices. Moreover, the Pre-IPO Investment has broadened our shareholder base, demonstrating IFC's confidence in the capabilities and prospects of our Company.

Compliance with the Guide for New Listing Applicants

On the basis that (i) the Listing will take place more than 120 clear days after the completion of the Pre-IPO Investment; and (ii) all special rights granted to IFC will be terminated before or upon the Listing, the Joint Sponsors have confirmed that, the Pre-IPO Investment is in compliance with the Pre-IPO Investment Guidance as sets out in Chapter 4.2 of the Guide.

Public Float

Rule 8.08 of the Listing Rules requires that there must be an open market in the securities for which listing is sought. This will normally mean that for a class of securities new to listing, at least a minimum prescribed percentage of that class of securities must be held by the public at the time of listing. Where the expected market value of the class of securities at the time of listing is over HK\$6,000,000,000 but not exceeding HK\$30,000,000,000, the minimum prescribed percentage is determined at the higher of: (i) the percentage that would result in the expected market value of such securities held by the public to be HK\$1,500,000,000 at the time of listing; and (ii) 15%.

HISTORY, REORGANIZATION AND CORPORATE STRUCTURE

Based on the mid-point of the Offer price range of HK\$25.20 and 605,884,000 Shares expected to be in issue immediately upon completion of the Global Offering (assuming the Over-allotment Option is not exercised and without taking into account any Shares which may be issued upon the exercise of any options which have been granted under the Pre-IPO Share Option Scheme or may be granted under the Post-IPO Share Option Scheme), it is expected that the market value of the Shares at the time of Listing will be HK\$15,268,276,800. Accordingly, at least 15% of the total number of issued Shares must be held by the public at the time of Listing.

Century BVI is our Controlling Shareholder and therefore our core connected person. Accordingly, Shares held by Century BVI will not be counted towards the public float after Listing.

Mr. Luo Jichao is our executive Director and therefore our core connected person. Accordingly, Shares held by Lideal (a company wholly owned by Mr. Luo) and SHUFAN (an employee share incentive platform with Mr. Luo acting as its general partner) will not be counted towards the public float after Listing.

Mr. Zhou Renwei is our non-executive Director and therefore our core connected person. Accordingly, Shares held by Zhou Chenxi (a company wholly owned by Mr. Zhou) will not be counted towards the public float after Listing.

SHUFEI, SHUMEI, SHUHAO, SHULE and SHUSHI are neither our core connected persons nor controlled by a core connected person of our Company. Accordingly, Shares held by SHUFEI, SHUMEI, SHUHAO, SHULE and SHUSHI will be counted towards the public float after Listing. Other Shareholders, namely Gong Ying, Changqi, Colcar, Anthony Holding, Pamanour, Yanran, Just Love and IFC, are not our core connected persons, and therefore Shares held by each of them will be counted towards the public float after Listing.

Accordingly, taken into account 90,884,000 Offer Shares to be issued pursuant to the Global Offering which will not be allocated to any core connected person of our Company or person which is not regarded as a member of the public under Rule 8.24 of the Listing Rules (assuming the Over-allotment Option is not exercised and without taking into account any Shares which may be issued upon the exercise of any options which have been granted under the Pre-IPO Share Option Scheme or may be granted under the Post-IPO Share Option Scheme), it is expected that an aggregate of 219,797,500 Shares, representing approximately 36.28% of the issued Shares will be counted towards the public after Listing, which will satisfy the public float requirement under Rule 8.08 of the Listing Rules.

Free Float

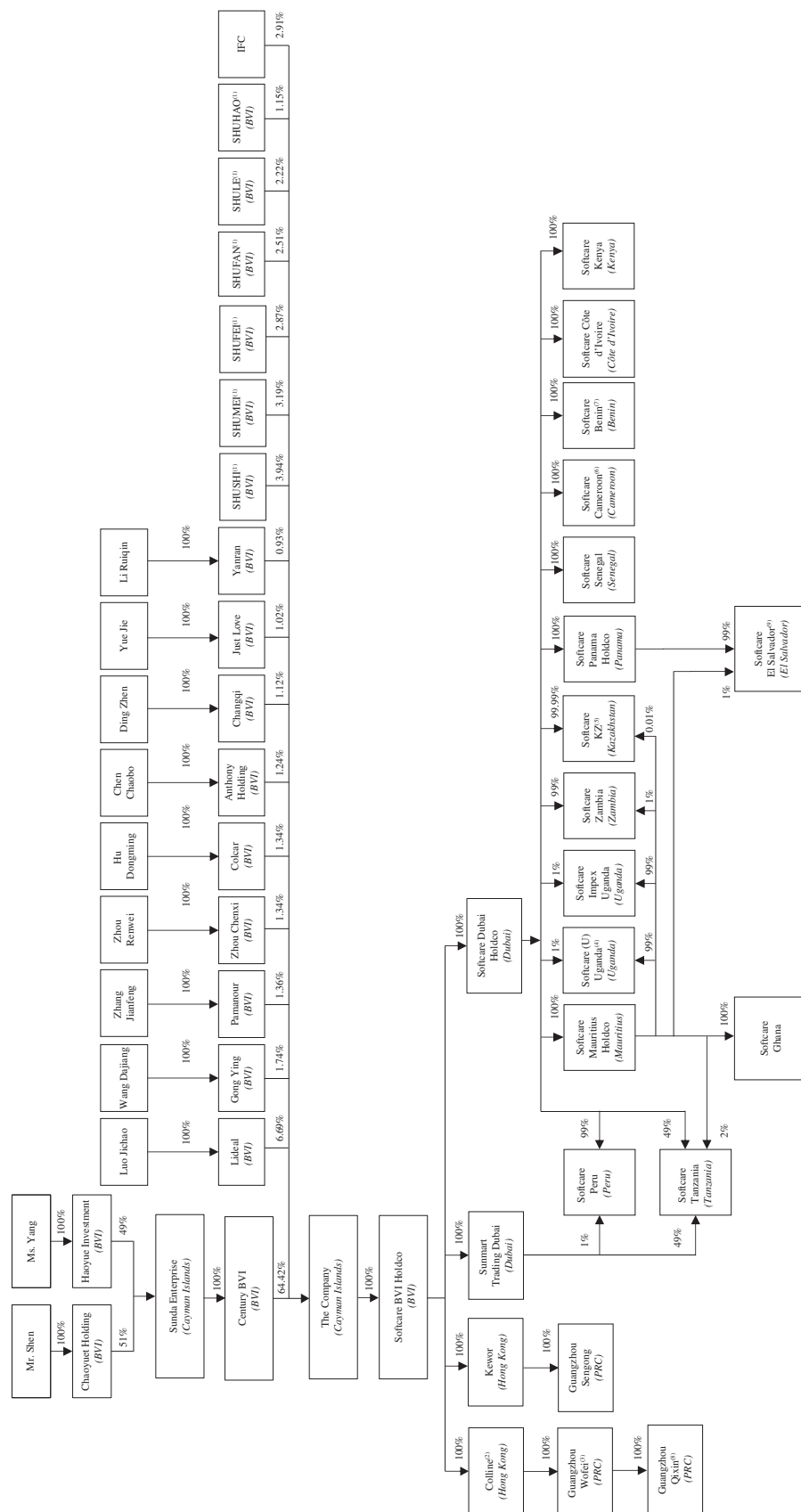
Rule 8.08A of the Listing Rules requires that there must be sufficient shares for which listing is sought by a new applicant that are held by the public and available for trading upon listing. This will normally mean that the portion of the class of shares for which listing is sought that are held by the public and not subject to any disposal restrictions (whether under contract, the Listing Rules, applicable laws or otherwise), at the time of listing must (i) represent at least 10% of the total number of issued Shares in the class of shares for which listing is sought (excluding treasury shares), with an expected market value at the time of listing of not less than HK\$50,000,000; or (ii) have an expected market value at the time of listing of not less than HK\$600,000,000.

Save as (i) Century BVI will be subject to the restriction on disposal of any Shares in respect of it is shown to be the beneficial owner in this prospectus as a Controlling Shareholder pursuant to Rule 10.07 of the Listing Rules (the “**Rule 10.07 Lock-up**”) and a voluntary restriction on disposal of any Shares in respect of it is shown to be the beneficial owner in this prospectus for a period of 24 months following the Listing Date; (ii) each of Lideal, Gong Ying, Pamanour, Zhou Chenxi, Colcar, Anthony Holding, Changqi, Just Love and Yanran has agreed that it will not, at any time prior to the end of 12 months following the Listing Date, dispose any Shares in respect of it is shown to be the beneficial owner in this prospectus; and (iii) the Offer Shares to be issued and subscribed for by our Cornerstone Investors, none of the other Shareholders will be subject to any disposal restrictions (whether under contract, the Listing Rules, applicable laws or otherwise) at the time of the Listing.

On the basis that no Offer Shares will be allocated under the Global Offering to any core connected person of our Company or person which is not regarded as a member of the public under Rule 8.24 of the Listing Rules (assuming the Over-allotment Option is not exercised and without taking into account any Shares which may be issued upon the exercise of any options which have been granted under the Pre-IPO Share Option Scheme or may be granted under the Post-IPO Share Option Scheme) and based on the low-end of the Offer Price range of HK\$24.20, upon completion of the Global Offering, it is expected that 130,118,100 Shares, will be 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 the Listing, which will satisfy the free float requirement under Rule 8.08A of the Listing Rules.

CORPORATE STRUCTURE IMMEDIATELY AFTER THE COMPLETION OF THE REORGANIZATION AND THE PRE-IPO INVESTMENT

The following chart sets forth our corporate structure immediately after the completion of the Reorganization and the Pre-IPO Investment, but before the completion of the Global Offering:



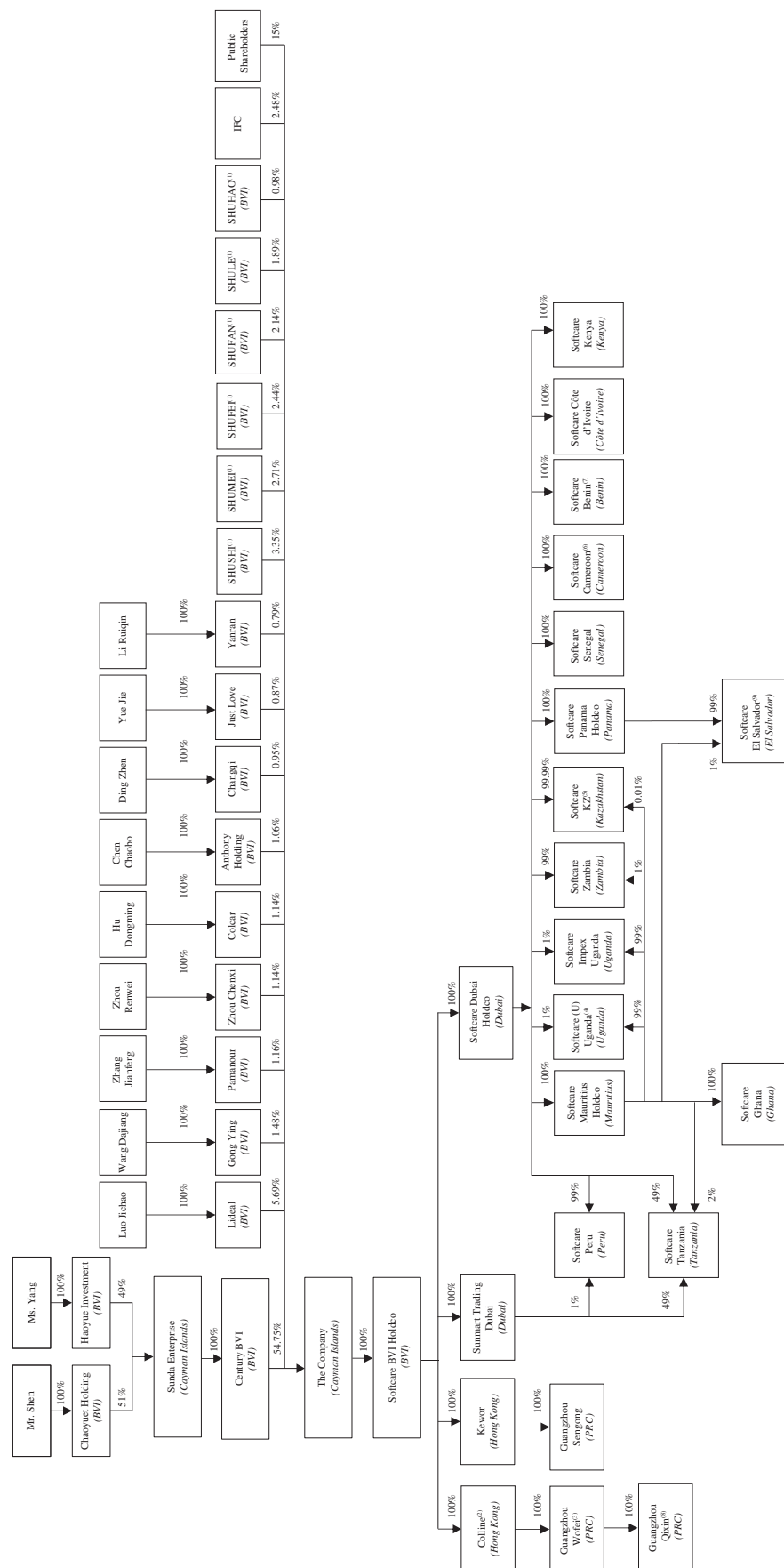
HISTORY, REORGANIZATION AND CORPORATE STRUCTURE

Notes:

1. An employee share incentive platform, details of which are set forth in “—8. Allotment and issuance of shares to the Share Incentive Scheme Grantees” above.
2. Colline is an investment holding company. For the purpose of streamlining our group structure, Colline became an indirect wholly-owned subsidiary of our Company upon completion of the transfer on December 9, 2024 pursuant to the Reorganization.
3. Guangzhou Wofei is an investment holding company.
4. Softcare (U) Uganda is principally engaged in the manufacturing and sales of baby diapers and baby pants.
5. Softcare KZ is principally engaged in the trading of baby diapers.
6. Softcare Cameroon is principally engaged in the manufacturing and sales of baby diapers, sanitary pads and wet wipes.
7. Softcare Benin is principally engaged in the manufacturing and sales of baby diapers.
8. Guangzhou Qixin is an investment holding company. For the purpose of streamlining our group structure, Guangzhou Qixin became an indirect wholly-owned subsidiary of our Company upon completion of the transfer of Colline.
9. Softcare El Salvador is principally engaged in manufacturing of baby diapers and sales of baby diapers and sanitary pads.
10. Shareholding percentages may not add up to 100% due to rounding.

CORPORATE STRUCTURE IMMEDIATELY AFTER THE COMPLETION OF THE GLOBAL OFFERING AND THE PRE-IPO INVESTMENT

The following chart sets forth our corporate structure immediately after the completion of the Global Offering (assuming the Over-allotment Option is not exercised):



Notes:

1 – 10. Please refer to the notes in “—Corporate Structure Immediately After the Completion of the Reorganization and the Pre-IPO Investment” above.

PRC REGULATORY REQUIREMENTS

Our PRC Legal Advisors have confirmed that all the equity transfers in respect of the PRC companies in our Group as described above were properly and legally completed and we have obtained all necessary government approvals from relevant PRC regulatory authorities required for the implementation of the Reorganization.

SAFE Circular 37

Pursuant to SAFE Circular No. 37 issued by SAFE on July 4, 2014, and Notice of the State Administration of Foreign Exchange on Further Simplifying and Improving the Foreign Exchange Management Policies for Direct Investment promulgated by SAFE on February 13, 2015 and partially repealed on December 30, 2019, where PRC individual residents conduct investment in offshore special purpose vehicles with legitimate onshore and offshore assets or equities, they must register with the banks where the assets or interests of the domestic enterprise is located with respect to their investments. SAFE Circular No. 37 also requires the PRC residents to file changes to their registration where their offshore special purpose vehicles undergo material events such as the change of basic information including the PRC resident individual shareholder, name and operation period, as well as capital increase or decrease, share transfer or exchange, merger or division.

As advised by our PRC Legal Advisors, each of Mr. Luo Jichao, Mr. Wang Daijiang, Mr. Ding Zhen, Mr. Zhou Renwei, Mr. Hu Dongming, Mr. Chen Chaobo, Mr. Zhang Jianfeng, Mr. Li Ruiqin and Mr. Yue Jie has completed the initial registration procedure for domestic resident making overseas investment on February 23, 2023.

OVERVIEW

We are a multinational hygiene product corporation principally engaged in the development, manufacturing and sales of baby and feminine hygiene products, including baby diapers, baby pants, sanitary pads and wet wipes, focusing on the fast-growing Emerging Markets⁽¹⁾, including Africa, Latin America and Central Asia. According to Frost & Sullivan, (i) in terms of sales volume in 2024, we ranked first in both the baby diapers market and the sanitary pads market in Africa, with a market share of 20.3% and 15.6%, respectively; and (ii) in terms of revenue in 2024, we ranked second in both the baby diapers market and the sanitary pads market in Africa, with a market share of 17.2% and 11.9%, respectively. Leveraging our multinational operational strategies implemented for over 15 years, we have become a leading corporation in the hygiene product industry in various countries in Africa as well as a key player in the Emerging Markets. Through building our overseas management team and recruiting local talent, which allow us to optimize the human resources by collaboration, we have achieved efficient multinational operations.

Upholding our “Consumer-oriented” philosophy, we focus on developing products that cater to the diversified needs of the local markets and strive to satisfy the ever-changing market demand by rapidly updating our products.

The table below sets forth details of our brands and products.

Product category	Year ended December 31, 2024				Brands	Product images
	Sales volume	Revenue	Market share in Africa	Market share in Africa		
	<i>(pieces in millions)</i>	<i>(US\$ in millions)</i>	<i>(by sales volume)</i>	<i>(by revenue)</i>		
Baby diapers	4,122.7	341.9	20.3% (First in Africa)	17.2% (Second in Africa)	     	     

Note:

- (1) According to the International Monetary Fund’s World Economic Outlook, economies are classified into “Advanced Markets” and “Emerging Markets.” Emerging Markets are economies primarily located in Africa, Latin America, and Central Asia, characterized by robust economic growth and a young, widely dispersed population. See “Industry Overview—Overview of Hygiene Product Industry in the Emerging Markets—Definition and Characteristics of the Emerging Markets” for details.

BUSINESS

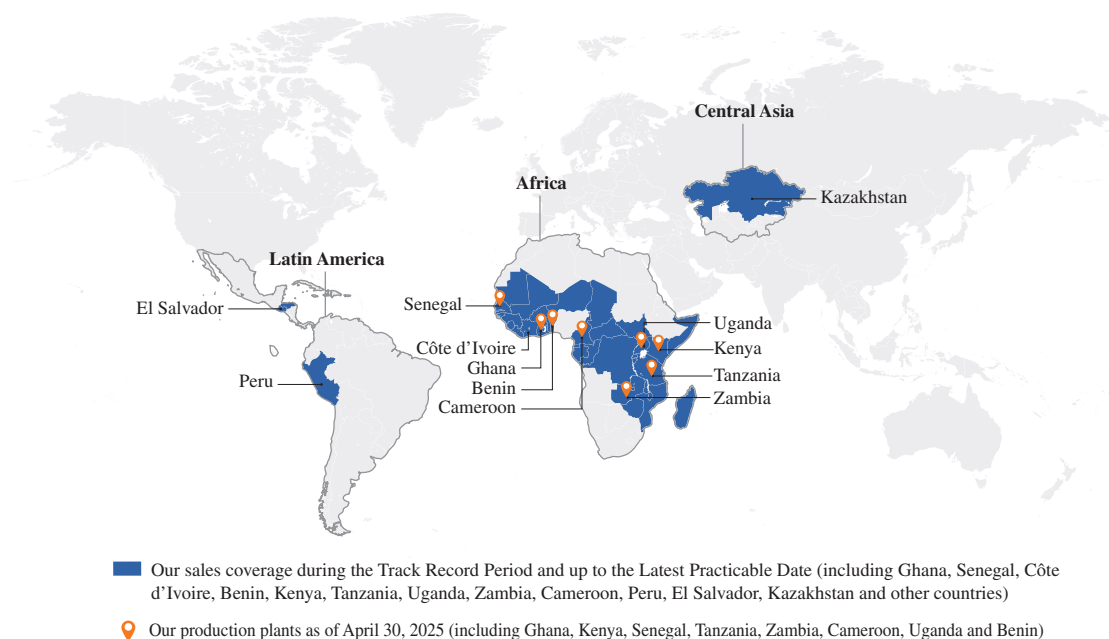
Product category	Year ended December 31, 2024				Brands	Product images
	Sales volume	Revenue	Market share in Africa	Market share in Africa		
	(pieces in millions)	(US\$ in millions)	(by sales volume)	(by revenue)		
Sanitary pads	1,634.3	77.5	15.6% (First in Africa)	11.9% (Second in Africa)	 	 
					 	 
						
Baby pants	239.1	20.5	-	-	 	 
Wet wipes	1,497.5	14.5	-	-	 	 

The development of our Group can be traced back to the trading of hygiene products by Sunda Group in 2009. Sunda Group transformed into an integrated corporation with sales and manufacturing capabilities in 2018. In order to establish a separate platform for the hygiene product business for the benefit of our long-term development, we have undergone a reorganization. Please refer to “History, Reorganization and Corporate Structure—Reorganization” for details.

We have established an extensive sales network covering over 30 countries across Africa, Latin America and Central Asia, which we believe is one of our competitive strengths that differentiates us from our competitors. As of April 30, 2025, we had 18 sales branches in 12 countries, and an extensive sales network covering over 2,800 wholesalers, distributors, supermarkets and other retailers in total. Leveraging our extensive sales network, we achieved rapid growth during the Track Record Period. In 2024, our sales volume of baby diapers and sanitary pads reached 4,122.7 million and 1,634.3 million pieces, representing a rapid increase from 2022 at a CAGR of 17.3% and 30.6%, respectively.

BUSINESS

The map below shows the locations of our production plants and the geographical coverage of our sales for the period/as of the date indicated.



In 2018, we began localized manufacturing of baby diapers, baby pants, sanitary pads and wet wipes in Ghana. Since then, we have established a stable global supply chain system centered on multinational manufacturing. According to Frost & Sullivan, we have the most production plants in Africa among hygiene product manufacturers, and we ranked first in both the baby diapers market and the sanitary pads market in Africa in terms of production volume in 2024. As of April 30, 2025, we had eight production plants and 51 production lines in Africa, with a total designed production capacity⁽¹⁾ of 6,301.2 million pieces of baby diapers, 352.1 million pieces of baby pants, 2,854.1 million pieces of sanitary pads and 9,303.5 million pieces of wet wipes per annum.

During the Track Record Period, our revenue and net profit recorded significant growth. Our revenue increased significantly by 28.6% from US\$319.9 million in 2022 to US\$411.4 million in 2023 and increased by 10.5% from US\$411.4 million in 2023 to US\$454.4 million in 2024, and also increased by 15.5% from US\$139.6 million in the four months ended April 30, 2024 to US\$161.3 million in the four months ended April 30, 2025. Our net profit increased significantly by 251.7% from US\$18.4 million in 2022 to US\$64.7 million in 2023 and increased by 47.0% from US\$64.7 million in 2023 to US\$95.1 million in 2024, and also increased by 12.5% from US\$27.7 million in the four months ended April 30, 2024 to US\$31.1 million in the four months ended April 30, 2025.

Note:

- (1) The total designed production capacity is the maximum number of pieces of products which can be produced annually based on the following assumptions: (i) the production lines are operating at full capacity; (ii) there are two shifts per day, with each shift lasting for 10 hours; and (iii) production is scheduled for 26 days per month.

The Emerging Markets that we target are characterized by population growth and consumption upgrade. According to Frost & Sullivan, the number of births in Africa has been growing at a globally highest CAGR of 1.8% from 2020 to 2024, and its demographic structure has over 50% of its population under the age of 20. According to Frost & Sullivan, the new birth population in Africa, Latin America and Central Asia in 2024 was 48.2 million, 10.1 million and 2.0 million, representing 36.5%, 7.7% and 1.4% of the global new birth population in 2024, respectively. The Emerging Markets have seen sustained growth in the market penetration rates of baby and feminine hygiene products, with considerable room for further growth compared to developed countries. For example, in 2024, the market penetration rate of baby diapers and baby pants in Africa was around 20%, lower than the market penetration rates of baby diapers and baby pants in the European, North American and Chinese markets, ranged from around 70% to 86%, and the market penetration rate of sanitary pads in Africa was around 30%, lower than the market penetration rates of similar products in the European, North American and Chinese markets, which ranged from around 86% to 92%.

OUR COMPETITIVE STRENGTHS

We are an experienced corporation of baby and feminine hygiene products in the Emerging Markets and benefit from enormous market growth opportunities.

We are an experienced corporation of baby and feminine hygiene products in Africa. With consumer value at our core, we maintain a strategic focus on long-term development in the Emerging Markets. According to Frost & Sullivan, (i) in terms of sales volume in 2024, we ranked first in both the baby diapers market and the sanitary pads market in Africa, with a market share of 20.3% and 15.6%, respectively; and (ii) in terms of revenue in 2024, we ranked second in both the baby diapers market and the sanitary pads market in Africa, with a market share of 17.2% and 11.9%, respectively.

According to Frost & Sullivan, we were one of the first baby and feminine hygiene product brands to enter the African market and establish local production plants. After years of focused development in Africa, we have established first-mover advantages in terms of consumer confidence and sales network. Capable of centralized corporate management, and with a replicable business expansion strategy of “starting with trading, followed by manufacturing” and a successful track record, we have established strong relationships with local business partners.

Facing the Emerging Markets, we will capitalize on our leading market position, first-mover advantages and centralized corporate management capabilities to continuously expand our business to new countries and develop new products to achieve sustainable growth of our global market share. According to Frost & Sullivan, based on retail sales, (i) the aggregate market size of Africa's baby diapers, baby pants and sanitary pads markets increased from US\$2.9 billion in 2020 to US\$3.8 billion in 2024 at a CAGR of 6.8%, and is expected to further increase from 2025 to 2029 at a CAGR of 7.9%; (ii) the aggregate market size of Latin America's baby diapers, baby pants and sanitary pads markets increased from US\$6.9 billion in 2020 to US\$7.7 billion in 2024 at a CAGR of 2.7%, and is expected to further increase from 2025 to 2029 at a CAGR of 3.0%; and (iii) the aggregate market size of Central Asia's baby diapers, baby pants and sanitary pads markets increased from US\$0.4 billion in 2020 to US\$0.5 billion in 2024 at a CAGR of 4.5%, and is expected to further increase from 2025 to 2029 at a CAGR of 4.8%.

We have extensive experience in developing sales channels in the Emerging Markets and have established an extensive, mature and stable sales network. We believe we are well positioned to replicate our success in new markets.

In Africa, offline purchase is the main consumption mode and the population is highly dispersed. It takes years to develop and maintain a well-established sales network, which is not easily replaceable. Due to rural-urban disparities and the underdevelopment of transportation network, consumer products can only reach consumers through multiple layers of sales network. After over 15 years of operation focused on the African market, our sales network covers a vast number of wholesale markets, supermarkets and small retailers across different countries. As of April 30, 2025, we had 18 sales branches in 12 countries, and we had over 2,800 customers. According to Frost & Sullivan, in the Emerging Markets, sales network is key to success in the baby and feminine hygiene product industry. According to Frost & Sullivan, our sales network covers all administrative regions in our core operating countries and reaches over 80% of the local population of these countries. We believe our extensive experience in developing sales channels has laid a solid foundation on which our success can be replicated in other Emerging Markets. As the African market is highly dispersed, the individual markets therein are relatively small in scale and it is difficult to achieve economies of scale, our first-mover advantages in developing our sales network has formed an entry barrier in the African market.

Our sales channels primarily include wholesalers, distributors, supermarkets and other retailers. We have established stable relationships with our customers. As of April 30, 2025, we had over 1,260 wholesalers with whom we had established business relationships for one year or more, and over 780 wholesalers with whom we had established business relationships for three years or more. During the Track Record Period, the number of our distributors increased from 257 as of January 1, 2022 to 418 as of April 30, 2025. As of April 30, 2025, we had over 170 distributors with whom we had established business relationships for three years or more.

We have an experienced and diligent sales team, with our top sales management team having multiple years of experience in sales network development. We are gradually implementing a digitized sales channel management system to collect information about the status of stock of products of our sales channels. Our sales network covers over 30 countries, and we have over 14 years of operational experience in four of these countries. We believe our familiarity with the local economic, political and cultural environment and stable relationships with our business partners are not only our competitive strengths but also entry barriers for potential competitors. With years of experience in operating in Africa and the support of our experienced sales team, we believe we are well positioned to replicate our success and develop and maintain our sales network at lower costs.

We have developed a strong brand matrix and can satisfy consumer needs through product differentiation strategies.

We have a diverse product lineup encompassing over 340 SKUs across four product categories in the fields of baby and feminine hygiene products, namely, baby diapers, baby pants, sanitary pads and wet wipes, allowing us to meet the needs of a wide range of consumers. During the Track Record Period, the number of SKUs of our baby diapers increased from 143 as of January 1, 2022 to 263 as of April 30, 2025, and our revenue attributable to baby diapers increased from US\$250.7 million in 2022 to US\$324.0 million in 2023 and further to US\$341.9 million in 2024 at a CAGR of 16.8%. During the Track Record Period, the number of SKUs of our sanitary pads increased from 28 as of January 1, 2022 to 44 as of April 30, 2025, and our revenue attributable to sanitary pads increased from US\$43.1 million in 2022 to US\$61.7 million in 2023 and further to US\$77.5 million in 2024 at a CAGR of 34.1%. Further, our revenue attributable to wet wipes recorded a notable growth at a CAGR of 28.5% from US\$8.8 million in 2022 to US\$12.6 million in 2023 and further to US\$14.5 million in 2024.

As part of our product strategy, we endeavor to provide consumers with a tangible sense of value and we care about how our products are perceived by consumers in every aspect as well as the mental and emotional needs of consumers. We are committed to creating the best user experience for consumers with our skills and experience in manufacturing and quality control. Through optimizing and adjusting the form of our products and the choice of raw materials, we continuously strive to enhance the quality of our products. For example, our baby pants adopt a 360-degree elastic waistband design, making them suitable for more active, crawling and mobile babies, so as to meet specific consumer needs. We have strong capabilities of continuous innovation, as evidenced by our launch of over 380 new SKUs during the Track Record Period. We regularly conduct market research and data analysis and leverage our extensive sales network to closely monitor the changing consumer preferences.

With long-term planning for our brands and strong brand communication capabilities, we have established a well-organized and comprehensive brand matrix. Using “Softcare” as our core brand, we have also developed “Space”, a premium line extension of “Softcare” based on a technology concept, and developed mass-market brands such as “Maya” and “Cuettie”, to cover different market segments. Many of our advertisement slogans have become deeply rooted among consumers, such as “More Care, More Love” for our baby diapers and “So Fit, So Right” for our sanitary pads. We have also enhanced our brand image and brand recognition through various marketing strategies, such as celebrity endorsements, brand building, exposure at retail end sales points and promotion on social media. In 2022, 2023 and 2024 and the four months ended April 30, 2025, our revenue attributable to “Softcare”, our core brand, was US\$252.0 million, US\$319.4 million, US\$357.4 million and US\$128.6 million, representing 78.8%, 77.6%, 78.6% and 79.7% of our total revenue, respectively. *Softcare* has been recognized as one of the Top 15 Brands in the Top 100 Brands Most Loved by Women in Kenya for three consecutive years from 2022 to 2024.

Empowered by localized production plants and a global supply chain system, we possess strong manufacturing capabilities to provide cost-efficient and high quality products.

We had eight production plants in eight African countries as of April 30, 2025, and our production volume in 2024 amounted to 4,132.7 million pieces of baby diapers and 1,675.9 million pieces of sanitary pads. According to Frost & Sullivan, we have the most production plants in Africa among all hygiene product manufacturers, and we ranked first in the baby diapers market in Africa and first in the sanitary pads market in Africa in terms of production volume in 2024. The Emerging Markets generally have a lower level of industrialization. As a first-mover in localized manufacturing, we benefit from a greatly shortened chain of sales through which we believe our products can reach consumers much faster. As a multinational enterprise that grew up in the African market, we connect with consumers more effectively through our “Made Here, Sold Here” operation model. We strictly control our production process to ensure the reliability and consistency of our product quality. All of these eight production plants have obtained ISO 9001 (quality management system), ISO 14001 (environmental management system) and ISO 45001 (occupational health and safety management system) certifications. From time to time, we engage independent laboratories, such as GALAB Laboratories GmbH, SGS S.A., Guangzhou Inspection Testing and Certification Group Co., Ltd, to conduct specific chemical tests on our products to ensure they are free from harmful substances.

We have established a secure and stable global supply chain system, which ensures stable supply of raw materials through global centralized procurement. We have entered into strategic agreements with three suppliers of fluff pulp (i.e. Supplier A, Supplier B and Supplier G, as set out in “—Our Suppliers” below), a key raw material of our products, ensuring the quality and stability of our supply and giving us a cost advantage as a result of our centralized procurement. As for other raw materials, we place purchase orders based on the prices obtained from quarterly tendering in order to control the cost of raw materials. We usually enter into agreements with large shipping companies such as Maersk, Hapag-Lloyd and CMA CGM on a quarterly or yearly basis, which allows us to enjoy more favorable shipping rates and helps us control the cost of transportation of raw materials.

We have established a stringent supplier management system and comprehensive internal standards in selecting raw materials, ensuring that our products are all made using high quality materials. Our major raw material suppliers undergo multiple verification processes, such as sample testing, on-site inspection of production facilities and background and qualification checks, before they are selected as our suppliers, and will be regularly assessed on an ongoing basis. We adopt a vertical management approach with our suppliers, such that our raw materials are purchased through our global procurement department and directly transported to our production plants, increasing our management efficiency and bargaining power.

Our professional, systemized and digitized management system enhances our management efficiency, enabling us to continuously replicate our success in new markets.

Through years of cooperation with large international consulting firms, we constantly learn from advanced management philosophies to establish a professional and systemized management system. As a multinational enterprise growing up in Africa, we have accumulated extensive experience in relation to multinational management, localized and dedicated management, business expansion and media communication, forming multiple systemized management tools, and overcoming various challenges, such as global supply chain management, sales network management and production quality management. We have established a professional management system, which connects various types of data, such as procurement, manufacturing and sales. We believe systematical management of the key elements of our products, customers and data improves the accuracy of our decisions and the efficiency of our operations.

Currently, we believe our industry peers in the Emerging Markets generally have relatively limited digitized management capabilities. We have taken the initiatives to implement advanced digitized management tools, achieving efficient management and control of procurement, logistics, production and sales, staying ahead of the industry in the Emerging Markets in terms of management level. For example, we use our CRM system as a centralized sales management platform to better manage our sales channels, enhancing the work efficiency of our sales staff and allowing our products to penetrate the market and reach consumers more effectively. We use our SRM system as a centralized procurement management platform to standardize our procurement procedures, enabling us to manage the entire procurement process in an online and visualized manner and better coordinate with and manage our suppliers. With the support of such information systems, we believe we are able to make management decisions more accurately and effectively.

We have an experienced management team and corporate culture of continuous learning and growing.

Led by our experienced management team, who uphold a high degree of professionalism and possess in-depth industry knowledge and extensive experience, we are able to respond to market changes in a fast and agile manner. Our Chairman has over 28 years of experience in business operation in the Emerging Markets and our Executive Directors on average have 18 years of relevant experience in the FMCG and retail industries. We have 14 management team

members who have over 10 years of work experience in Africa, of which two management team members have over 15 years of work experience in Africa. We believe that talent are the most precious assets of our Company. We highly value the recruitment and nurturing of talent and we recruit talent from around the globe with an open-minded attitude. We cultivate talent through our “Help and Guide” training system, and we establish our team of multifaceted and dynamic talent through our online and offline learning system. We adopt a localized staff training strategy and a unified language management approach, and offer on-the-job training opportunities and competitive remuneration packages to our staff, in order to enhance their loyalty and retain talent. As of April 30, 2025, we had 2,417 employees in total, of which 89.9% were hired locally. As of April 30, 2025, approximately 74.9% of our managerial positions were taken up by experienced local employees, allowing us to connect with the local communities and bond with our local employees.

Upholding the values of “Integrity and Honesty, Pursuit of Excellence, Cooperation for Mutual Benefit, Embracing Changes, Professionalism, and Equality and Respect” inherited from Sunda Group, we have formed a corporate culture of “United and Connected, and Brave and Adventurous” and a corporate environment of “Continuous Learning, and Lifelong Development.” Through learning from advanced organization management experience, we have established an efficient operational mechanism among the headquarters of our Group, our business segments and our regional branches, and formed a management system characterized by unified management, regional differentiation and standardization of operation and procedures. We believe this has secured the sustained development of our Group, ensuring the stability of our operations as a multinational organization and vitalizing our Group.

OUR STRATEGIES

Consolidating our leading market position and continuously expanding our business to new markets with new product offerings

Leveraging our understanding of the Emerging Markets and our proven track record, we plan to expand our business to new countries and regions, upgrade and broaden our existing product offerings, expand our production capacity and provide more consumers in more countries and regions with higher quality products and better user experience.

- **Enhancing production capacity in existing markets:** We target to enhance our production capacity in existing markets in order to satisfy the growing local market demand and export our products to nearby countries, by upgrading existing production lines, building new production lines and building new production plants.
- **Achieving localized manufacturing in new markets:** We target to replicate our success by establishing branches in regions such as Latin America, Central Asia, Northern Africa and Southern Africa to commence sales activities, build production plants and achieve localized manufacturing.

- **Improving product design and introducing new product offerings:** We will regularly enhance the quality and craftsmanship of our products based on parameters such as appearance, thickness, softness, fit, breathability, absorption performance and leak-proof reliability, in order to increase their competitiveness. We will make research and development efforts in respect of new materials, new product structures and new production methods. We will introduce and apply advanced technologies to our products, establish platforms for pilot testing, introduce laboratory equipment (such as microbiological testing equipment), increase our research and development efforts and maintain the attractiveness of our products.
- **Expanding product portfolio and focusing on products with great potential to replicate our success:** Leveraging our insights into consumer demand, we plan to closely monitor the market trends and consumer needs and expand our product portfolio to include other personal care and hygiene product categories.

Continuously building our brand image, enhancing brand recognition and winning the confidence of consumers

We endeavor to establish a long-term relationship of trust with consumers to maximize consumer value. Through a series of innovative sales and marketing activities and consumer education programs, we aim to enhance our brand recognition and loyalty as well as enlarge the pool of loyal consumers.

- **Building a localized brand image:** We will formulate localized brand building and marketing strategies based on the specific cultural backgrounds and consumer habits in different regions. We plan to strategically formulate marketing strategies in relation to product differentiation according to the stage of development of different markets. Through vivid brand storytelling and case studies, we will showcase the unique value of our products, strengthen the emotional bond between our brands and consumers, and build a brand image of being responsible, excellent in quality, professional, reliable and innovative. We will partner with celebrities to enhance our brand recognition and loyalty in the local markets. We plan to make use of digital marketing and social media platforms to get a head start in capturing the attention of mobile device users in the Emerging Markets and maintain frequent interactions with the consumers.
- **Conducting consumer education for new markets and new products:** We will conduct comprehensive consumer education, such as providing consumers with scientific and professional product guides, health advice and childcare advice, organizing online and offline seminars, making educational videos and holding social media events. These efforts are aimed to promote our new products and lay a solid foundation for future sales and marketing activities when entering new markets, while also reinforcing and refreshing our brand image of professionalism and high quality.

- **Expanding our brand portfolio through acquisitions:** We plan to strategically acquire other brands to accumulate brand assets. We will focus on identifying acquisition targets which possess reputable brands and strong sales network resources complementary to our business. Through acquisitions, we aim to enter new markets and accumulate brand assets and sales network resources at a fast pace, so as to achieve large-scale and rapid expansion.

Strengthening our sales network in the Emerging Markets and enhancing our ability to further expand our sales network

Due to the high dispersion of consumers in the Emerging Markets, our strategy is to establish a diverse, deeply penetrating and efficient sales network so that our products can cover a broad range of consumers and reach them in a swift manner. On the one hand, we will continue to strengthen our cooperation with wholesalers and distributors and increase the number of our customers in these sales channels. On the other hand, we will continuously introduce new product offerings that cater for specific consumer groups, boost the sales of existing products, and enhance our sales efficiency with a strategic goal to enhance the market penetration rate of our products.

- **Expanding current sales network and strengthening our relationships with key customers:** We will establish long-term strategic partnerships with our distributors and provide them with support on market analysis, sales training and sales and marketing activities. We aim to help our customers reduce transaction costs, enhance inventory turnover rate, increase sales performance and market coverage, and jointly formulate sales strategies and promotion plans, so that we can achieve win-win results.
- **Establishing online sales channels with foresight and strategic planning based on the level of infrastructure development in the Emerging Markets:** With the development of internet infrastructure and logistics systems in the Emerging Markets, e-commerce channels are expected to play an increasingly important role in future retail sales. We will assess the actual status of development of the Emerging Markets and begin establishing online sales channels preemptively. By partnering with e-commerce platforms or building our own online sales channels, we plan to seize the business opportunities of online business-to-business sales that target wholesalers and retailers in preparation for the long-term development of our online sales channels.
- **Further strengthening our sales network to achieve deeply penetrating sales and distribution:** Our extensive sales network allows us to quickly reach our target consumers. In the future, we will continue to strengthen our management and control of our sales channels. We will continue to increase our investment in technology, including implementing an advanced CRM system to conduct monitoring of sales activities of our sales channels and provide our sales channels with customized support and data analysis, which we believe can help our sales channels optimize their sales strategies and product combinations, achieve fast distribution of new products and respond to market needs more promptly.

Increasing supply chain stability, production efficiency and digital operation capabilities

We aim to improve the efficiency and stability of our supply chain through global centralized procurement and industry chain integration. We will endeavor to ensure stable supply of raw materials and timely delivery of products through a series of innovative supply chain management and logistics optimization measures.

- **Strengthening global supply chain cooperation:** We will strengthen our strategic partnerships with leading suppliers around the globe, and ensure stable supply and quality of raw materials and maintain our cost advantage through long-term agreements, centralized procurement by tendering, and product standardization. We also aim to reduce the risks of supply chain disruptions and price fluctuations through supply chain risk management.
- **Strategic planning in upstream industry chain:** We will invest in or cooperate with upstream suppliers of key raw materials in order to ensure the quality and stability of supply of raw materials and reduce production costs.
- **Automation of production facilities and optimization of management procedures:** We will upgrade the technological level of our existing production facilities. Through technological improvement and adjustment of production lines, we aim to achieve production of multiple product categories with multiple specifications, thereby increasing the overall utilization rate of our production capacity. We will introduce automated and smart production lines to increase production efficiency and flexibility, reduce production costs, and increase the consistency of product quality. We will introduce the concept of efficient production and continuously enhance the operational efficiency of our production plants.
- **Increasing investment in digitization:** On top of our existing information systems such as CRM system and SRM system, we plan on further increasing our investment in digitization and smart technologies by purchasing advanced software and hardware, as well as recruiting talent with relevant expertise, in order to further increase our management efficiency in areas such as warehousing, logistics, production and quality. Through smart predictions and optimization algorithms, we believe we can increase the accuracy of our production plans, reduce inventory costs, and improve the overall efficiency of our supply chain.

Maintaining the innovative spirit of “learning organization” and progressively implementing talent localization

Our talent development strategy aims to establish our Group as a learning organization, and attract and nurture talents with innovative spirit and expertise. Building up a team of talents who are professional and adaptive and strive for excellence is the key to our continuous success.

- **Maintaining a learning organization:** We will maintain our corporate culture of continuous learning and innovation by encouraging our employees to learn, innovate and improve their professional skills. We will provide our employees with scientific and comprehensive training and development opportunities and encourage them to be innovative and embrace challenges so as to promote their personal and career development. We will continue to partner with leading global consultancy firms and strive to increase our management efficiency through advanced and modern enterprise management philosophies and skills.
- **Nurturing local talents:** We will focus on nurturing and training local talent and provide them with various job opportunities and managerial positions. We will provide our local employees with skill and management training to enable them to better blend in with our Group’s multinational business network and corporate culture. We strive to nurture and promote young talent by providing them with management training and job opportunities, enabling them to achieve their full potential. We believe our recruitment efforts will also allow us to adapt to the development of globalized markets with greater flexibility and stability.

OUR BRANDS AND PRODUCTS

We offer a variety of baby and feminine hygiene products under various brands, including our core brand *Softcare*, as well as *Veesper*, *Maya*, *Cuettie* and *Clincleer*. Each brand caters to a distinct consumer group. This multi-brand strategy allows us to effectively meet the needs of diverse consumer segments, expanding our overall consumer base. *Softcare*, our core brand, is positioned as a mid-premium brand, targeting middle to high-end consumers with higher spending power looking for high quality products. *Softcare* started as a baby diapers and sanitary pads brand, and subsequently extended to cover other hygiene product categories, including baby pants and wet wipes in 2018. During the Track Record Period, the majority of our revenue was attributable to *Softcare* products. After years of development, *Softcare* has become a reputable household brand for baby and feminine hygiene products in many African countries with a leading market position.

BUSINESS

Our brands and products have won us excellent reputation in many countries. For example, we have received the following awards and recognitions: (i) “People’s Choice Quality Awards 2022—Best Baby Diapers and Best Sanitary Pads” granted by Muyz Plus International Co. in 2022; (ii) “No. 8 in the Top 100 Most Loved Brands by Women in Kenya” by BSD Group and Ipsos in 2023; (iii) Membership of the National Technical Committee on Medical Devices granted by Ghana Standards Authority in 2023; (iv) “Consumer Choice Awards Africa 2024—Most Quality Sanitary Pads brand in Tanzania” granted by Consumer Choice Awards Africa in 2024; (v) “Most Admired Personal Care Brands” granted by Brand Africa in 2024; (vi) “Ghana Club 100 Awards—No. 1 of Ghana’s Top 100 Companies (Manufacturing Sector)” granted by Ghana Investment Promotion Centre in 2024; (vii) “Consumer Choice Awards Kenya 2025—Most Preferred Sanitary Pads & Baby Diapers in Kenya” granted by Consumer Choice Awards Kenya in 2025; (viii) “Most Admired Personal Care Brand—Kenya’s Best Brands Awards” granted by Brand Africa in 2025; (ix) People’s Choice Quality Awards 2025—Best Sanitary Pads & Best Baby Diapers granted by Muyz Plus International Co.; and (x) Best Brand Awards 2025—Best Baby Diaper Brand granted by Best Brand Africa. See “—Awards and Recognitions” for further details.

Set forth below is a summary of the strategic market positioning of our brands across different product categories:

Market positioning	Baby diapers	Baby pants	Sanitary pads	Wet wipes
Mid-Premium	<i>Softcare</i> Veesper	<i>Softcare</i>	<i>Softcare</i> Veesper	<i>Softcare</i> Veesper
Middle	Maya	—	—	—
Mass	Cuettie	Cuettie	<i>ClinCleeR</i>	—

Our products include baby diapers, baby pants, sanitary pads and wet wipes. During the Track Record Period, baby diapers were the main source of our revenue. The table below sets forth a breakdown of our revenue by product category for the periods indicated:

	Year ended December 31,						Four months ended April 30,			
	2022		2023		2024		2024		2025	
	Revenue	% of total	Revenue	% of total	Revenue	% of total	Revenue	% of total	Revenue	% of total
(US\$ in thousands, except percentages)										
(unaudited)										
Baby diapers . .	250,651	78.4	323,964	78.7	341,931	75.3	106,455	76.2	115,844	71.8
Sanitary pads . .	43,079	13.5	61,731	15.0	77,465	17.0	24,092	17.3	29,939	18.5
Baby pants . . .	17,396	5.4	13,046	3.2	20,516	4.5	4,784	3.4	9,288	5.8
Wet wipes . . .	8,772	2.7	12,628	3.1	14,477	3.2	4,301	3.1	6,239	3.9
Total	319,898	100.0	411,369	100.0	454,389	100.0	139,632	100.0	161,310	100.0

BUSINESS

Baby Diapers

We offer baby diapers in a variety of sizes, designs and features to keep babies dry and fresh. Our baby diapers are designed for newborn babies and up to three-year-old toddlers. They feature an absorbent core made of fluff pulp and SAP, non-woven fabrics, waterproof materials and elastic materials. They have hook-and-loop fasteners that allow for easy fastening.

We offer baby diapers under four brands: *Softcare*, *Maya*, *Veesper* and *Cuettie*. To further differentiate our products and broaden our portfolio, we have launched various product lines under our *Softcare* brand, including *Softcare Gold*, *Softcare Space* and *Softcare Premium Soft*, each with its own special features targeting specific consumer needs and preferences. The number of SKUs of our baby diapers was 263 as of April 30, 2025.

Set forth below are details of our principal baby diapers products:

Brands	Baby diapers	Year of launch	Positioning and features	ASP in the four months ended April 30, 2025 (US cent per piece)	Product sizes	SKUs
		2009	• Our core product line of <i>Softcare</i> targeting mid-to-high-end consumers • Satisfies multiple needs with high-end performance in terms of absorbency, softness and elastic waistband • High quality at affordable price, being one of the best value-for-money choices on the market	8.7	S, M, L and XL	87
		2023	• A premium line extension of <i>Softcare</i> • High ratio of SAP for enhanced absorbency • Ultra softness and breathable film with microholes design • Come with smart urine indicator	9.5	S, M, L and XL	23

BUSINESS

Brands	Baby diapers	Year of launch	Positioning and features	ASP in the four months ended April 30, 2025 (US cent per piece)	Product sizes	SKUs
		2017	• A premium line extension of <i>Softcare</i> • Cottony soft and skin-friendly, suitable for sensitive skin • Uses larger waist size for better fit	8.6	S, M, L, XL and XXL	79
		2020	• Brand for Latin America market • Similar to the <i>Softcare Premium Soft</i> line in terms of design and materials	12.2	M, L, XL and XXL	14
		2019	• A mid-end product line • Good value for money	6.2	S, M, L and XL	11
		2013	• A mass-market product line • Designed to cover the basic functions of baby diapers • Reasonable quality at affordable price	6.8	S, M, L and XL	49

Baby Pants

Our baby pants are functionally similar to our baby diapers, with the key difference being that baby pants have an elastic waistband that allows them to be pulled up and down like underwear, making them suitable for more active, crawling and mobile babies. Our baby pants are designed for one-year-old infants to five-year-old toddlers, and come in a variety of sizes. They feature an absorbent core made of fluff pulp and SAP, non-woven fabrics, waterproof materials and elastic materials. We offer baby pants under two brands: *Softcare* and *Cuettie*. The number of SKUs of our baby pants was 20 as of April 30, 2025.

BUSINESS

Set forth below are details of our principal baby pants products:

Brands	Baby pants	Year of launch	Positioning and features	ASP in the four months ended April 30, 2025 <i>(US cent per piece)</i>	Product sizes	SKUs
		2018	• Our core product line of <i>Softcare</i> targeting mid-to-high-end consumers • Uses soft back-sheet for better softness	9.4	M, L and XL	18
		2020	• A mass-market product line • Reasonable quality at affordable price	7.5	M and L	2

Sanitary Pads

Our sanitary pads offer comfort and confidence to women during their menstruation. The pads feature an absorbent core made of fluff pulp and SAP, along with non-woven fabrics and waterproof materials. The pads come in a variety of designs and specifications, including size, shape, thickness, surface materials and absorption capacity. This variety enables consumers to select the products that match their individual needs and preferences.

We offer sanitary pads under three brands: *Softcare*, *Veesper* and *Clincleer*. We have also launched two product lines in addition to the *Softcare* standard product line, including *Softcare Smart* and *Softcare Model S*, to target different consumer segments. The number of SKUs of our sanitary pads was 44 as of April 30, 2025.

BUSINESS

Set forth below are details of our principal sanitary pads products:

Brands	Sanitary pads	Year of launch	Positioning and features	ASP in the four months ended April 30, 2025 (US cent per piece)	Product sizes	SKUs
		2013	• Our core product line targeting mid-to-high-end consumers • Comes in different versions for different needs: day use, night use, normal flow and heavy flow • Strong absorption and cottony soft	4.9	8, 10, 12, 14 and 15 pieces	34
						
						
		2024	• A line extension of Softcare targeting young working women • Ultra-thin • Top sheet made of fine denier fabrics for extra softness • Uses perforated materials for better fluid channeling and absorption	5.7	8 pieces	1
		2022	• A line extension of Softcare with a young and vibrant image targeting teenagers • Designed to fit the physique of teenagers • Smaller size, suitable for light flow	2.2	12 and 18 pieces	3
		2020	• Brand for the Latin America market • Similar to the Softcare sanitary napkins in terms of design and materials	4.6	10 pieces	4
		2010	• A mass-market line • Reasonable quality at affordable price	3.4	10 pieces	2

BUSINESS

Wet Wipes

Our wet wipes provide gentle daily cleansing and disinfection and are suitable for babies' skin. They are made of non-woven fabrics and contain purified water, antibacterial substances and aloe essence. Our wet wipes are available in family-sized packs and smaller pocket packs, and are offered under two brands, *Softcare* and *Veesper*. The number of SKUs of our wet wipes was 14 as of April 30, 2025.

Set forth below are details of our principal wet wipes products:

Brands	Wet wipes	Year of launch	Positioning and features	ASP in the four months ended April 30, 2025 (US cent per piece)	Product sizes	SKUs
<i>Softcare</i>		2019	• Suitable for babies' skin • Contains aloe essence and vitamin E for better skin protection • Free of alcohol • Uses 100% purified water • Comes in family-sized packs and smaller pocket packs	1.0	10, 40, 64 and 80 pieces	11
<i>Veesper</i>		2020	• Brand for the Latin America market • Similar to the <i>Softcare</i> wet wipes in terms of design and materials	0.6	120 pieces	3

OUR MARKETS

Africa is our core market. We first commenced sales of hygiene products in Africa back in 2009. Since then, we have continuously expanded our business to many African countries and have gained a strong foothold in Africa. During the Track Record Period, our sales reached over 30 African countries across Western Africa, Eastern Africa and Middle Africa. In 2022, 2023 and 2024 and the four months ended April 30, 2025, Africa in aggregate accounted for 99.9%, 98.7%, 98.0% and 96.6% of our revenue, respectively. Leveraging our experience and success in Africa, we have expanded our business to Peru in Latin America in 2020, Kazakhstan in Central Asia in 2024 and El Salvador in Latin America in 2024.

BUSINESS

The table below sets forth a breakdown of our revenue by location of customers for the periods indicated:

	Year ended December 31,						Four months ended April 30,			
	2022		2023		2024		2024		2025	
	Revenue	%	Revenue	%	Revenue	%	Revenue	%	Revenue	%
<i>(US\$ in thousands, except percentages)</i>										
<i>(unaudited)</i>										
Western Africa:										
Ghana	72,880	22.8	73,768	17.9	65,965	14.5	21,922	15.7	23,049	14.3
Senegal	35,934	11.2	44,540	10.8	45,283	10.0	15,994	11.5	15,048	9.3
Côte d'Ivoire	29,024	9.1	42,049	10.2	44,269	9.7	13,601	9.7	13,165	8.2
Benin	3,747	1.2	5,988	1.5	4,508	1.0	1,744	1.2	2,238	1.4
Others ⁽¹⁾	23,563	7.3	30,946	7.5	34,965	7.7	10,480	7.5	10,159	6.3
Sub-total	165,148	51.6	197,291	47.9	194,990	42.9	63,741	45.6	63,659	39.5
Eastern Africa:										
Kenya	60,357	18.9	70,216	17.1	90,453	19.9	26,653	19.1	30,778	19.1
Tanzania	29,122	9.1	34,636	8.4	41,397	9.1	12,884	9.2	14,800	9.2
Uganda	24,553	7.7	30,715	7.5	38,615	8.5	11,097	7.9	15,896	9.9
Zambia	31,385	9.8	33,253	8.1	27,132	6.0	9,594	6.9	8,071	5.0
Others ⁽²⁾	2,927	0.9	2,978	0.7	9,136	2.1	1,554	1.1	5,383	3.3
Sub-total	148,344	46.4	171,798	41.8	206,733	45.6	61,782	44.2	74,928	46.5
Middle Africa:										
Cameroon	5,015	1.6	35,403	8.6	30,436	6.7	10,320	7.4	10,971	6.8
Others ⁽³⁾	1,028	0.3	1,709	0.4	12,716	2.8	1,399	1.1	6,357	3.8
Sub-total	6,043	1.9	37,112	9.0	43,152	9.5	11,719	8.5	17,328	10.6
Latin America:										
Peru	363	0.1	5,168	1.3	9,298	2.0	2,390	1.7	4,717	2.9
El Salvador	—	—	—	—	111	⁽⁴⁾ —	—	—	568	0.4
Sub-total	363	0.1	5,168	1.3	9,409	2.0	2,390	1.7	5,285	3.3
Central Asia:										
Kazakhstan	—	—	—	—	105	⁽⁴⁾ —	—	—	110	0.1
Total	319,898	100.0	411,369	100.0	454,389	100.0	139,632	100.0	161,310	100.0

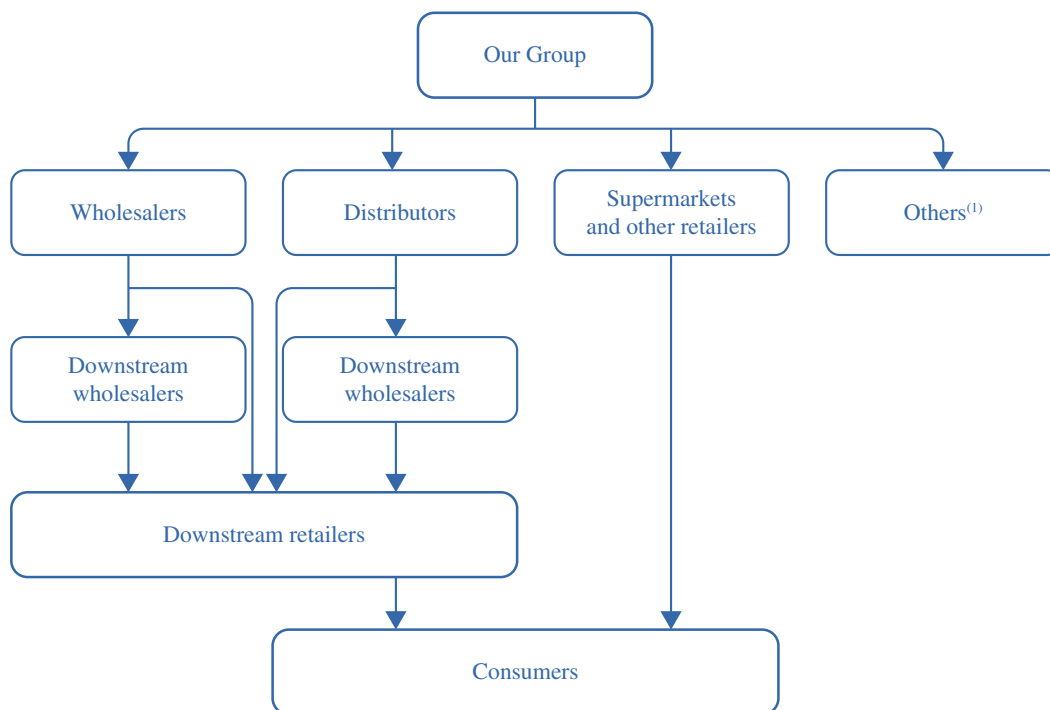
Notes:

- (1) Other countries in Western Africa primarily include Mali, Liberia, Burkina Faso, the Gambia, Guinea-Bissau, Sierra Leone, Niger, Togo, Guinea and Mauritania.
- (2) Other countries in Eastern Africa primarily include Zimbabwe, Burundi, Malawi, South Sudan, Somalia, Madagascar, Mozambique and Rwanda.
- (3) Other countries in Middle Africa primarily include the Democratic Republic of the Congo, the Central African Republic, Chad, Gabon and the Republic of the Congo.
- (4) Less than 0.1%.

SALES CHANNELS

We sell our products through various sales channels, primarily consisting of wholesalers, distributors, supermarkets and other retailers. This combination of diverse sales channels enables us to reach a broader consumer base and penetrate the local markets more effectively. We generally enter into standard sales agreements with our customers, which outline the terms of our buyer-seller relationship. We recognize revenue when the control of our products is transferred to our customers.

The following chart illustrates the typical flow of our products to consumers through various sales channels:



Note:

- (1) Others primarily include customers who purchase products from us on a one-off basis and with whom we have not entered into any written sales agreement.

BUSINESS

The table below sets forth a breakdown of our revenue by sales channel for the periods indicated:

	Year ended December 31,						Four months ended April 30,			
	2022		2023		2024		2024		2025	
	Revenue	% of total revenue	Revenue	% of total revenue	Revenue	% of total revenue	Revenue	% of total revenue	Revenue	% of total revenue
<i>(US\$ in thousands, except percentages)</i>										
<i>(unaudited)</i>										
Wholesalers . .	191,223	59.8	266,488	64.8	291,256	64.1	89,804	64.3	100,155	62.1
Distributors . .	106,084	33.2	127,141	30.9	145,930	32.1	44,172	31.6	54,698	33.9
Supermarkets and other										
retailers . . .	9,613	3.0	11,563	2.8	15,175	3.3	4,535	3.2	6,042	3.7
Others ⁽¹⁾	12,978	4.0	6,177	1.5	2,028	0.5	1,121	0.9	415	0.3
Total	319,898	100.0	411,369	100.0	454,389	100.0	139,632	100.0	161,310	100.0

Note:

- (1) Others primarily include customers who purchase products from us on a one-off basis and with whom we have not entered into any written sales agreement.

We have established a local sales team in each of Ghana, Senegal, Côte d'Ivoire, Benin, Kenya, Tanzania, Uganda, Zambia, Cameroon, Peru, El Salvador and Kazakhstan to perform the day-to-day sales-related work in these countries. Our local sales teams, which comprise sales staff hired locally as well as sales staff assigned by our headquarters to station at different countries, are primarily responsible for handling purchase orders, liaising with our sales channels, evaluating the background and credibility of our sales channels and assessing the credit terms to be granted to them, coordinating with our logistics department to ensure timely delivery of products, and implementing our sales targets and sales strategies. Our local sales teams regularly visit our sales channels in order to understand their sales performance, conduct stocktaking at their business places and formulate sales and promotion strategies with them. Our local sales teams are also in charge of monitoring our customers' sales performance and preventing any sales malpractices or channel stuffing at the wholesalers' or distributors' level at different countries. Our local sales teams regularly collect and monitor the latest sales data and market data and conduct analyses in various aspects, including but not limited to changes in sales volume, market size, market share, market trend, competitive landscape and consumer preferences, and report such data and analyses to our management at Group level on a monthly basis. Each local sales team is managed by a sales manager, who regularly reports the local sales performance and market development to our management at Group level on a monthly basis. At Group level, our management regularly convenes meetings with our local sales managers on a monthly basis to discuss the latest sales performance and market development in different countries. In addition, our senior management members, including but not limited

to the heads of various departments, such as sales and operations, business management, project development, and supply chain management, also regularly visit our local branches in different countries in order to monitor our local business operations.

We have established internal policies in respect of sales procedures, which our local sales staff are required to follow. These internal policies are designed to standardize our sales procedures across different countries and enhance our operational efficiency. Our audit department at Group level also regularly conducts internal audit of our sales data in different countries in order to ensure the accuracy of such data and the truthfulness of the underlying sales activities.

We have established a KPI assessment system to assess the performance of our local sales staff as well as motivate them and align their interests with the interests of our Group. We regularly assess whether our local sales staff achieve their KPI targets, which cover, among others, sales volume, number of new customers and profit margin, with reference to which we will evaluate and determine their remuneration.

We have implemented a CRM system as our centralized sales management platform to better manage our sales channels. The CRM system enables us to monitor the sales activities of our sales channels on a timely basis and provide our sales channels with customized support and data analysis, which can help them optimize their sales strategies and product combinations and respond to the market more promptly. Through our CRM system, our sales channels can have access to the most updated information about our products, prices, promotions and available stock. They can also place orders and manage the delivery process directly on the system, which enhances the efficiency of the overall sales process.

Sales to Wholesalers

Wholesalers are the main sales channel of baby and feminine hygiene products in the Emerging Markets in which we operate. Wholesalers are intermediary customers who engage in buying products on a wholesale basis and selling them to lower-tier wholesalers or retailers to earn a profit. Wholesalers are primarily concentrated in wholesale markets in urban areas, catering to downstream customers consisting mainly of second- and third-tier wholesalers or local retailers. Wholesalers usually have centralized storage and management, and their staff mainly focus on procurement, sales and warehousing. We sell our products to wholesalers who resell our products to their own customers. In 2022, 2023 and 2024 and the four months ended April 30, 2025, our revenue derived from wholesalers amounted to US\$191.2 million, US\$266.5 million, US\$291.3 million and US\$100.2 million, representing 59.8%, 64.8%, 64.1% and 62.1% of our total revenue, respectively. As of December 31, 2022, 2023 and 2024 and April 30, 2025, we had 2,003, 2,162, 2,225 and 2,132 wholesalers, respectively.

BUSINESS

Set out below are the salient terms of our typical sales agreements with wholesalers:

Duration: Three years

Minimum purchase amount No minimum purchase amount requirement
requirement:

Minimum inventory level We do not require wholesalers to maintain any
requirement minimum inventory level.

Sales target and rebate: No sales target is set for a large majority of wholesalers. Sales targets may be set for certain key wholesalers on a case-by-case basis and rebates are offered upon achievement of the sales targets. There is no penalty for failing to meet the sales targets. Rebates are usually calculated based on a certain percentage (usually ranging from 1% to 5.5%) of the purchase amount of the relevant wholesalers, and are usually granted to them by way of discount to their subsequent purchase orders. In 2022, 2023 and 2024 and the four months ended April 30, 2025, the rebates paid to our wholesalers amounted to US\$1.0 million, US\$2.5 million, US\$4.3 million and US\$1.6 million, respectively.

Purchase price: The purchase price is separately agreed between each wholesaler and us in individual purchase orders. We reserve the right to adjust the purchase price at any time.

Payment and credit terms: Payment is typically due before or upon delivery. Credit terms may be extended on a case-by-case basis, taking into account factors including creditworthiness and purchase amount. In general, we extend no more than 15 days of credit terms to wholesalers. Payment method includes bank transfer, bank remittance, cheque or other methods approved by us.

Sales restriction: Certain wholesalers are restricted to sell our products in their designated wholesale markets. There is no restriction on reselling our products to sub-tier sales channels.

BUSINESS

Delivery method:	The delivery method is separately agreed in the individual purchase orders. We offer delivery and pick-up options.
Return of goods and refund: . . .	Return of goods or refund is generally not allowed. If there is any quality issue, we will negotiate with the wholesalers about the solutions and may provide replacement of products on a case-by-case basis.
Termination:	The agreement may be terminated by us in the event of, among others, breach of agreement, default in payment or breach of laws and regulations by the wholesaler.

Movement in Number of Wholesalers

The table below sets forth the number of our wholesalers and their movements for the years indicated:

	Year ended December 31,			Four months ended April 30,
	2022	2023	2024	2025
Number of wholesalers at the beginning of the year	1,911	2,003	2,162	2,225
Number of wholesalers added during the year	667	698	747	479
Number of inactive wholesalers ⁽¹⁾ deducted during the year	<u>(575)</u>	<u>(539)</u>	<u>(684)</u>	<u>(572)</u>
Number of wholesalers at the end of the year	<u>2,003</u>	<u>2,162</u>	<u>2,225</u>	<u>2,132</u>

Note:

- (1) During the Track Record Period, we had not terminated our sales agreements with any wholesalers. During the same period, we had not sold our products to certain wholesalers for a prolonged period, primarily because (i) some of them had ceased operation or changed their business; and (ii) we had arranged some of them whose purchase amount was relatively small to purchase our products from our other wholesalers or distributors instead of purchasing directly from us, so as to focus our resources on managing customers who purchased larger amount of products. For the purpose of the above table, we consider the business relationship with a wholesaler to be inactive when such wholesaler did not contribute to our revenue during the relevant year. When calculating the total number of wholesalers at the end of a year, we deduct the number of inactive wholesalers. During the Track Record Period, we did not have any material dispute with any wholesalers during the Track Record Period and up to the Latest Practicable Date.

Sales to Distributors

Distributors are customers who purchase goods from product manufacturer and provider in the mid-segment of the supply chain and possess robust marketing capabilities, dedicated sales teams, and their own delivery vehicles to effectively and proactively distribute products to the end market. Distributors usually focus on sales of specific types of products and pursue higher inventory turnover rate and timeliness of delivery, and their staff mainly focus on sales, marketing, delivery and customer service. They are usually able to follow the manufacturer's guidelines and responsible for managing and servicing the downstream sales channels within their designated geographical area, ensuring effective product rollout and market coverage. We sell our products to distributors who resell our products to their own customers. Our distributors manage sales, deliveries and customer service within their assigned regions, adhering to our established requirements. We believe that partnering with distributors allows for proactive market development, particularly in more remote areas, leading to more effective product distribution. In 2022, 2023 and 2024 and the four months ended April 30, 2025, our revenue derived from distributors amounted to US\$106.1 million, US\$127.1 million, US\$145.9 million and US\$54.7 million, representing 33.2%, 30.9%, 32.1% and 33.9% of our total revenue, respectively. As of December 31, 2022, 2023 and 2024 and April 30, 2025, we had 293, 410, 461 and 418 distributors, respectively.

Set out below are the salient terms of our typical sales agreements with distributors:

Duration: Three years

Minimum purchase amount No minimum purchase amount requirement
requirement:

Minimum inventory level We do not require distributors to maintain any
requirement minimum inventory level.

Sales target and rebate: No sales target is set for a large majority of distributors. Sales targets may be set for certain key distributors on a case-by-case basis and rebates are offered upon achievement of the sales targets. There is no penalty for failing to meet the sales targets. Moreover, additional rebates will be offered to them if they choose to sell our products exclusively, maintain sufficient vehicles for delivery and/or pick up the purchased goods at our warehouses. Rebates are usually calculated based on a certain percentage (usually ranging from 2% to 8.5%) of the purchase amount of the relevant distributors, and are usually granted to them by way of discount to their subsequent purchase orders. In 2022, 2023 and 2024 and the four months ended April 30, 2025, the rebates paid to our distributors amounted to US\$2.7 million, US\$3.8 million, US\$5.1 million and US\$2.5 million, respectively.

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Purchase price:	The purchase price is separately agreed between each distributor and us in individual purchase orders. We reserve the right to adjust the purchase price at any time.
Payment and credit terms:	Payment is typically due before or upon delivery. Credit terms may be extended on a case-by-case basis, subject to creditworthiness. In general, we extend no more than 15 days of credit terms to distributors. Payment method includes bank transfer, bank remittance, cheque or other methods approved by us.
Sales restriction:	Certain key distributors are restricted to sell our products in their designated sales areas. There is no restriction on reselling our products to sub-tier sales channels.
Delivery method:	The delivery method is separately agreed in the individual purchase orders. We offer delivery and pick-up options.
Return of goods and refund: . . .	Return of goods or refund is generally not allowed. If there is any quality issue, we will negotiate with the distributors about the solutions and may provide replacement of products on a case-by-case basis.
Termination:	The agreement may be terminated by us in the event of, among others, breach of agreement, default in payment or breach of laws and regulations by the distributor.

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Movement in Number of Distributors

The table below sets forth the number of our distributors and their movements for the years indicated:

	Year ended December 31,			Four months ended April 30,
	2022	2023	2024	2025
Number of distributors at the beginning of the year	257	293	410	461
Number of distributors added during the year	86	131	127	56
Number of inactive distributors ⁽¹⁾ deducted during the year	(50)	(14)	(76)	(99)
Number of distributors at the end of the year	293	410	461	418

Note:

- (1) During the Track Record Period, we had not terminated our sales agreements with any distributors. During the same period, we had not sold our products to certain distributors for a prolonged period, primarily because (i) some of them had ceased operation or changed their business; and (ii) we had arranged some of them whose purchase amount was relatively small to purchase our products from our other wholesalers or distributors instead of purchasing directly from us, so as to focus our resources on managing customers who purchased larger amount of products. For the purpose of the above table, we consider the business relationship with a distributor to be inactive when such distributor did not contribute to our revenue during the relevant year. When calculating the total number of distributors at the end of a year, we deduct the number of inactive distributors. During the Track Record Period, we did not have any material dispute with any distributors during the Track Record Period and up to the Latest Practicable Date. In the four months ended April 30, 2025, we had 99 inactive distributors, which was more than the inactive distributors in each of 2022, 2023 and 2024, primarily because we adopted a more stringent policy in assessing the sales performance of our distributors and arranged some of them whose purchase amount was relatively small to purchase our products from our other wholesalers or distributors instead of purchasing directly from us, so as to focus our resources on managing customers who purchased larger amount of products.

Sales to Supermarkets and Other Retailers

Retail channels are where our products are displayed and sold to end consumers. Our retailer network primarily consists of supermarkets and other retailers, such as gas stations, baby care shops and pharmacies. This diverse range of retailers includes both nationwide or regionwide chains as well as individual stores. By collaborating with supermarkets and other retailers, we are able to increase the visibility of our brands and products and penetrate local markets more effectively. In 2022, 2023 and 2024 and the four months ended April 30, 2025, our revenue derived from supermarkets and other retailers amounted to US\$9.6 million, US\$11.6 million, US\$15.2 million and US\$6.0 million, representing 3.0%, 2.8%, 3.3% and 3.7% of our total revenue, respectively. As of December 31, 2022, 2023 and 2024 and April 30, 2025, we had 161, 195, 221 and 285 supermarkets and other retailers, respectively.

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Set out below are the salient terms of our typical sales agreements with supermarkets and other retailers:

Duration:	One to three years
Minimum purchase amount requirement:	No minimum purchase amount requirement
Sales target and rebate:	No sales target is set for a large majority of supermarkets and other retailers. Sales targets may be set for certain key supermarkets and other retailers on a case-by-case basis and rebates are offered upon achievement of the sales targets. There is no penalty for failing to meet the sales targets.
Purchase price:	The purchase price is separately agreed between each supermarket or other retailer and us in individual purchase orders. We reserve the right to adjust the purchase price at any time.
Payment and credit terms:	Payment is typically due before or upon delivery. Credit terms may be extended on a case-by-case basis, taking into account factors including creditworthiness and purchase amount. In general, the credit terms we extend to supermarkets and other retailers range from 30 to 90 days. Payment method includes bank transfer, bank remittance, cheque or other methods approved by us.
Sales restriction:	In general, no sales restriction is imposed on supermarkets and other retailers.
Delivery method:	The delivery method is separately agreed in the individual purchase orders. We offer delivery and pick-up options.
Return of goods and refund:	Return of goods or refund is generally not allowed. If there is any quality issue, we will negotiate with the supermarkets or retailers about the solutions and may provide replacement of products on a case-by-case basis.
Termination:	In general, the agreement may be terminated by us in the event of, among others, breach of agreement, default in payment or breach of laws and regulations by the supermarket or other retailer.

Management of Sales Channels

We evaluate and select customers as our sales channels based on a variety of criteria, such as their financial status, business experience, sales capabilities, warehousing capabilities, reputation and scale of operation. Potential customers must pass our internal approval procedures before they are selected as our sales channels. We generally enter into standard sales agreements with our sales channels to better manage and standardize our relationship with them. Our standard sales agreements include, among others, anti-corruption terms that our sales channels must strictly comply with. We regularly assess the sales performance of our sales channels and provide them with guidance on products, sales and marketing strategies. In addition, we regularly inspect our sales channels to monitor compliance with our requirements, such as, where applicable, selling within the designated sales territories. If our sales channels fail to comply with our requirements, we will request remedial actions and can terminate our cooperation and cancel any rebate or discount. We do not prohibit our sales channels from reselling our products to their downstream sales channels but we do not have any direct contractual relationships with their downstream sales channels, or enter into any sales arrangements with them, or maintain any control over them.

To minimize the risk of cannibalization among our sales channels, we have implemented the following measures:

- We generally sell our products at uniform prices across different sales channels within the same country, and provide suggested selling prices to our sales channels, so as to ensure standardization of product prices and to prevent extreme competition among them. We require our wholesalers and distributors to assist us in ensuring their downstream sales channels not to sell the Company's products at any prices that would disrupt the market order. Our wholesalers and distributors will report to us if they are aware of any sales channels selling our products at unusually low prices. We will then investigate the incident and identify which of our wholesalers or distributors supply our products to such sales channels. We may require the relevant wholesalers or distributors not to supply our products to such sales channels going forward if such behavior is not ceased satisfactorily.
- To prevent over-competition among our key distributors, a sales territory is designated in the sales agreement. They are prohibited from selling our products outside their respective designated sales territories.
- We monitor the sales activities of our distributors by regularly conducting site visits to their warehouses and their downstream customers to collect first-hand information from the market. If we become aware of any violation of our requirements, such as engaging in any cross-regional sales, we may cancel any rebate or discount granted to the relevant distributors and terminate our business relationship with them.

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We believe that our sales correspond to the actual consumer demand and the risk of channel stuffing is low based on the following reasons:

- We conduct semi-annual stocktaking of our sales channels to monitor their inventory level and prevent channel stuffing. If we notice a significant drop in their sales volumes or if there is an unusually large amount of unsold inventory, we will make enquiries and adopt appropriate measures.
- We generally require full payment before or upon delivery of products and we only grant credit terms to customers on a case-by-case basis subject to their creditworthiness.
- Return of product or refund is generally not allowed. If there is any quality issue, we will negotiate with our customers about the solutions and may provide replacement of products on a case-by-case basis. We consider that our product return policy is in line with the industry practice. During the Track Record Period, we had not experienced any material product return. In 2022, 2023 and 2024 and the four months ended April 30, 2025, we provided replacement of products in the amount of US\$0.6 million, US\$0.6 million, US\$1.1 million and US\$0.6 million, representing approximately 0.2%, 0.1%, 0.2% and 0.4% of our revenue, respectively, primarily because the packaging of such products was damaged during transportation. According to Frost & Sullivan, such rate of replacement of products is in line with the industry norm. During the Track Record Period and up to the Latest Practicable Date, we had not experienced any material complaints, claims or legal proceedings related to product quality.
- Our sales agreements do not have any minimum purchase amount requirement. While we offer rebates upon achievement of the sales targets set out in the sales agreement, such sales targets are voluntary in nature and there is no penalty for failing to meet them.

To the best of our knowledge, save for the Remaining Sunda Group, all of our wholesalers, distributors, supermarkets and other retailers during the Track Record Period are Independent Third Parties and do not have any other past or present family, business, employment, or financial relationships with us.

According to Frost & Sullivan, the use of wholesalers, distributors, supermarkets and other retailers to distribute baby and feminine hygiene products is a common industry practice in Africa, Latin America and Central Asia.

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OUR CUSTOMERS

Our customers primarily consist of wholesalers, distributors, supermarkets and other retailers. In 2022, 2023 and 2024 and the four months ended April 30, 2025, (i) our revenue derived from our largest customer in each year/period during the Track Record Period amounted to US\$4.8 million, US\$5.2 million, US\$7.0 million and US\$2.3 million, representing 1.5%, 1.3%, 1.5% and 1.4% of our total revenue, respectively; and (ii) our revenue derived from our five largest customers in each year/period during the Track Record Period amounted to US\$16.7 million, US\$20.1 million, US\$25.2 million and US\$10.1 million, representing 5.2%, 4.9%, 5.5% and 6.3% of our total revenue, respectively. During the Track Record Period, our sales transactions were primarily denominated in local statutory currencies, including but not limited to Western African CFA franc, Central African CFA franc, Ghanaian cedi, Tanzanian shilling, Kenyan shilling, Zambian kwacha, Ugandan shilling, Peruvian sol and Kazakhstani tenge, as well as U.S. dollars.

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

Year ended December 31, 2022

No.	Customer	Customer type	Background	Principal products/services provided	Year of commencement of business relationship with us	Credit terms	Payment method	Revenue <i>(US\$ in thousands)</i>	% of total revenue <i>(%)</i>
1	Customer A	Distributor	A distributor of FMCG located in Kenya and established in 2002 with around 1,500 full-time employees	Baby diapers, baby pants, sanitary pads and wet wipes	2016	14 days	Bank transfer	4,835	1.5
2	The Remaining Sunda Group	Distributor	An integrated enterprise principally engaged in businesses related to FMCG, building materials and hardware	Baby diapers, baby pants, sanitary pads and wet wipes	N/A ^(Note)	Repayable on demand	Bank transfer	3,409	1.1

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No.	Customer	Customer type	Background	Principal products/services provided	Year of commencement of business relationship with us	Credit terms	Payment method	Revenue <i>(US\$ in thousands)</i>	% of total revenue <i>(%)</i>
3	Customer B	Distributor	A distributor of FMCG located in Kenya and established in 2005 with around 300 or more full-time employees	Baby diapers, baby pants, sanitary pads and wet wipes	2015	Nil	Bank transfer	2,937	0.9
4	Customer C	Wholesaler	A wholesaler of FMCG located in Zambia and the Democratic Republic of Congo and established in 2012 with around 40 full-time employees	Baby diapers, sanitary pads and wet wipes	2019	Nil	Bank transfer	2,892	0.9
5	Customer D	Wholesaler	A wholesaler of FMCG located in Togo and established in 2017 with less than 10 full-time employees	Baby diapers, baby pants, sanitary pads and wet wipes	2020	Nil	Bank transfer	2,654	0.8
Total								16,727	5.2

Note:

- We started our business as an internal business segment of Sunda Group back in 2009. Sunda Group consists of our Group and the Remaining Sunda Group, both of which are ultimately controlled by Mr. Shen and Ms. Yang.

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Year ended December 31, 2023

No.	Customer	Customer type	Background	Principal products sold	Year of commencement of business relationship with us	Credit terms	Payment method	Revenue <i>(US\$ in thousands)</i>	% of total revenue <i>(%)</i>
1	Customer A	Distributor	A distributor of FMCG located in Kenya and established in 2002 with around 1,500 full-time employees	Baby diapers, baby pants, sanitary pads and wet wipes	2016	14 days	Bank transfer	5,169	1.3
2	Customer E	Distributor	A distributor of FMCG located in Tanzania and established in 2019 with around 20 full-time employees	Baby diapers, baby pants, sanitary pads and wet wipes	2020	0 to 7 days	Bank transfer	4,408	1.1
3	Customer B	Distributor	A distributor of FMCG located in Kenya and established in 2005 with around 300 or more full-time employees	Baby diapers, baby pants, sanitary pads and wet wipes	2015	Nil	Bank transfer	3,867	0.9
4	Customer F	Wholesaler	A wholesaler of FMCG, plastic bags, metal products and textiles located in Uganda and established in 2010 with around 5 full-time employees	Baby diapers, baby pants, sanitary pads and wet wipes	2018	0 to 5 days	Bank transfer	3,640	0.9
5	Customer G	Wholesaler	A wholesaler of FMCG located in Zambia and established in 2013 with around 90 full-time employees	Baby diapers, sanitary pads and wet wipes	2019	0 to 14 days	Bank transfer	2,967	0.7
Total								20,051	4.9

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Year ended December 31, 2024

No.	Customer	Customer type	Background	Principal products sold	Year of commencement of business relationship with us	Credit terms	Payment method	Revenue <i>(US\$ in thousands)</i>	% of total revenue <i>(%)</i>
1	Customer A	Distributor	A distributor of FMCG located in Kenya and established in 2002 with around 1,500 full-time employees	Baby diapers, baby pants, sanitary pads and wet wipes	2016	14 days	Bank transfer	7,020	1.5
2	Customer B	Distributor	A distributor of FMCG located in Kenya and established in 2005 with around 300 or more full-time employees	Baby diapers, baby pants, sanitary pads and wet wipes	2015	Nil	Bank transfer	5,121	1.1
3	Customer F	Wholesaler	A wholesaler of FMCG, plastic bags, metal products and textiles located in Uganda and established in 2010 with around 5 full-time employees	Baby diapers, baby pants, sanitary pads and wet wipes	2018	0 to 5 days	Bank transfer	5,080	1.1
4	Customer C	Wholesaler	A wholesaler of FMCG located in Zambia and the Democratic Republic of Congo and established in 2012 with around 40 full-time employees	Baby diapers, sanitary pads and wet wipes	2019	Nil	Bank transfer	4,427	1.0
5	Customer H	Distributor	A distributor of FMCG located in Kenya and established in 2015 with around 70 full-time employees	Baby diapers, sanitary pads and wet wipes	2021	Nil	Bank transfer	3,527	0.8
Total								25,175	5.5

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Four months ended April 30, 2025

No.	Customer	Customer type	Background	Principal products sold	Year of commencement of business relationship with us	Credit terms	Payment method	Revenue <i>(US\$ in thousands)</i>	% of total revenue <i>(%)</i>
1	Customer C	Wholesaler	A wholesaler of FMCG located in Zambia and the Democratic Republic of Congo and established in 2012 with around 40 full-time employees	Baby diapers, sanitary pads and wet wipes	2019	Nil	Bank transfer	2,310	1.4
2	Customer A	Distributor	A distributor of FMCG located in Kenya and established in 2002 with around 1,500 full-time employees	Baby diapers, baby pants, sanitary pads and wet wipes	2016	14 days	Bank transfer	2,276	1.4
3	Customer F	Wholesaler	A wholesaler of FMCG, plastic bags, metal products and textiles located in Uganda and established in 2010 with around 5 full-time employees	Baby diapers, baby pants, sanitary pads and wet wipes	2018	0 to 6 days	Bank transfer	2,101	1.3
4	Customer B	Distributor	A distributor of FMCG located in Kenya and established in 2005 with around 300 or more full-time employees	Baby diapers, baby pants, sanitary pads and wet wipes	2015	Nil	Bank transfer	1,864	1.2
5	Customer I	Wholesaler	A wholesaler of FMCG located in Zimbabwe and established in 2022 with around 50 or more full-time employees	Baby diapers, sanitary pads and wet wipes	2022	Nil	Bank transfer	1,532	1.0
Total								10,083	6.3

Save for the Remaining Sunda Group, all of our five largest customers in each year/period during the Track Record Period are Independent Third Parties. To the best knowledge of our Directors, save for the Remaining Sunda Group, none of our Directors, their close associates or any Shareholders who owned more than 5% of the share capital of our Company as at the Latest Practicable Date had any interest (direct or indirect) in any of our five largest customers in each year/period during the Track Record Period.

THIRD-PARTY PAYMENT ARRANGEMENT**Background**

During the Track Record Period, certain of our customers (the “**Relevant Customer(s)**”) settled their payments (the “**Third-party Payments**”) with us through third-party payors (the “**Third-party Payment Arrangement**”). In 2022, 2023 and 2024 and the four months ended April 30, 2025, (i) the number of Relevant Customers was 1,520, 1,567, 351 and 354, respectively; (ii) the aggregate amount of the Third-party Payments was US\$93.3 million, US\$82.5 million, US\$5.3 million and US\$1.0 million, representing approximately 29.2%, 20.1%, 1.2% and 0.6% of our revenue, respectively; and (iii) the aggregate amount of payments attributable to the Relevant Customers (i.e. including the payments settled by the Relevant Customers on their own as well as through third-party payors) was US\$239.2 million, US\$351.9 million, US\$104.3 million and US\$9.8 million, representing approximately 74.8%, 85.5%, 23.0% and 6.1% of our revenue, respectively. No individual Relevant Customer had made any material contribution to our revenue during the Track Record Period.

As of April 30, 2025, our Group had ceased all the Third-party Payment Arrangement, save for certain Relevant Customers who had not completely ceased Third-party Payment due to administrative difficulties, whom we had required to provide a designation letter jointly signed by the Relevant Customers and their third-party payors to us confirming (1) the identity of the third-party payors; (2) the third-party payors are authorized to make payment to us on the customer’s behalf; (3) in the case of mobile payment, the mobile phone numbers or mobile application accounts of the third-party payors that were or will be used for such payments; (4) that the customer assumes the primary liability of settling the payment arising from their purchase of goods from us; (5) that the third-party payors shall not and will not request us to refund the payments made and settled on behalf of the customer in connection with the Third-party Payment Arrangement; and (6) that the customer undertakes to indemnify us against all losses, payments, costs expenses, liabilities and damages which we may suffer or incur arising out of or in connection with any failure, dispute or disagreement by the third-party payors to settle the payments arising from the customers’ purchase of goods from us or any breach, failure, dispute or disagreement by the customers and/or the third-party payors to perform their obligations. In view of the minimal percentage of Third-party Payments in terms of our revenue in the four months ended April 30, 2025, we consider that the cessation of the Third-party Payment Arrangement did not and will not have any material adverse effect on our business, operations and financial results.

During the Track Record Period, (i) we did not proactively initiate the Third-party Payment Arrangement or participate in other similar arrangement; (ii) we did not provide any discount, commission, rebate or other benefit to any of the Relevant Customers or the third-party payors to facilitate or incentivize the Third-party Payment Arrangement; and (iii) the pricing and payment terms of the agreements we entered into with the Relevant Customers were generally in line with other customers.

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To the best knowledge of our Directors, the Relevant Customers during the Track Record Period primarily consisted of sole proprietors and small and medium enterprises, which had small to medium-sized operations.

To the best knowledge of our Directors, the third-party payors designated by the Relevant Customers during the Track Record Period primarily consisted of persons affiliated with the Relevant Customers, such as their beneficial owners, beneficial owners' relatives, employees, and downstream sales channels. To the best knowledge of our Directors, all of the Relevant Customers and the third-party payors are Independent Third Parties and there is no other past or present relationship, including business, trust, employment, financing, family or otherwise, between the Relevant Customers or the third-party payors and us.

During the Track Record Period and up to the Latest Practicable Date, the jurisdictions that our Group adopted the Third-party Payment Arrangement included Ghana, Senegal, Côte d'Ivoire, Benin, Kenya, Tanzania, Uganda, Zambia, Cameroon, Peru, Kazakhstan and El Salvador. Our Directors confirm that the Third-party Payment Arrangement during the Track Record Period was based on bona fide underlying transactions and valid contracts. As advised by our legal advisors as to the laws of the aforementioned jurisdictions, (i) the Third-party Payment Arrangement during the Track Record Period was valid and legally binding and was not in breach of any applicable laws and regulations in any material respects, and the risk that our Group would be found obligated to return funds to the Relevant Customers or their designated third-party payors under the Third-Party Payment Arrangement is remote; (ii) in any event, including but not limited to where there is (a) any dispute or disagreement among the customers, the third-party payors and/or us concerning the relevant sales agreements between the customers and us or the designation letters signed by them, or (b) any failure by the customers or by the third-party payors on behalf of the customers to settle the payments concerning such sales agreements, or (c) any request by the third-party payors for refund of the payments made or settled on behalf of the customers concerning such sales agreements, the customers shall remain primarily liable for the payments concerning such sales agreements and all other liabilities arising out of such sales agreements; (iii) the designation letters constitute legal, valid, binding and enforceable obligations of all of the parties thereto, including the customers, the third-party payors and us; and (iv) we shall have an enforceable right to claim (a) indemnity from the customers; and/or (b) compensation against the customers and/or the third-party payors in the event that any of the customers or third-party payors breaches or fails to perform his/her/its obligations.

We generally require full payment before or upon delivery of products and only grants credit terms to customers on a case-by-case basis, subject to their creditworthiness, which is an existing measure to minimize our credit risk relating to trade receivables. Out of the US\$1.0 million of Third-party Payments in the four months ended April 30, 2025, 65.7% was settled before or upon delivery of products, and the remaining 34.3% was settled after delivery of products. To the best knowledge of our Directors, during the Track Record Period and up to the Latest Practicable Date, we had not encountered any refund requests, actual or pending disputes or disagreements, claims, prosecutions, investigations, enquiries, penalties, surcharges or additional tax payments as a result of the Third-party Payment Arrangement. In light of the foregoing, we consider that the risk of incurring any financial losses due to payment default by or disagreement with third-party payors is remote.

Reason for Using Third-party Payment Arrangement

To the best knowledge of our Directors, the use of the Third-party Payment Arrangement during the Track Record Period was primarily for the purpose of facilitating the requests of the Relevant Customers who, for various administrative reasons as set out below and for convenience sake, requested payment settlement through third-party payors. For example, some Relevant Customers did not have their own corporate accounts as they would like to avoid the complexity of setting up corporate accounts. They considered it more convenient and flexible to settle payments with us through the accounts of their relatives, employees or other acquaintances. There were some Relevant Customers who instructed their sales staff to settle our payments through the sales staff's personal accounts after the sales staff collected payments from their customers, as they considered it was more convenient to do so instead of arranging the sales staff to transfer the collected payments to such Relevant Customers for onward transfer to us. There were also some Relevant Customers who instructed their downstream sales channels to pay us directly the amounts such Relevant Customers owed us so as to offset the amounts such downstream sales channels owed such Relevant Customers as agreed between them out of convenience.

According to Frost & Sullivan, it is a common commercial practice for wholesalers, distributors and retailers in Africa, Latin America and Central Asia to settle payments through third-party payors out of convenience and flexibility, and it may not be commercially viable for them to completely cease this practice.

Enhanced Internal Control Measures

We have implemented the following enhanced internal control measures to mitigate the risks associated with the Third-party Payment Arrangement:

- i. We will not accept third-party payments in the future, except in special circumstances where the customers have genuine practical difficulties and subject to the enhanced internal control measures. For example, some customers who are located in remote areas may not have access to banking services in their vicinity. They would need to travel a long distance to the nearest bank in order to settle

payments with us through their own accounts, which they consider to be unduly burdensome, time-consuming and unsafe, and so they would prefer instructing third-party payors who have access to banking services in their vicinity to settle the payments on behalf of them. We will consider and approve on a case-by-case basis and request the relevant customers to follow our enhanced internal control requirements below;

- ii. For customers who continue to settle their payments with us through the Third-party Payment Arrangement, we regularly make enquiries with them and pay visit to their business places in order to understand their business practice and their relationship with their designated third-party payors and ensure that their use of the Third-party Payment Arrangement is supported by genuine reasons. If we consider that their use of Third-party Payment Arrangement is not supported by genuine reasons, we will request them to cease the Third-party Payment Arrangement and will not accept third-party payments on their behalf in the future;
- iii. In addition, when approving any customer who has genuine reasons to use the Third-party Payment Arrangement, we require the customers to provide a designation letter jointly signed by the customers and their third-party payors to us confirming (1) the identity of the third-party payors; (2) the third-party payors are authorized to make payment to us on the customer's behalf; (3) in the case of mobile payment, the mobile phone numbers or mobile application accounts of the third-party payors that were or will be used for such payments; (4) that the customer assumes the primary liability of settling the payment arising from their purchase of goods from us; (5) that the third-party payors shall not and will not request us to refund the payments made and settled on behalf of the customer in connection with the Third-party Payment Arrangement; and (6) that the customer undertakes to indemnify us against all losses, payments, costs expenses, liabilities and damages which we may suffer or incur arising out of or in connection with any failure, dispute or disagreement by the third-party payors to settle the payments arising from the customers' purchase of goods from us or any breach, failure, dispute or disagreement by the customers and/or the third-party payors to perform their obligations. In view that the third-party payors designated by the customers are persons affiliated with them, such as their beneficial owners, beneficial owners' relatives, employees, and downstream sales channels, we consider that in practice the customers will procure their designated third-party payors to act in accordance with the designation letters. We also require such customers to provide us with payment details, such as time, method, amount and the payor's account number, after they have made the payments to us so that we can confirm the identities of the underlying customers relating to such payments;
- iv. We have requested our customers to specify sufficient information in the deposit receipts when settling payments with us through bank deposits so that we can confirm their identities;

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- v. When accepting third-party payments, we verify the payment details against the information in our system to ensure that such payments were settled through the authorized third-party payors as specified in the designation letters;
- vi. We communicate with our customers about our policies on third-party payments, anti-corruption and anti-money laundering. Our standard sales agreements include anti-corruption and anti-money laundering terms allowing us to terminate the agreement and cancel any rebate or discount if the customer engages in any corruption or money-laundering activities; and
- vii. We require our employees to reject all payments made by third-party payors that fail to satisfy the abovementioned requirements.

Our Directors, having consulted our internal control consultant (as referred to in the paragraph headed “—Internal Control and Risk Management” in this section below), are of the view that the enhanced internal control measures are effective and adequate and the risks relating to the Third-party Payment Arrangement are properly managed. Based on the above, to the best knowledge of our Directors, our Directors believe that the Third-party Payment Arrangement during the Track Record Period has been recorded completely and accurately in our accounting books and records in all material respects.

PRICING

In determining our prices, we take into account various factors, such as the demand and supply of our products, market position, anticipated market trends, costs of raw materials, production costs, product categories, sales trends, retail prices of similar products, and market conditions in different countries, foreign exchange rates and the expected profit margins for us and our sales channels. As different countries have different purchasing power and market conditions, our selling prices may vary from country to country. We review and adjust our product prices periodically based on these factors and general market conditions.

We generally sell our products at uniform prices across different sales channels within the same country, and provide suggested selling prices to our sales channels, so as to ensure standardization of product prices and to prevent extreme competition among them.

SEASONALITY

Our business is subject to seasonal variations. We generally experience higher sales of baby diapers and baby pants during the rainy season in Africa, which usually occurs in around May to October, as consumers tend to use these products more frequently to maintain hygiene and dryness in humid weather and tend to stock up these products due to the inconvenience of transportation during the rainy season.

RAW MATERIALS

The raw materials used for our production primarily include fluff pulp, non-woven fabrics and SAP, elastic materials, disinfectants, fragrances, as well as packaging materials.

Our baby diapers and baby pants are mainly composed of fluff pulp, non-woven fabrics and SAP. Our sanitary pads are mainly composed of fluff pulp, and to a lesser extent SAP and non-woven fabrics. Our wet wipes are mainly composed of non-woven fabrics. Our raw materials are mainly purchased from the United States, Japan, South Korea and China, and the relevant payments are usually settled in U.S. dollars or Renminbi. In 2022, 2023 and 2024 and the four months ended April 30, 2025, our cost of materials for production, which primarily includes purchase costs of our raw materials, as well as custom duties and freight and transportation costs directly related to these purchases and changes in inventories in the respective periods, amounted to US\$217.2 million, US\$230.1 million, US\$252.2 million and US\$90.4 million, representing 88.2%, 86.0%, 85.7% and 84.4% of our total cost of sales, respectively.

Our procurement team in UAE and China is responsible for centralized procurement of raw materials. We usually obtain quotations from multiple suppliers before making purchases. We monitor the price trend of raw materials and review our product prices accordingly. If costs of raw materials significantly increase, we may appropriately adjust our product prices, taking market conditions and the competitiveness of our products into account.

When the raw materials are transported to our production plants, our staff will conduct inspection of the raw materials to ensure that the quantities and quality meet our requirements. After inspection, the raw materials will be stored at our warehouses pending their use for production. After our products are manufactured, they will be stored at our warehouses pending distribution to our customers.

During the Track Record Period and up to the Latest Practicable Date, we had not experienced any material shortage or delay in the supply of raw materials.

OUR SUPPLIERS

Our suppliers primarily consist of suppliers of raw materials. In 2022, 2023 and 2024 and the four months ended April 30, 2025, (i) our purchases from our largest supplier in each year/period during the Track Record Period amounted to US\$25.2 million, US\$31.0 million, US\$34.5 million and US\$18.0 million, representing 9.2%, 12.8%, 12.5% and 19.0% of our total purchases, respectively; and (ii) our purchases from our five largest suppliers in each year/period during the Track Record Period amounted to US\$94.1 million, US\$100.5 million, US\$106.0 million and US\$45.1 million, representing 34.3%, 41.6%, 38.3% and 47.6% of our total purchases, respectively. During the Track Record Period, our purchase transactions were primarily denominated in U.S. dollars and Renminbi.

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

Year ended December 31, 2022

No.	Supplier	Background	Principal products/services supplied	Year of commencement of business relationship with us	Credit terms	Payment method	Purchase amount <i>(US\$ in thousands)</i>	% of total purchases <i>(%)</i>
1. . .	Supplier A	A large-scale manufacturer of fluff pulp headquartered in the United States	Fluff pulp	2019	90 days from the date of delivery of goods	Bank transfer	25,168	9.2
2. . .	The Remaining Sunda Group	An integrated enterprise principally engaged in businesses related to FMCG, building materials and hardware	(i) Raw materials, spare parts, (ii) integrated support services, (iii) short-term leases, (iv) information technology services, and (v) licenses of trademarks	N/A ^(Note)	Repayable on demand	Bank transfer	24,619	9.0
3. . .	Supplier B	A supplier of fluff pulp located in the United States	Fluff pulp	2019	60 days from the date of receipt of goods	Bank transfer	17,709	6.5
4. . .	Supplier C	A supplier of SAP located in Korea	SAP	2019	60 days from the date of delivery of goods	Bank transfer	14,749	5.4
5. . .	Supplier D	A supplier of SAP and plastic products located in Taiwan and Chinese Mainland	SAP	2019	30 days from the date of delivery of goods	Bank transfer	11,819	4.3
Total .							94,064	34.3

Note:

- We started our business as an internal business segment of Sunda Group back in 2009. Sunda Group consists of our Group and the Remaining Sunda Group, both of which are ultimately controlled by Mr. Shen and Ms. Yang.

BUSINESS

Year ended December 31, 2023

No.	Supplier	Background	Principal products/services supplied	Year of commencement of business relationship with us	Credit terms	Payment method	Purchase amount <i>(US\$ in thousands)</i>	% of total purchases <i>(%)</i>
1 . .	Supplier A	A large-scale manufacturer of fluff pulp headquartered in the United States	Fluff pulp	2019	90 days from the date of delivery of goods	Bank transfer	31,030	12.8
2 . .	The Remaining Sunda Group	An integrated enterprise principally engaged in businesses related to FMCG, building materials and hardware	(i) Raw materials, spare parts, (ii) integrated support services, (iii) short-term leases, (iv) information technology services, and (v) licenses of trademarks	N/A ^(Note)	Repayable on demand	Bank transfer	26,668	11.0
3 . .	Supplier E	A supplier of SAP located in Korea	SAP	2022	60 days from the date of delivery of goods	Bank transfer	16,243	6.7
4 . .	Supplier D	A supplier of SAP and plastic products located in Taiwan and Chinese Mainland	SAP	2019	30 days from the date of delivery of goods	Bank transfer	15,770	6.5
5 . .	Supplier F	A manufacturer of non-woven fabrics located in the PRC	Non-woven fabrics	2019	Monthly balance to be settled on the 15th day of the second next month	Bank transfer	10,819	4.5
Total.							100,530	41.6

Note:

- We started our business as an internal business segment of Sunda Group back in 2009. Sunda Group consists of our Group and the Remaining Sunda Group, both of which are ultimately controlled by Mr. Shen and Ms. Yang.

BUSINESS

Year ended December 31, 2024

No.	Supplier	Background	Principal products/services supplied	Year of commencement of business relationship with us	Credit terms	Payment method	Purchase amount <i>(US\$ in thousands)</i>	% of total purchases <i>(%)</i>
1 . .	Supplier G	A large-scale supplier of fluff pulp headquartered in the United States	Fluff pulp	2023	Payment upon delivery	Bank transfer	34,547	12.5
2 . .	Supplier A	A large-scale manufacturer of fluff pulp headquartered in the United States	Fluff pulp	2019	90 days from the date of delivery of goods	Bank transfer	22,200	8.0
3 . .	The Remaining Sunda Group	An integrated enterprise principally engaged in businesses related to FMCG, building materials and hardware	(i) Raw materials, spare parts, (ii) integrated support services, (iii) short-term leases, and (iv) information technology services	N/A ^(Note)	Repayable on demand	Bank transfer	17,889	6.5
4 . .	Supplier H	A supplier of SAP and chemicals located in Japan	SAP	2021	90 days from the date of delivery of goods	Bank transfer	16,342	5.9
5 . .	Supplier D	A supplier of SAP and plastic products located in Taiwan and Chinese Mainland	SAP	2019	30 days from the date of delivery of goods	Bank transfer	14,973	5.4
Total.							105,951	38.3

Note:

- We started our business as an internal business segment of Sunda Group back in 2009. Sunda Group consists of our Group and the Remaining Sunda Group, both of which are ultimately controlled by Mr. Shen and Ms. Yang.

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Four months ended April 30, 2025

No.	Supplier	Background	Principal Product/services supplied	Year of commencement of business relationship with us	Credit terms	Payment method	Purchase amount <i>(US\$ in thousands)</i>	% of total purchases <i>(%)</i>
1	Supplier G	A large-scale supplier of fluff pulp headquartered in the United States	Fluff pulp	2023	30 days from the date of delivery of goods	Bank transfer	17,984	19.0
2	Supplier A	A large-scale manufacturer of fluff pulp headquartered in the United States	Fluff pulp	2019	90 days from the date of delivery of goods	Bank transfer	8,818	9.3
3	Supplier H	A supplier of SAP and chemicals located in Japan	SAP	2021	90 days from the date of delivery of goods	Bank transfer	7,426	7.8
4	The Remaining Sunda Group	An integrated enterprise principally engaged in businesses related to FMCG, building materials and hardware	(i) Raw materials, spare parts, (ii) integrated support services, (iii) short-term leases, and (iv) information technology services	N/A ^(Note)	Repayable on demand	Bank transfer	5,708	6.0
5	Supplier B	A supplier of fluff pulp located in the United States	Fluff pulp	2019	60 days from the date of receipt of goods	Bank transfer	5,193	5.5
Total							45,129	47.6

Note:

1. We started our business as an internal business segment of Sunda Group back in 2009. Sunda Group consists of our Group and the Remaining Sunda Group, both of which are ultimately controlled by Mr. Shen and Ms. Yang.

Save for the Remaining Sunda Group, all of our five largest suppliers in each year/period during the Track Record Period are Independent Third Parties. To the best knowledge of our Directors, save for the Remaining Sunda Group, none of our Directors, their close associates or any Shareholders who owned more than 5% of the share capital of our Company as at the Latest Practicable Date had any interest (direct or indirect) in any of our five largest suppliers in each year/period during the Track Record Period.

Salient Terms of Long-term Agreements

We usually obtain price quotations from raw materials suppliers by way of tendering and enter into framework agreements with them for a term of around three months, and we usually place purchase orders with them on a monthly basis. Save for three framework agreements for the supply of fluff pulp as disclosed below, we generally do not enter into long-term agreements with our suppliers.

As of the Latest Practicable Date, we had entered into long-term framework agreements with Supplier A, Supplier B and Supplier G, respectively. We believe that such agreements enable us to secure a stable supply of fluff pulp, which is a key ingredient of our products, at a more competitive price. We consider that there are other alternative suppliers of fluff pulp of comparable quality and prices in the market, and that we do not have any material reliance on these three suppliers. During the Track Record period and up to the Latest Practicable Date, we were not aware of any material breach of such agreements, nor any circumstance that would affect their enforceability.

Set out below are the salient terms of such framework agreements:

Duration: One year

Minimum purchase amount requirement:	The estimated annual purchase quantity is specified, subject to a 10% permitted variance (if applicable). If we meet the estimated annual purchase quantity, we will be granted a rebate. There is no penalty if we are unable to meet the estimated annual purchase quantity.

Rebate:	We will receive a rebate based on a fixed percentage of the invoice price if our annual purchase amount reaches a certain level.

Pricing:	The price is determined with reference to an industry monthly index.

Delivery:	The products are delivered to the agreed location on a CIP or CIF basis.

Selection and Management of Suppliers

We evaluate and select suppliers based on a number of criteria, such as quality, price, relevant qualifications, craftsmanship, reputation, track record and timeliness of delivery. To ensure product quality, we conduct background and qualification checks, sample testing and on-site inspection of their production facilities. To maintain a stable supply of raw materials and avoid over-reliance, we usually have a few approved suppliers of comparable quality and prices for each raw material type. We regularly review supplier performance and cease procuring from those who fail to meet our requirements.

We have implemented anti-corruption policies requiring our employees to avoid and declare any actual or potential conflict of interest and prohibiting them from receiving any kickbacks. We only engage suppliers that share our ethical values and include anti-corruption terms in our standard agreements with suppliers.

OVERLAPPING OF CUSTOMERS AND SUPPLIERS

During the Track Record Period, the Remaining Sunda Group was one of our five largest customers in 2022 and one of our five largest suppliers in 2022, 2023, 2024 and the four months ended April 30, 2025. During the same period, we sold baby diapers, baby pants, sanitary pads and wet wipes to the Remaining Sunda Group as our distributor in Ghana, Kenya, Cameroon, Benin, Senegal, Côte d'Ivoire, Liberia, Togo, Guinea and Burkina Faso, and we procured, among others, raw materials, spare parts, water and utilities, agency and other services, integrated support services, short-term leases, information technology services and licenses of trademarks from the Remaining Sunda Group. In 2022, 2023 and 2024 and the four months ended April 30, 2025, our revenue generated from sales of baby and feminine hygiene products to the Remaining Sunda Group amounted to US\$3.4 million, US\$78,000, US\$16,000 and US\$8,000, respectively, and our purchases of primarily raw materials, spare parts, and utilities and various services from the Remaining Sunda Group amounted to US\$24.6 million, US\$26.7 million, US\$17.9 million and US\$5.7 million, respectively. As we were part of Sunda Group prior to the Reorganization, our sales to the Remaining Sunda Group in 2022 was conducted on an at-cost basis and recorded a gross loss margin of 14.1% primarily due to foreign exchange losses resulted from devaluation of West African CFA franc and Ghanaian cedi against U.S. dollars. Pursuant to the Reorganization, we adjusted the selling prices in respect of our sales to the Remaining Sunda Group to a level comparable to our sales to independent third-party customers, and our sales to the Remaining Sunda Group in 2023 recorded a gross profit margin of 29.5%, which was comparable to the gross profit margin of our products of the same SKUs sold to independent third-party customers in the same year, being 31.8%. Our Directors have confirmed that our sales to and purchases from the Remaining Sunda Group during the Track Record Period were not inter-conditional, inter-related or otherwise considered as one transaction, and were conducted in the ordinary course of business and under normal commercial terms.

See “Financial Information—Related Party Transactions” and “Connected Transactions” for further details.

INVENTORY MANAGEMENT

Our inventories primarily consist of raw materials (e.g. fluff pulp, non-woven fabrics and SAP), spare parts, semi-finished products and finished products. The shelf life of our products is typically three years. We conduct stocktaking of our inventories on a daily, monthly and yearly basis in order to maintain accurate records and avoid obsolescence. We have implemented a digital POS system, which enables us to monitor inventory movement, receivables and payables on a centralized and real-time basis. To safeguard our inventories, we have installed surveillance cameras and arranged security guards to conduct regular patrol at our warehouses. Our warehouses are also installed with fire safety equipment and drainage system to control any fire or flooding risks.

We make procurement decisions based on a number of factors, including but not limited to sales forecasts, buffer inventory requirements, procurement lead time, production plan and bill of materials. According to Frost & Sullivan, the Emerging Markets are characterized by several unique factors, including scarcity of raw materials, which necessitates imports from overseas, geographically dispersed populations, and underdeveloped local and international logistics infrastructure. According to the same source, these factors usually lead to a relatively lengthy production and procurement cycle for baby and feminine hygiene products manufacturers. Primarily for the above reasons, in 2022, 2023 and 2024 and the four months ended April 30, 2025, our inventory turnover days were 140, 152, 141 and 134, respectively, which were generally in line with the industry norms in the Emerging Markets, according to the same source.

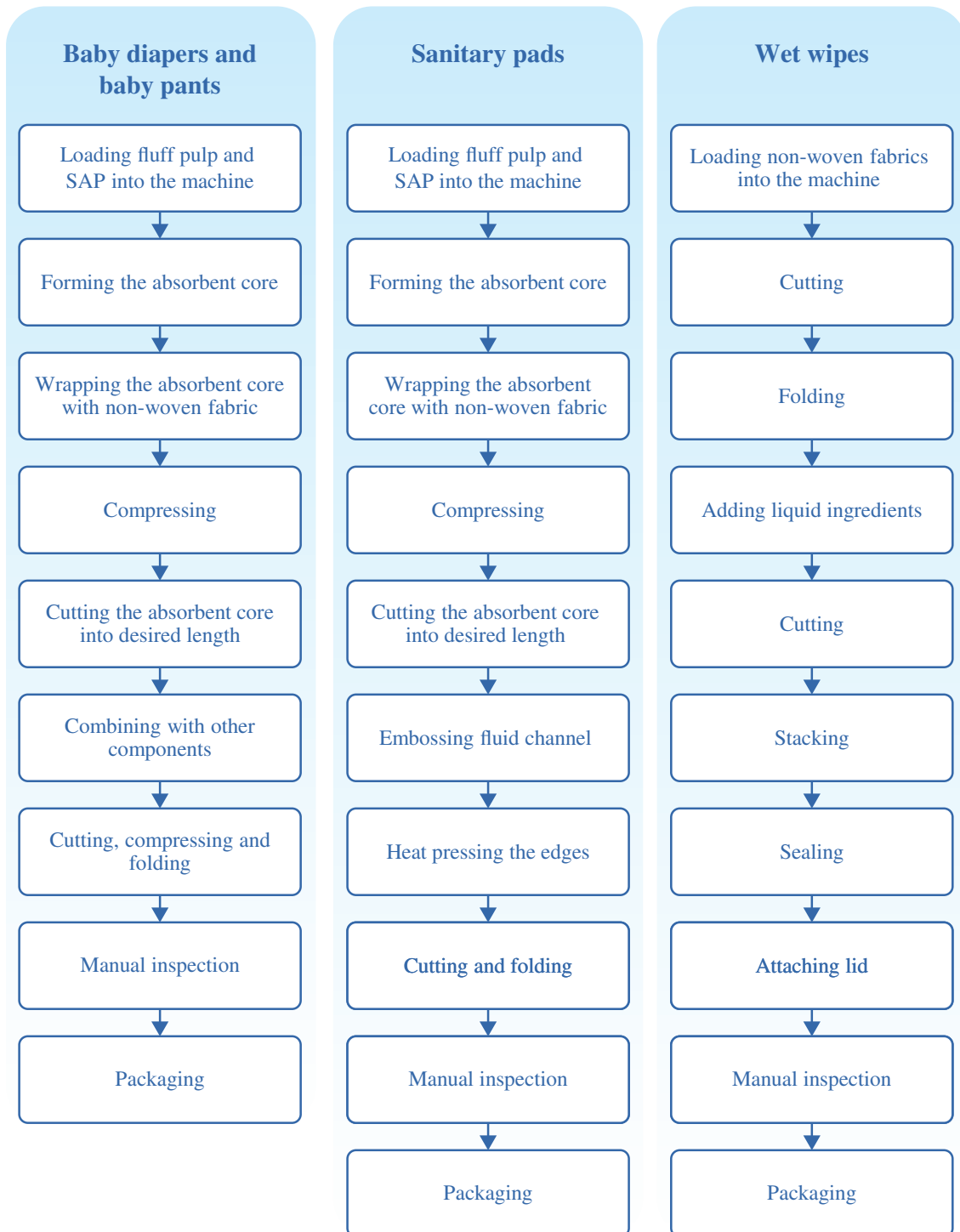
WAREHOUSING AND LOGISTICS

Our production plants are equipped with warehouses for storage of raw materials and finished products. In addition, we also own or lease other warehouses for storage of finished products. We have our own vehicles for transportation of raw materials or finished products. To maintain flexibility, we also procure logistics services from third-party logistics companies and the Remaining Sunda Group to support our logistics needs.

Pursuant to an Integrated Support Services Framework Agreement entered into between us and the Remaining Sunda Group, the Remaining Sunda Group agrees to provide us with certain integrated support services, which cover, among others, logistics documentation processing, tracking of logistics status of raw materials procurement, product delivery and warehousing services. Having regard that such services involve multiple jurisdictions and would require considerable capital investment in labor resources and administrative management, we believe this arrangement enables us to leverage the Remaining Sunda Group's long-established business network and extensive labor resources to support our fast-growing business demands, maintain a lower level of capital investment in labor resources and administrative management, focus our capital investment on the production aspect and manage our operations more cost-efficiently and flexibly. See "Connected Transactions" for further details.

OUR PRODUCTION PROCESS

Our products are primarily manufactured in our production plants, save for a small portion manufactured by OEM supplier pursuant to outsourcing arrangement as discussed below. To enhance production efficiency and maintain quality standards, our production process is largely automated. The general production process of our products is illustrated in the flow charts below:



Outsourcing Arrangement

We adopt a business expansion strategy of “starting with trading, followed by manufacturing” when expanding into a new market. In order to facilitate our expansion to Latin America and Central Asia prior to establishing local production plants in these regions, we have engaged OEM suppliers in China to manufacture some of our branded products (“**Outsourcing Arrangement**”) for sale in these regions. We believe that the Outsourcing Arrangement allows us to test the market viability and adapt our product mix and product specifications to local demand and make adjustments quickly, before committing ourselves to establishing production plants in such countries. The OEM suppliers manufacture our products according to our instructions and standards. They do not require production know-how and techniques from us. In deciding whether to outsource the production of such products as compared to manufacturing them in our own production plants, we take into account a range of factors, such as the specifications and production requirements of such products, whether our production equipment is capable of manufacturing such products, our production capacity, our overall production plan, quality assurance from potential OEM suppliers, the outsourcing costs and our production costs. We consider that there are many alternative OEM suppliers of comparable quality and prices in the market and that we do not have any material reliance on the OEM suppliers engaged by us during the Track Record Period. See “—Our Suppliers—Selection and Management of Suppliers” above in this section for further details about selection of OEM suppliers.

During the Track Record Period, our OEM products manufactured pursuant to the Outsourcing Arrangement were sold to customers in Peru and El Salvador in Latin America and Kazakhstan in Central Asia. In 2022, 2023 and 2024 and the four months ended April 30, 2025, based on sales volume, we outsourced the production of (i) nil, 0.1%, 0.5% and 2.1% of our baby diapers; (ii) less than 0.1%, nil, nil and nil of our baby pants; (iii) less than 0.1%, 0.8%, 1.3% and 2.2% of our sanitary pads; and (iv) 2.0%, 7.4%, 6.8% and 13.8% of our wet wipes. In 2022, 2023 and 2024 and the four months ended April 30, 2025, based on revenue, we outsourced the production of (i) nil, 0.2%, 0.7% and 3.1% of our baby diapers; (ii) less than 0.1%, nil, nil and nil of our baby pants; (iii) less than 0.1%, 0.8%, 1.2% and 2.1% of our sanitary pads; and (iv) 2.5%, 5.9%, 4.8% and 8.2% of our wet wipes. In 2022, 2023 and 2024 and the four months ended April 30, 2025, our cost of OEM products sold pursuant to the Outsourcing Arrangement amounted to US\$0.2 million, US\$1.2 million, US\$2.8 million and US\$3.1 million, respectively.

Set out below are the salient terms of the Outsourcing Arrangement:

Duration: The framework agreement typically has a term of not more than one year.

Scope of service: The OEM supplier is responsible for manufacturing our branded products according to our instructions and standards.

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Minimum purchase amount requirement:	No minimum purchase amount requirement. However, an estimated total purchase amount is usually stated in the framework agreement, subject to the actual purchase amount stated in the individual purchase orders.
Pricing:	A per unit price is agreed in the framework agreement.
Payment terms:	We shall settle the payments according to the payment terms as specified in the agreement. Payments are typically due on the 30th day of the next month.
Raw materials procurement: . . .	The OEM supplier is responsible for procurement of raw materials in accordance with our specifications and standards.
Quality standards:	The outsourced products are required to meet our quality standards and are subject to our inspection before they are delivered to us. We reserve the right not to pay for any outsourced products that fail to meet our quality standards.
Confidentiality:	The OEM supplier is forbidden from disclosing any information obtained pursuant to the Outsourcing Arrangement to any third parties.
Termination:	The framework agreement will be terminated upon expiry of its term.

To the best of our knowledge, the OEM suppliers engaged by us under the Outsourcing Arrangement during the Track Record Period are all Independent Third Parties.

OUR PRODUCTION FACILITIES

As of April 30, 2025, we had eight production plants located in eight different countries in Africa, including Ghana, Kenya, Senegal, Tanzania, Zambia, Cameroon, Uganda and Benin, with a total of 51 production lines for manufacturing baby diapers, baby pants, sanitary pads and/or wet wipes. In August 2025, we commenced operation of a new production plant located in El Salvador, which had one production line for manufacturing baby diapers. Save for the new production plant in El Salvador, all of our production plants have obtained ISO 9001 (quality management system), ISO 14001 (environmental management system) and ISO 45001 (occupational health and safety management system) certifications. Our production lines of different product categories are not interchangeable. Our production lines can be adjusted to manufacture products under the same product category with different specifications, such as sizes.

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We own all of our production machinery and equipment, including a variety of core production machines, gluing machines, stacker cranes, batch coding machines and packaging machines. The average life span of our machinery and equipment is 10 years under normal usage and fair wear and tear and their average remaining useful lives were approximately 6.5 years as of April 30, 2025. We regularly carry out inspections and maintenance of our machinery and equipment to prolong their useful life. During the Track Record Period, we did not experience any material or prolonged interruptions to our production process due to machinery or equipment failure.

The table below sets forth certain details of our production plants by geographical location as of April 30, 2025:

	Year of commencement of production	Number of production lines
Ghana	2018	15
Kenya	2019	13
Senegal	2020	6
Tanzania	2018	4
Zambia	2021	5
Cameroon	2022	5
Uganda	2022	2
Benin	2022	1
Total		<u>51</u>

Set forth below is a summary of the designed production capacity, actual production volume and utilization rate of our production plants by product types for the periods indicated:

	Year ended December 31,									Four months ended April 30,		
	2022			2023			2024			2025		
	Designed production capacity ¹	Actual production volume	Utilization rate ²	Designed production capacity ¹	Actual production volume	Utilization rate ²	Designed production capacity ¹	Actual production volume	Utilization rate ²	Designed production capacity ¹	Actual production volume	Utilization rate ²
	<i>(million pieces)</i>	<i>(million pieces)</i>	<i>(%)</i>	<i>(million pieces)</i>	<i>(million pieces)</i>	<i>(%)</i>	<i>(million pieces)</i>	<i>(million pieces)</i>	<i>(%)</i>	<i>(million pieces)</i>	<i>(million pieces)</i>	<i>(%)</i>
Baby diapers. . .	4,020.7	3,148.3	78.3	4,659.2	3,796.8	81.5	5,302.1	4,132.7	77.9	2,050.2	1,378.6	67.2
Baby pants . . .	321.2	180.8	56.3	305.8	119.4	39.0	352.1	246.0	69.9	117.4	102.2	87.0
Sanitary pads . .	1,664.9	1,025.8	61.6	2,414.1	1,328.0	55.0	2,592.4	1,675.9	64.6	951.4	626.6	65.9
Wet wipes . . .	3,385.3	957.1	28.3	5,006.9	1,272.0	25.4	6,250.2	1,540.6	24.6	3,039.4	659.4	21.7

Notes:

1. The designed production capacity is the maximum number of pieces of products which can be produced for the relevant period based on the number of production lines that actually operated during the relevant period and the following assumptions: (i) all production lines are operating at full capacity; (ii) there are two shifts per day, with each shift lasting for 10 hours; and (iii) production is scheduled for 26 days per month.
2. The utilization rate is calculated by dividing the actual production volume during the relevant period by the designed production capacity for the same period.

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During the Track Record Period, the utilization rates of baby diapers production lines remained relatively stable in 2022, 2023 and 2024, and decreased to 67.2% in the four months ended April 30, 2025 primarily because a new production line was installed in Kenya in 2025.

The utilization rate of baby pants production lines decreased from 56.3% in 2022 to 39.0% in 2023, primarily because a baby pants production line in Ghana was temporarily suspended for relocation to Uganda, resulting in a temporary decrease in actual production volume in 2023. The utilization rate of baby pants production lines increased to 69.9% in 2024 and further to 87.0% in the four months ended April 30, 2025 primarily because there was an increase in actual production volume to meet the estimated demand for our products.

The utilization rate of sanitary pads production lines decreased from 61.6% in 2022 to 55.0% in 2023, primarily because there was an increase in the designed production capacity due to installation of new machinery. The utilization rate of sanitary pads production lines increased to 64.6% in 2024 primarily because there was an increase in actual production volume to meet the estimated demand for our products. The utilization rate of sanitary pads production lines remained relatively stable at 65.9% in the four months ended April 30, 2025.

The utilization rate of wet wipes production lines remained at a relatively low level of 28.3%, 25.4%, 24.6% and 21.7% in 2022, 2023 and 2024 and the four months ended April 30, 2025, respectively, primarily because we had built one, two, one and two new wet wipes production line(s) in 2022, 2023, 2024 and the four months ended April 30, 2025, respectively, resulting in an increase in the overall designed production capacity of wet wipes production line(s). Despite the relatively low utilization rate, we decided to build the six new production lines during the Track Record Period, primarily because it would be more cost effective in the long run to establish localized manufacturing capabilities than to transport wet wipes manufactured from one country to another country. Among the six new production lines, (i) four production lines were built in Cameroon, Tanzania, Zambia and Senegal, and we did not have any wet wipes production line in these countries at the relevant time; (ii) one production line was built in Ghana for production of small pocket packs, and we did not have any wet wipes production line for production of small pocket packs in Ghana at the relevant time; and (iii) one production line was built in Kenya for production of small pocket packs, and the existing wet wipes production line for production of small pocket packs in Kenya was mostly utilized at the relevant time. We believe that building such new production lines is beneficial to our long term development and is supported by actual market demand, as evidenced by the substantial growth of our sales volume of wet wipes from 841.8 million pieces in 2022 to 1,231.6 million pieces in 2023 and 1,497.5 million pieces in 2024 at a CAGR of 33.4%, and from 464.5 million pieces in the four months ended April 30, 2024 to 653.4 million pieces in the four months ended April 30, 2025 by 40.7%.

When considering the purchase of wet wipes production facilities under the expansion plan, we have taken into account the outcome that the overall wet wipes production capacity as increased by the expansion plan would be higher than what we currently need. However, after balancing other factors, such as ease of repair and maintenance, per-unit production cost, purchase cost of wet wipes production facilities and our long-term development goal, we are of the view that the purchase of such production facilities under the expansion plan is reasonable.

Our sales of wet wipes recorded gross profit of US\$3.4 million, US\$6.2 million, US\$7.5 million and US\$2.8 million, with gross profit margin of 38.6%, 49.1%, 52.0% and 44.9%, in 2022, 2023 and 2024 and the four months ended April 30, 2025, respectively. Apart from contributing to our profit, wet wipes also serve the strategic purpose of extending our reach to consumers who have diversified demands for hygiene products, thereby promoting our *Softcare* brand to a wider group of consumers. It is our intention to continue to develop and expand the wet wipes business segment. As such, we are of the view that the purchase of wet wipes production facilities under the expansion plan is suitable and necessary for achieving our long-term development goal.

During the Track Record Period and up to the Latest Practicable Date, we had experienced limitation of production capacity of our baby diapers and/or baby pants production lines in Uganda, Kenya and Zambia. Under such circumstances, in order to fulfill the orders placed by our customers in these countries, we imported our baby diapers and baby pants manufactured elsewhere to these countries, and also offered our wide variety of products under different brands and product lines for our customers to choose from as alternatives to the ones they originally ordered.

Our Production Expansion Plan

In view of the growing market size, population growth, growing market penetration rate and increasing consumer awareness in the Emerging Markets, we believe that there will be sufficient demand for our products to sustain our continuous growth, as further discussed in “Future Plans and Use of Proceeds—Use of Proceeds.” We plan to enhance our overall production capacity and upgrade our production equipment in order to support our business development as detailed below.

- We plan to build a new production plant in each of Ghana, Tanzania, Uganda, Benin, Côte d’Ivoire, Peru, El Salvador, Kazakhstan and Mexico. The new production plants to be built in Ghana, Tanzania, Uganda, Benin and El Salvador are expected to replace our existing production plants in these countries, primarily because (i) our existing production plant in Ghana is leased from the Remaining Sunda Group, which may not continue to lease such production plant to us in the future due to its own business needs that may arise from the Other Businesses (as defined in “Relationship with Our Controlling Shareholders”) in Ghana (including manufacturing and trading of building materials, fast-moving chemical products and hardware), which do not and will not have competition with the business of our Group in the future, and the replacement of this production plant with a self-owned production plant would be more suitable for our long-term development; and (ii) the area of our existing production plants in Tanzania, Uganda and Benin is not enough to accommodate the new production lines and the projected sales demand in these countries. We also plan to expand our existing production plants in Senegal, Kenya and Zambia, as well as our future production plants in Peru, El Salvador and Mexico after their first phase of construction is completed. These 12 production plants are expected to manufacture baby diapers, baby pants, sanitary pads and/or wet wipes. The investment amount for the above plan is estimated to be approximately

HK\$790.8 million, of which HK\$686.4 million is expected to be financed by the proceeds from the Global Offering and the rest by our internal resources and the proceeds from the Pre-IPO Investment.

- We plan to build new production lines at our production plants in Ghana, Senegal, Cameroon, Tanzania, Kenya, Uganda, Zambia, Benin, Peru, El Salvador, Kazakhstan and Mexico. These production lines are expected to be used for manufacturing baby diapers, baby pants, sanitary pads and/or wet wipes. The investment amount for the above plan is estimated to be approximately HK\$966.5 million, of which HK\$737.8 million is expected to be financed by the proceeds from the Global Offering and the rest by our internal resources and the proceeds from the Pre-IPO Investment.
- We plan to purchase a total of 12 sets of production equipment for manufacturing ultra-thin baby diapers and sanitary pads for our production plants in Ghana, Kenya, Senegal, Zambia, Peru, Kazakhstan and Mexico. Ultra-thin baby diapers and sanitary pads feature an integrated absorbent core that makes the product thinner, lighter, more breathable and more comfortable. We plan to launch ultra-thin baby diapers and sanitary pads in the above markets in the future in order to satisfy the increasing consumers' expectation and enhance their user experience. The average cost of each set of such production equipment is approximately HK\$8.6 million. The investment amount for the above plan is estimated to be approximately HK\$102.7 million, which is expected to be financed by the proceeds from the Global Offering.

See “Future Plans and Use of Proceeds” for further details.

QUALITY CONTROL

Quality Control Measures

We have implemented robust quality control measures across our operations to ensure the finished products can meet our high standards, including:

- **Suppliers.** We only engage suppliers who pass our rigorous evaluation and selection process. This includes assessing their qualifications, craftsmanship, reputation, track record, price, quality and timeliness of delivery. Our quality control staff conduct background checks, sample testing and on-site inspection of their production facilities to verify their capabilities.
- **Raw materials.** To ensure that the raw materials meet our quality standards, we may engage third-party quality control inspectors to conduct sample checking of raw materials at the countries of origin before shipment, or request the suppliers to provide certificates of analysis for the raw materials supplied by them. In addition, our staff also check the quantities and quality of the raw materials upon receipt at our production plants.

- ***Production process.*** We perform regular maintenance of our production equipment and machinery to ensure proper function. Each of our production plants has a quality control supervisor overseeing production. To ensure that the finished products meet our quality standards, our production lines have automatic detection systems to detect defective products, and quality control staff to carry out manual inspections. We also conduct overall sample checks of the finished products before delivery.
- ***Lab testing.*** From time to time, we engage third-party testing organizations to test the performance of our products and whether they contain any hazardous substances and skin allergens.
- ***Market feedback.*** Our staff regularly collect feedback from our distributors as well as consumers to gauge their satisfaction with our products. We follow up on any quality issues identified with our suppliers to resolve problems.
- ***Internal communication.*** We hold regular internal meetings among our quality control, sales and production teams to share information on sales fluctuations, market feedback and any production issues. This ensures prompt identification and reporting of any quality issues to the appropriate personnel for swift resolution.

Quality Control Team

We are committed to producing quality products that meet consumer expectations. Our quality control team is responsible for managing quality, including, among others, formulating internal standards, selecting suppliers, inspecting raw materials and finished products, collecting market feedback and communicating with suppliers. As of April 30, 2025, our quality control team consisted of 16 senior staff, all of whom had tertiary education qualifications, and 146 ordinary staff.

Our products are designed and produced according to our quality standards which are based on relevant national and industry standards. From time to time, we engage independent laboratories, such as GALAB Laboratories GmbH, SGS S.A., Guangzhou Inspection Testing and Certification Group Co., Ltd, to conduct specific chemical tests on our products to ensure they are free from harmful substances.

Product returns and recalls

Our standard sales agreements generally do not allow for product returns or refunds. We may provide replacement of products or refunds in the event of any quality issue on a case-by-case basis. During the Track Record Period, we had not experienced any material product return. In 2022, 2023 and 2024 and the four months ended April 30, 2025, we provided replacement of products in the amount of US\$0.6 million, US\$0.6 million, US\$1.1 million and US\$0.6 million, representing approximately 0.2%, 0.1%, 0.2% and 0.4% of our revenue, respectively, primarily because the packaging of such products was damaged during

transportation. According to Frost & Sullivan, such rate of replacement of products is in line with the industry norm. During the Track Record Period and up to the Latest Practicable Date, we had not experienced any material complaints, claims or legal proceedings related to product quality.

BRANDING AND MARKETING

We have adopted a multi-brand strategy to enrich our brand portfolio, cover a broader range of consumers and mitigate the risk of concentrating on a single brand. Our core brand, *Softcare*, is developed across all product categories, while other brands with distinct market positions target specific consumer segments. According to Frost & Sullivan, our brands are popular brands in numerous African countries. Considering the close cultural and communicative ties across Africa, our brands are regarded to exhibit strong attributes of multinational brands in the African market.

We continuously invest in our brands to enhance our brand image and awareness. To increase brand visibility, we carry out various advertising and promotional activities, including:

- Partnering with local celebrities, such as movie stars and singers, as our brand spokespersons to build public confidence in our products. As of April 30, 2025, we partnered with five celebrities as our brand spokespersons in various countries.
- Advertising on television, a traditional and effective medium for promoting our brands and products in Africa, as well as advertising on billboards and vehicles.
- Paying attention to the latest developments of new online media and conducting marketing activities on online platforms, such as Facebook, Instagram and TikTok, to expand the online presence of our brands and products.
- Collaborating with our supermarkets and other retailers to execute in-store promotional campaigns to drive sales.
- Offering special discounts to our sales channels from time to time to drive sales.

RESEARCH AND DEVELOPMENT

We have successfully expanded our product portfolio through continuous research and development efforts. Our research and development team is responsible for developing new products, conducting tests of raw materials and products, analyzing and comparing their performance and enhancing production efficiency. As of April 30, 2025, our research and development team consisted of four staff, all of whom had tertiary education qualifications and relevant industry experience.

Our research and development efforts primarily focus on the following aspects:

- ***Consumer learning.*** In order to keep abreast of the latest needs and preferences of consumers, we regularly conduct consumer learning specific to different countries and regions by way of focus group discussions, interviews, and site visits of our customers. The results of consumer learning will support our product design process so that we are able to cater to the different needs of consumers in different regions and develop new products targeting market needs.
- ***New product development.*** We continuously expand our product portfolio and improve our product designs to better meet changing consumer needs. When developing new products, we aim to enhance their performance based on parameters such as appearance, thickness, softness, texture, fit, breathability, absorption performance and leak-proof reliability. For example, in 2023, we launched our *Softcare Space* baby diapers, a space-inspired product line featuring high-performance polymer technology and multiple micro-pores for increased breathability and long-lasting dryness.
- ***Conducting tests.*** During our research and development process, we pay attention to the trend of technological development of upstream and downstream industry players, and conduct tests of various kinds of raw materials, such as SAP and non-woven fabrics, in order to analyze and compare their performance, such as absorption speed, absorption capacity, softness, thickness and other aspects. This gives us objective data for choosing the suitable raw materials and developing new formulae and designs. We closely communicate with our suppliers in order that they can understand our needs and produce the suitable raw materials that best suit our new products. Apart from raw materials, we also conduct tests of our existing and prototype products as well as competing products on the market in order to understand the latest market trends and enhance the competitiveness of our products.
- ***Production process optimization.*** Our research and development team work with our production team, equipment team, suppliers and equipment companies to optimize over production processes. We believe such efforts help us to improve our production craftsmanship, enhance product pass rate and reduce raw material wastage during production process, thereby reducing our average production cost and enhancing our quality control.

In 2022, 2023 and 2024 and the four months ended April 30, 2025, our research and development expenses amounted to US\$0.2 million, US\$0.3 million, US\$0.5 million and US\$0.3 million, respectively.

TRANSFER PRICING ARRANGEMENT

Overview

We have operating entities in multiple jurisdictions, including but not limited to Ghana, Kenya, Senegal, Tanzania, Zambia, Cameroon, Uganda, Benin, Côte d'Ivoire, Peru, Kazakhstan, El Salvador, UAE and China, to carry out our operations. Our operating entities perform different functions, from raw material procurement, production to sales and product distribution.

As of April 30, 2025, we had entered into the following main intra-group transactions (the “**Covered Transactions**”):

(i) Purchase of raw materials

Guangzhou Sengong purchased raw materials for hygiene products such as non-woven fabrics, packaging materials and adhesives from third party suppliers in Chinese Mainland and then sold them to another member of our Group outside Chinese Mainland (i.e., Sunmart Trading Dubai).

(ii) Supply of raw materials

Sunmart Trading Dubai is the headquarters of our Group. It also acted as our Group's centralized procurement platform and was responsible for purchasing raw materials for hygiene products from third-party suppliers in the United States, Japan and South Korea as well as Guangzhou Sengong, for onward sale to other members of our Group incorporated in Africa, namely, Softcare Ghana, Softcare Tanzania, Softcare Kenya, Softcare Senegal, Softcare Cameroon, Softcare (U) Uganda, Softcare Zambia and Softcare Benin (our “**African Manufacturing Entities**”).

(iii) Production of finished products with raw materials mainly procured from related parties

Our African Manufacturing Entities mainly procured raw materials from another member of our Group (i.e., Sunmart Trading Dubai) for the production and distribution of finished products such as baby diapers, baby pants, sanitary pads and wet wipes.

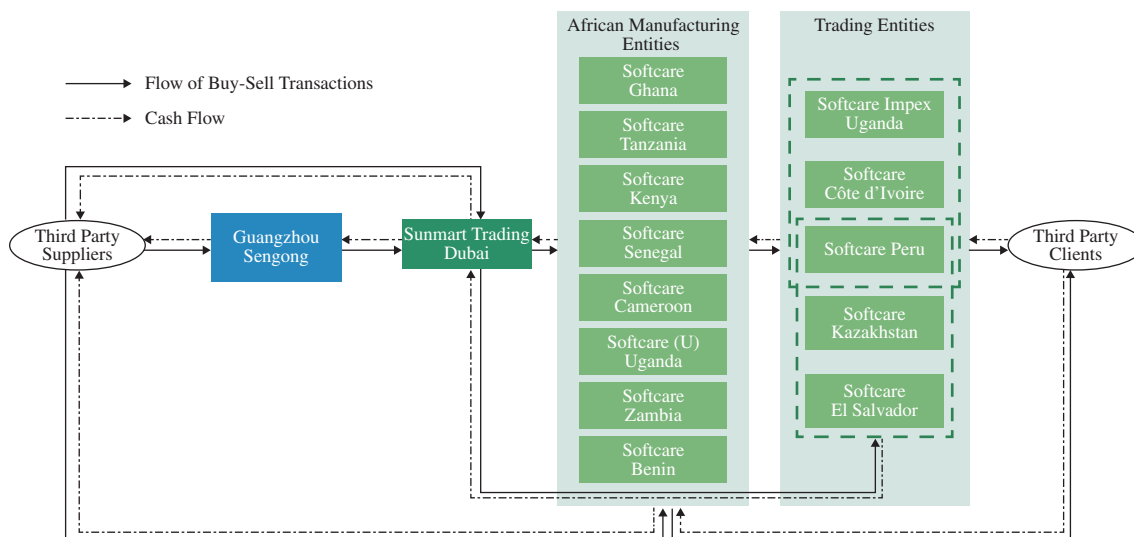
(iv) Trading of finished products

Our trading entities in Uganda and Côte d'Ivoire, namely, Softcare Impex Uganda and Softcare Côte d'Ivoire, were responsible for purchasing finished products from our African Manufacturing Entities for onward local sales. Our trading entities in Kazakhstan and El Salvador, namely, Softcare Kazakhstan and Softcare El Salvador, purchased finished products from Sunmart Trading Dubai for onward local sales, which were initially manufactured by third-party manufacturers on an OEM basis in Chinese

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Mainland. Our trading entity in Peru, namely, Softcare Peru, not only purchased finished products from our African Manufacturing Entities, but also purchased finished products from Sunmart Trading Dubai which were initially manufactured by third-party manufacturers on an OEM basis in Chinese Mainland. The abovementioned trading entities are hereinafter referred to as our **“Trading Entities.”**

The Group entities involved in the Covered Transactions mentioned above are collectively referred to as the **“Covered Entities.”**



In addition to the mentioned Covered Transactions, there are also a relatively small number of (a) intra-group buy-sell transactions of finished products, which are incidental to the main business activities of our Group, as well as those with respect to raw materials and fixed assets, among Covered Entities and other Group entities; and (b) intra-group service transactions among the Covered Entities regarding management, technical and support services.

The table below sets out the amounts of our Group’s main intra-group transactions during the Track Record Period:

Type of Transaction	Year ended December 31,			Four months ended April 30,
	2022	2023	2024	2025
<i>(US\$ in thousands)</i>				
Intra-group Buy-sell Transactions ⁽¹⁾	315,041	403,368	485,289	183,561
Intra-group Service Transactions	345	27,227	23,496	—

Note:

- (1) The above intra-group buy-sell transactions include a relatively small number of buy-sell transactions of finished products, which are incidental to the main business activities of our Group, as well as those with respect to raw materials and fixed assets, among Covered Entities and other Group entities.

As the intra-group service transactions are inseparable from the main business activities related to buy-sell transactions, they are aggregated for the transfer pricing analysis of the Covered Entities.

Transfer Pricing Analysis

Since we have Covered Transactions among our operating entities, in preparation for the Listing, our Group has engaged an independent transfer pricing consultant (the “**Transfer Pricing Consultant**”), to conduct a transfer pricing review and to analyze the transfer pricing arrangements within our Group during the Track Record Period. According to OECD Transfer Pricing Guidelines, all related party transactions should be transacted in accordance with the arm’s length principle. This proposition is adopted by tax administrations around the world, including that of the jurisdictions where the Covered Entities are located.

During the review process, the Transfer Pricing Consultant interviewed our Group’s management to understand our operations and pricing policies, reviewed the transfer pricing documentation, financial information as well as conducted functional analysis followed by benchmarking analyses by using a third-party information database. When conducting the benchmarking analyses, different qualitative and quantitative searching criteria were used to come up with a set of comparable companies. Qualitative searching criteria is to identify that the operations of the selected companies are comparable to our operation in the Covered Transactions.

Based on the functions performed and the risks borne by the members of our Group in the Covered Transactions, and having consulted the Transfer Pricing Consultant, our Directors consider that (i) Sunmart Trading Dubai determined the direction of research and development (“**R&D**”), formulated procurement standards, formulated quality control standards, developed marketing and sales strategies, carried out corresponding control activities, and undertook raw materials procurement and relevant after-sales service functions. In the meantime, Sunmart Trading Dubai assumed significant risks, such as R&D risk, market risk, raw material quality risk and foreign exchange risk. In view of that Sunmart Trading Dubai borne significant functions and risks, it should be categorized as risk-bearing entrepreneur and our Group’s centralized procurement platform in the raw material trading transaction, (ii) our African Manufacturing Entities assumed routine functions and the risks for manufacturing and sales activities, and thus should be categorized as routine manufacturers, (iii) our Trading Entities assumed routine functions and risks of distribution activities and thus should be categorized as routine distributors and (iv) Guangzhou Sengong assumed routine functions and risks of raw material trading activities and thus should be categorized as a routine raw material distributor in the raw material trading transaction.

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Based on the functional profiles of the Covered Entities, the Transfer Pricing Consultant performed the corresponding benchmarking analyses by using the transactional net margin method (“**TNMM**”) to calculate the arm’s length ranges of routine profit margins established by the comparable companies with respect to the Covered Transactions:

				Comparable companies 2020-2022 Interquartile range ⁽¹⁾			Comparable companies 2021-2023 Interquartile range ⁽²⁾		
Tested Party	Functional Profile	Profit Level Indicator		First Quartile	Median	Third Quartile	First Quartile	Median	Third Quartile
The routine raw material distribution function of Sunmart Trading Dubai		Net Cost Plus Margin		Not Applicable			1.86%	3.33%	5.94%
Our African Manufacturing Entities	Softcare Tanzania ⁽³⁾	Routine manufacturers	Operating Margin	3.82%	7.64%	11.03%	5.21%	8.39%	11.93%
	Our African Manufacturing Entities except for Softcare Tanzania			3.52%	7.64%	15.53%	4.50%	8.39%	16.22%
Our Trading Entities		Routine distributors	Operating Margin	2.26%	3.93%	5.60%	1.89%	3.94%	6.83%
Guangzhou Sengong		Routine raw material distributor	Net Cost Plus Margin	1.60%	3.25%	5.00%	2.03%	3.36%	4.59%

Notes:

- (1) Applicable to 2022
- (2) Applicable to 2023, 2024 and the four months ended April 30, 2025
- (3) According to Tanzania TP regulations, where the comparability analysis is conducted on more than four comparable data, the arm’s length range shall be the data point between thirty-fifth percentile and sixtieth percentiles.

Subsequently, considering a few entities have non-routine contribution to the residual profit, the Transfer Pricing Consultant adopted the profit split method (“**PSM**”) to allocate the residual profits in excess of the routine profit margins between the risk-bearing entrepreneur and the entities contributing significantly to the residual profits on a reasonable contribution factor basis.

Upon completion of the abovementioned transfer pricing analyses, it was noted that the profit margins of some companies were either higher or lower than the benchmarking results. Taking into consideration the findings identified by the Transfer Pricing Consultant based on the adopted TNMM and PSM, we have made transfer pricing adjustments (the “**Transfer Pricing Adjustments**”) to ensure our intra-group transactions align with the arm’s length principle.

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The steps of Transfer Pricing Adjustments during the Track Record Period are as follows:

- Step 1: To calculate the routine profit (the “**Routine Profit**”) of each Covered Entity by reference to the arm’s-length range.
- Step 2: If the retained profit of the Covered Entity surpassed the Routine Profit, the excess is considered the residual profit. In contrast, if the retained profit of the Covered Entity was less than the Routine Profit, or the Covered Entity was in loss, the shortfall is considered the residual loss.
- Step 3: To aggregate residual profit or residual loss of each Covered Entity derived from step 2 for the value chain residual profits of the Covered Transactions, followed by being allocated among the risk-bearing entities with significant contribution.

After carrying out the aforementioned steps of Transfer Pricing Adjustments, the corporate income tax implications for the Covered Entities with profit adjusted upwards during the Track Record Period are calculated. The income tax implications for Covered Entities with profit adjusted downwards were not considered because they are less possible to receive tax refund from local tax authorities.

For the years ended December 31, 2022, 2023 and 2024, from a transfer pricing perspective, the total corporate income tax expense on the Transfer Pricing Adjustments of the Covered Entities are US\$472,000, US\$554,000 and US\$110,000, primarily related to Guangzhou Sengong amounting to US\$453,000, US\$504,000 and nil, respectively, which were subsequently paid, with the insignificant remainders attributable to the other Covered Entities.

Taking into consideration the aforementioned corporate income tax implications, we have paid the taxes of the Covered Entities from a materiality perspective for the years ended December 31, 2022, 2023 and 2024. The balance of tax amounts for the Covered Entities subject to settlement in each year is considered immaterial.

For the four months ended April 30, 2025, since the fiscal year has not yet ended, the taxes of the Covered Entities subject to the annual Transfer Pricing Analysis results for the year ending December 31, 2025 will be settled by the tax filing date. We have accrued a corporate income tax provision in material aspects based on the Transfer Pricing Analysis results for the four months ended April 30, 2025.

With respect to the transfer pricing regulations, the local transfer pricing regulations of the jurisdictions where the Covered Entities are located during the Track Record Period are generally aligned with OECD Transfer Pricing Guidelines. During the Track Record Period, within the relevant jurisdictions, the Covered Entities have complied with the compliance obligations in material aspects regarding the preparation and submission of transfer pricing documentations and transfer pricing filings in accordance with the local tax and transfer pricing regulations.

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Balancing all the facts and in light of the foregoing, and having consulted the Transfer Pricing Consultant, our Directors are of the view that the transfer pricing arrangements of the Covered Entities in the Covered Transactions were consistent and in compliance with OECD Transfer Pricing Guidelines and the transfer pricing regulations of the jurisdictions where the Covered Entities are located during the Track Record Period in material aspects. This is on the basis that the estimated tax exposures are not material from our Group's financial aspects.

Based on the due diligence work performed by the Joint Sponsors, nothing material has come to the attention of the Joint Sponsors that contradicts the Directors' view disclosed above.

To the best knowledge of our Directors, we were not aware of any outstanding audit or investigation by any tax authorities in the relevant jurisdictions in relation to our intra-group transactions and transfer pricing arrangements during the Track Record Period and up to the Latest Practicable Date.

We are committed to ensuring that the Covered Transactions will be conducted on an arm's length basis going forward and would take various measures to ensure compliance with the relevant transfer pricing laws and regulations in jurisdictions where we operate. The management of our Group have been monitoring and will continue to closely monitor our transfer pricing arrangements including reviewing the reasonableness of the pricing policies of our intra-group transactions from time to time, and where necessary, appoint a tax advisor to assist in reviewing such transfer pricing arrangements to procure compliance with the arm's length principle and measures to monitor on-going compliance.

Compliance Measures

With a view to ensuring ongoing compliance of the applicable transfer pricing regulations, we have adopted the following measures:

- (i) We will engage an external tax consultant to advise on transfer pricing matters annually. We will select the appropriate transfer pricing method and price and profit level indicator and formulate our transfer pricing policies having regard to the external tax consultant's analysis;
- (ii) We will provide training to our finance team relating to relevant transfer pricing laws and regulations in the relevant jurisdictions;
- (iii) We will monitor the implementation of internal control policy on tax-related matters, including ensuring the intra-group transactions are properly recorded, filed and maintained for inspection to avoid any discrepancy before any filing to the relevant tax authorities;
- (iv) The finance controller of our tax department will document and file relevant supporting documents of the value contribution of each entity for risk management purposes, including but not limited to responsibilities planning, correspondence, performance and outcome assessment of relevant work; and

- (v) Designating our finance controller and accounting manager to regularly monitor intra-group transactions and report to Mr. Lung Shei Kei, our Chief Financial Officer, to ensure such transactions can satisfy the arm's length principle.

See “Risk Factors—Risks Relating to Doing Business in the Countries in Which We Have Operations—Our global transfer pricing model may be subject to challenges raised by tax authorities in different countries.”

OUR COMPLIANCE WITH RULE 8.02A OF THE LISTING RULES

Our business spans over 30 countries, among which Liberia, Sierra Leone, Rwanda, Mozambique, Burundi, the Democratic Republic of the Congo, Madagascar, Gambia, Zimbabwe, Mauritania, Guinea, South Sudan, Somalia and Honduras are Non-IOSCO MMOU Countries. This may present certain difficulties for the Hong Kong regulators to seek regulatory assistance and information from the statutory securities regulators in such Non-IOSCO MMOU Countries in a readily available manner.

Our business in the Non-IOSCO MMOU Countries, on an aggregate basis, is comparatively insignificant. In 2022, 2023 and 2024 and the four months ended April 30, 2025, our sales to customers located in the Non-IOSCO MMOU Countries in aggregate contributed to US\$8.6 million, US\$12.1 million, US\$31.5 million and US\$14.8 million, representing approximately 2.7%, 2.9%, 6.9% and 9.2% of our total revenue, respectively. As of the Latest Practicable Date, we did not have assets in any Non-IOSCO MMOU Country, and our major assets (primarily including non-current assets, inventories (excluding goods in transit) and bank balances and cash) were principally located in Ghana, Kenya, Senegal, Tanzania, Cameroon, Zambia and Uganda, all of which are IOSCO MMOU Countries. We will not sell our products to customers located in Guinea (a Non-IOSCO MMOU Country) in the future.

Further, our Company is incorporated in the Cayman Islands. We are headquartered in Dubai, UAE. Both the Cayman Islands and UAE are IOSCO-MMOU Countries. Prior to the incorporation of Sunmart Trading Dubai, our place of central management and control was in the PRC. After the incorporation of Sunmart Trading Dubai as our headquarters, our place of central management and control has been in Dubai. As of the Latest Practicable Date, all of our Group entities were incorporated or established in IOSCO MMOU Countries, and our Group's principal books and records were kept in the respective place of incorporation or establishment of our subsidiaries, including Ghana, Kenya, Senegal, Côte d'Ivoire, Tanzania, Cameroon, Zambia, Uganda, Benin, Peru, El Salvador, Kazakhstan, UAE, the PRC, Hong Kong, Mauritius, Panama, BVI and the Cayman Islands, all of which are IOSCO MMOU Countries. Other than the Non-IOSCO MMOU Countries as set out above, all the countries where we generated revenue or had operations during the Track Record Period are IOSCO MMOU Countries.

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While we continue to expand globally and enhance our market positions in various countries, we expect the contribution of our business in Non-IOSCO MMOU Countries to remain insignificant in the near future. For example, in 2024, we have expanded into Kazakhstan and El Salvador, both of which are IOSCO MMOU Countries. As disclosed in “Future Plans and Use of Proceeds”, we plan to invest HK\$1,526.9 million over the next few years to expand our production capacity by building production facilities in 13 countries, all of which are IOSCO MMOU Countries. In addition, we currently have no intention to build any production facilities or establish any subsidiaries in any Non-IOSCO MMOU Countries. In light of the foregoing, we expect that the contribution of our business in Non-IOSCO MMOU Countries to remain insignificant in the near future. We will continue to monitor the significance of our business in the Non-IOSCO MMOU Countries and consider appropriate measures to ensure that access to the books and records of our operating entities are available to the Hong Kong regulators.

Based on the foregoing, we believe we are and will be in compliance with Rule 8.02A of the Listing Rules.

Based on the due diligence work performed by the Joint Sponsors, nothing material has come to the attention of the Joint Sponsors that contradicts the Company’s view disclosed above regarding its compliance with Rule 8.02A of the Listing Rules.

INTELLECTUAL PROPERTY

Our intellectual property rights are key to our success and competitiveness. As of the Latest Practicable Date, we were the registered owner of 69 trademarks and three domain names which we consider to be material to our business, and had applied for registration of two trademarks which we consider to be material to our business. For further details, see “Appendix IV—Statutory and General Information—B. Further Information about Our Business—2. Intellectual property rights of our Group.”

We have entered into a trademark licensing framework agreement with Sunda Enterprise (for itself and on behalf of the members of the Remaining Sunda Group), pursuant to which we have granted a non-transferable license to the Remaining Sunda Group to use some of our trademarks in Nigeria and Guinea for the purpose of the Excluded Businesses (as defined in “Connected Transaction”) for a period up to December 31, 2027. We have included certain terms in the trademark licensing framework agreement to ensure proper use and protection of such trademarks. See “Connected Transactions” for details.

We have implemented an internal policy to protect our intellectual property rights which our employees must follow. We regularly monitor the market and communicate with our customers to identify any potential counterfeit products. If we find any counterfeit products, we will report them to the local law enforcement authorities and take appropriate legal action. We have also included confidentiality clauses in the employment contracts with our key management and research and development employees.

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During the Track Record Period and up to the Latest Practicable Date, we had not experienced any disputes related to the infringement of intellectual property rights which would have a material adverse effect on our business. For risks related to our intellectual property rights, see “Risk Factors—Risks Relating to our Business and Industry—We may not be able to adequately protect our intellectual property rights, which could materially and adversely affect our business.”

EMPLOYEES

As of April 30, 2025, we had 2,417 full-time employees (excluding outsourced workers). The following table sets forth the number of our employees by function as of April 30, 2025:

	<u>Number of employees</u>
Senior management	7
Research and development and quality control	166
Marketing and sales	301
Supply chain planning and procurement	31
Production	1,570
Warehousing	196
Finance	117
Integrated management	29
Total	<u>2,417</u>

The following table sets forth the number of our employees by geographical location as of April 30, 2025:

	<u>Number of employees</u>
Ghana	796
Kenya	587
Senegal	186
Zambia	227
Uganda	143
Tanzania	189
Benin	69
Cameroon	85
China	61
Côte d’Ivoire	20
Peru	16
Kazakhstan	5
El Salvador	13
UAE	20
Total	<u>2,417</u>

Our Directors confirm that during the Track Record Period and up to the Latest Practicable Date, (i) we did not have any material disputes with our employees; (ii) we did not experience any material difficulties in recruiting and retaining staff; and (iii) no labor union had been established by our employees.

Labor Service Arrangement

Apart from hiring employees through entering into employment contracts with them, we also engage labor service providers which provide workers to work for us based on our requirements (the “**Labor Service Arrangement**”). We do not enter into any employment contract with the relevant workers. As of April 30, 2025, we engaged labor service providers to provide workers to work for us in Kenya, Senegal, Tanzania, Cameroon, Zambia, Uganda and China primarily for matters such as packaging, loading and unloading, as well as security. Pursuant to the Labor Service Arrangement, inter alia, we are generally required to (i) pay service fees to the labor service providers and (ii) where applicable, provide protective equipment to the workers, and the labor service providers are generally required to (i) provide workers to work for us based on our requirements, (ii) ensure the workers perform their duties properly and (iii) pay remuneration and any other benefits to the workers in accordance with applicable laws and regulations. In 2022, 2023 and 2024 and the four months ended April 30, 2025, the amount of service fees paid by our Group in relation to the Labor Service Arrangement was US\$0.1 million, US\$0.5 million, US\$0.8 million and US\$0.4 million.

As advised by our legal advisors as to the laws of Kenya, Senegal, Tanzania, Cameroon, Zambia and Uganda and our PRC Legal Advisors, the Labor Service Arrangement had complied with all applicable laws and regulations in all material respects during the Track Record Period and up to the Latest Practicable Date.

Recruitment and Retention

We recruit employees mainly through recruitment advertisements, on-campus recruitment, job fairs, recruitment agencies and internal referrals. As part of our retention strategy, and based on the labor laws of different countries, we offer our employees different salaries, insurance packages, meal allowances, housing allowances, transportation allowances, performance-based bonus and incentive schemes.

Training

We provide induction training to new joiners on our company culture, business and industry to enhance their understanding and job skills. We also provide on-the-job training and anti-corruption training to our employees, and arrange for our employees to attend training provided by third parties. In addition, we provide subsidies to our managerial employees for undertaking part-time studies to develop their leadership or other professional capabilities, such as master of business administration degree or other professional qualifications.

Occupational Health and Safety

To ensure the health and safety of our employees, we have implemented operational procedures and safety standards in accordance with the ISO 45001 (occupational health and safety management system) standards, covering fire safety, warehouse safety, work-related injuries, electricity safety and emergency and evacuation procedures. Save for our new production plant in El Salvador which commenced operation recently in August 2025, all of our production plants have obtained ISO 45001 (occupational health and safety management system) certifications. We provide our employees with safety training to raise their awareness of safety issues. In addition, we perform regular maintenance of our production equipment and machinery to ensure proper function. We provide proper personal protective equipment to our employees to protect them from occupational injury.

During the Track Record Period and up to the Latest Practicable Date, we had complied with all relevant laws and regulations in relation to occupational health and work safety in all material respects and had not experienced any serious personal injury or fatality.

Social Insurance and Housing Provident Funds

As required by PRC laws and regulations, we participate in social insurance and housing provident schemes in the PRC. During the Track Record Period and up to the Latest Practicable Date, we did not make full contributions to social insurance and housing provident funds for our employees in accordance with relevant PRC laws and regulations. The shortfall amount of social insurance and housing provident funds contributions is estimated to be US\$1.0 million, US\$0.5 million, US\$0.3 million and US\$0.2 million for 2022, 2023 and 2024 and the four months ended April 30, 2025, respectively. Pursuant to relevant PRC laws and regulations, if we fail to pay the full amount of social insurance contributions as required within the stipulated period, we may be subject to fines and late charges. See “Regulatory Overview—Laws and Regulations Related to Our Business in PRC—Laws and Regulations Relating to Employment” and “Risk Factors—Risks Relating to Our Business and Industry—We were not in full compliance with the PRC laws and regulations related to social insurance and housing provident funds” for further details. The potential maximum amount that our Group may be liable to pay (including the shortfall amount plus any late charges and fines) due to shortfall of social insurance and housing provident funds contributions for 2022, 2023, 2024 and the four months ended April 30, 2025 is estimated to be US\$3.4 million, US\$2.1 million, US\$1.7 million and US\$0.7 million, respectively. The provision for the abovementioned shortfall amount together with relevant potential late charges in aggregate of US\$1.0 million, US\$0.8 million, US\$0.8 million and US\$0.3 million for 2022, 2023 and 2024 and the four months ended April 30, 2025 has been made, respectively. No provision has been made for the potential fines of US\$2.4 million, US\$1.3 million, US\$0.9 million and US\$0.5 million for 2022, 2023 and 2024 and the four months ended April 30, 2025, respectively, since we would only become liable to pay any fines if we fail to pay the shortfall amount and relevant applicable late charges (if any) within a prescribed time limit as notified by the relevant government authorities. According to the communication with the relevant competent government authorities, the relevant competent authorities will not recover the shortfall or intervene our current

arrangement of contributions on their own initiative without reports or complaints. As such, we will make contributions for the shortfall amount and relevant applicable late charges (if any) or otherwise rectify in the manner as required as soon as practicable and within the prescribed time limit once we receive any notification from the relevant government authorities demanding us to do so.

Based on (i) that as of the Latest Practicable Date, we did not receive any notification from the relevant PRC authorities alleging that we did not make full contributions to social insurance and housing provident funds and demanding us to make up the shortfall amount before a stipulated deadline; (ii) that as of the Latest Practicable Date, we were not subject to any employee's complaint or claim for contributions to social insurance and housing provident funds; (iii) that we will make up the shortfall amount before any stipulated deadline if we are demanded by the relevant authorities to do so; and (iv) the assumption that there will be no material change to the relevant PRC laws, regulations and policies and the practice of the relevant authorities, our PRC Legal Advisors are of the view that the risk of us being subject to material administrative penalties by the relevant authorities is relatively remote.

As advised by our legal advisors as to the laws of Ghana, Senegal, Côte d'Ivoire, Benin, Kenya, Tanzania, Uganda, Zambia, Cameroon, Peru, El Salvador, Kazakhstan and UAE and our PRC Legal Advisors, save for the abovementioned incidents, our Group had been in compliance of all applicable labor laws in all material respects during the Track Record Period and up to the Latest Practicable Date.

INSURANCE

We maintain insurance policies to cover our properties, equipment, vehicles, inventory, and employees. We believe that our insurance policies are adequate for our operations and in line with the common industry practice.

IMPACT OF THE COVID-19 PANDEMIC

During the Track Record Period, we experienced higher average procurement prices of fluff pulp and SAP as well as higher ocean freight rates for transportation of raw materials due to the COVID-19 pandemic. In 2022, the market prices of fluff pulp and SAP as well as ocean freight rates saw an increase due to supply chain disruption caused by the COVID-19 pandemic. In 2023, as the supply chain disruption subsided, the market prices of fluff pulp and SAP as well as ocean freight rates declined to almost the same as or below the pre-pandemic level. As a result, we experienced higher average procurement prices of fluff pulp and SAP as well as higher ocean freight rates in 2022 as compared with 2023, 2024 and the four months ended April 30, 2025.

Save as discussed above, our Directors are of the view that our business operations and financial performance had not been subject to any material impact caused by the COVID-19 pandemic during the Track Record Period. In particular, we had not experienced any material delay in production and our production facilities had not been subject to any suspension or shutdown due to the COVID-19 pandemic during the Track Record Period. There was no material delay in delivery of our products due to the COVID-19 pandemic. Our Directors are of the view that the COVID-19 pandemic is not expected to cause any material impact on our business operations and financial performance in the future. See “Risk Factors—Risks Relating to Our Business and Industry—Our business results depend on our ability to manage disruptions in our supply chain and production process” for further details.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE

Governance

ESG Concepts and Strategies

We firmly believe that the ESG concept is the cornerstone of sustainability, and we are committed to creating a green, healthy and harmonious future with a strategic vision of becoming a trusted partner for families around the world. Our strategic mission on ESG is to “produce quality and environmentally friendly products, advocate healthy living concepts, and promote social equity and inclusion”, and we have formulated four strategic directions of “CARE” (Collaboration, Advancement, Responsibility and Eco-friendliness) around the strategic mission with specific ESG issues under the strategic directions to systematically promote ESG practices.

Meanwhile, we are actively responding to the United Nations Sustainable Development Goals (“UNSDGs”) through practical actions, and have identified certain strongly related UNSDGs on which our products, services and operations may have a substantial impact, such as Good Health and Well-being, Quality Education, Gender Equality, Affordable and Clean Energy, Decent Work and Economic Growth, Responsible Consumption and Production, Climate Action, and Partnerships for the Goals, and developed action goals and routes to help achieve the UNSDGs by 2030.

ESG Governance

We have established an ESG management system with a clear hierarchy and defined rights and responsibilities, which is responsible for the formulation of ESG goals and strategies, as well as the assessment of risks and opportunities related to ESG and climate change, so as to ensure that the work related to ESG is effectively decided and efficiently executed. At the decision-making level, our Board of Directors is responsible for approving ESG strategies, goals and policies, overseeing ESG risk management and internal controls, and reviewing the progress of ESG goals on a regular basis; at the management level, we have set up the ESG

Working Group, which is responsible for the execution of the ESG matters and handling our day-to-day management. In addition, we engaged an independent third-party consultant to assist in assessing ESG-related risks and to review our existing strategies, goals, and internal controls.

We value the importance of communication with different stakeholders to understand the expectations and demands of stakeholders, and to effectively enhance our ESG management. We have identified ESG issues that may have a significant impact on us and will make disclosures to address stakeholders' concerns.

ESG Risk Management and Opportunity Assessment

We fully integrate ESG and climate change risks into our risk management system, proactively identify and monitor relevant risks and opportunities and seek to integrate climate-related issues into our business, strategic and financial planning. Our ESG Working Group will regularly conduct research and analysis on climate change-related issues and risks, and report to our Board of Directors on the overall risks, including ESG risks and climate change-related risks. During the Track Record Period, we did not incur any significant capital expenditure or compliance costs relating to climate and environmental protection.

Business Ethics and Anti-corruption

Due to the regional socio-economic circumstances, some of the countries in which we have operations, such as Kenya, Zambia, Cameroon and Uganda, were rated as below-average according to the Corruption Perception Index published in 2024 by Transparency International, which reflects a relatively high level of anti-corruption risks for businesses operating in these countries.

We have a zero-tolerance attitude towards bribery and corruption and strictly prohibit our employees from engaging in any form of corruption. We have adopted the following internal control measures in relation to anti-corruption:

- ***Laws, regulations, and internal systems.*** We strictly comply with all applicable anti-corruption laws and regulations and have established a number of anti-corruption systems, including the *Whistleblowing Management Measures*, *Management Measures for Reporting of Unlawful Acts* and *Management Measures for Separation of Duties and Declaration of Conflicts of Interests*.
- ***Developing a culture of integrity.*** We formulate integrity training programmes every year and promote our integrity culture in all aspects through various forms, such as training courses and discussion sessions on specific topics.

- ***Whistleblowing channels.*** We encourage the whistleblowing of unlawful acts by posting multi-language integrity posters in our workplaces to display the whistleblowing channels in an open and transparent way.
- ***Whistleblower protection.*** We have put in place a whistleblower protection system to ensure the confidentiality of whistleblower information and strictly prohibit retaliation.

While strengthening the development of integrity, we also actively encourage suppliers, customers and other partners to make joint efforts for integrity. Anti-corruption terms have been fully incorporated into the framework contracts with our partners, which explicitly prohibit any form of bribery and exchange of illegitimate benefits. During the Track Record Period and as of the Latest Practicable Date, we were not aware of any Director or employee being involved in misconduct relating to money laundering or corruption. Having reviewed the internal control measures adopted by our Group in relation to anti-corruption, our internal control consultant did not identify any material deficiencies that would cast doubt on the adequacy and effectiveness of such measures.

Sanctions

See “Business—Business Activities with Regions Subject to International Sanctions” for details of our sanction risks.

Environmental

Climate Change and GHG Management

In accordance with the *Guidance on Climate Disclosures* and the *Implementation Guidance for Climate Disclosures under HKEX ESG reporting framework* published by the Stock Exchange, we systematically identify and assess the impact of climate change on our business and take steps to address these risks and opportunities.

Climate-related Risk Management and Response

We adhere to the classification of climate-related risks by the Task Force on Climate-Related Financial Disclosures. Through internal and external research, industry benchmarking and expert consultation, we identify and prioritise potential risks at the industry and enterprise operational level and formulate corresponding measures. We categorize climate-related risks into physical risks and transition risks. Physical risks include acute risks related to extreme weather and chronic risks related to temperature rise. Transition risks refer to the risks associated with changes in policies and regulations, technological upgrades and market trends related to a low-carbon economy.

We have identified a number of climate-related risks related to our business. We have prioritised the identified climate-related risks with full consideration of the criteria of likelihood, impact, adaptability and recovery, and identified certain physical risks and transition risks, thereby determining the priorities in adaptation/mitigation climate change plans, adjusting business models and enhancing our management capabilities in climate-related risks.

To address production disruptions, security threats, water restrictions and economic losses that may be caused by physical risks such as floods and droughts, we have developed contingency plans and business continuity plans, strengthened water resource management and promoted drought-resistant forestry practices in and around our production plants. In addition, we have strengthened the maintenance of facilities in our daily operations and conducted emergency training for employees to mitigate the impact of risks. Amid transition risks such as pressure of emission reduction policies, potential fluctuation in the costs of energy and costs of materials, we have taken measures to address various challenges by proactively monitoring policy changes, applying clean technologies, improving energy efficiency, developing energy-saving products, promoting energy conservation and risk management in the supply chain.

Potential opportunities that may be brought by climate-related factors include:

Renewable energy usage: We are deploying solar photovoltaic facilities in our production plant in Kenya.

Green product design: We fully leverage innovative capabilities from the stage of product design to production to enhance the use efficiency and environmental friendliness of raw materials, continue to create green products to improve the environmental friendliness of products and gradually carry out consumer education in the market. See the paragraph headed “Packaging Material Management” below in this sub-section for further details.

By-product recycling and utilization: We actively develop by-product applications, recycle and reuse the waste generated during production to achieve waste recovery, effectively reducing environmental pollution. We have gradually implemented recycling initiatives at our production plants in various countries since 2023. See the paragraph headed “Emissions Management” below in this sub-section for further details.

BUSINESS

GHG emissions

We have established an energy management system and continuously track our GHG emissions. We collect and analyze quantitative data, and have set a target of reduction in total GHG emission intensity by 10% by 2030, taking 2024 as the base year, committing to achieving carbon neutrality by 2060. We plan to achieve such target mainly by continuously adopting and enhancing energy management measures as set out below in “—Environmental, Social and Governance—Environmental—Energy Management.” The following table sets forth our GHG emissions data for the periods indicated:

Indicator	Unit	Year ended December 31,			Four months ended April 30,
		2022	2023	2024	2025
Total GHG emission (Scope 1 & Scope 2)	Ton of CO ₂ e	15,312.05	22,513.33	26,573.86	10,157.84
Scope 1 GHG emission	Ton of CO ₂ e	1,990.65	1,688.24	2,862.43	1,142.83
Scope 2 GHG emission	Ton of CO ₂ e	13,321.40	20,825.09	23,711.43	9,015.01
Scope 3 GHG emission	Ton of CO ₂ e	189.80	442.52	679.32	201.84
Total GHG emission intensity	Ton of CO ₂ e per 10,000 pieces of products	0.0288	0.0345	0.0350	0.0367

Note: Scope 1 GHG emissions are primarily generated from direct energy consumption (such as gasoline and natural gas) in our operational processes. Scope 2 GHG emissions are primarily generated from indirect energy consumption (such as purchased or acquired electricity) in our operational processes. Scope 3 GHG emissions include energy consumption related to business travel and employee commuting.

Our total GHG emission increased from 15,312.05 ton of CO₂e in 2022 to 22,513.33 ton of CO₂e in 2023, primarily because of increased energy consumption resulted from increased production volume of baby diapers, sanitary pads and wet wipes in 2023. Our total GHG emission increased from 22,513.33 ton of CO₂e in 2023 to 26,573.86 ton of CO₂e in 2024, primarily because of increased energy consumption resulted from increased production volume of baby diapers, baby pants, sanitary pads and wet wipes in 2024, as well as increased use of diesel generators for electricity.

Performance management

We have gradually incorporated climate change targets into our remuneration policy, and the performance assessment for some of our management is connected with performance indicators closely related to GHG emissions. This is to encourage management to drive the achievement of our 2060 climate target of carbon reduction, realizing sustainable operations and long-term value creation.

Emissions Management

We have established internal management systems such as the *Emissions Management System* to strictly control the exhaust gas, wastewater and solid waste generated by us to ensure standard-compliant emission.

We have continuously improved our emissions management system. Save for our new production plant in El Salvador which commenced operation recently in August 2025, all of our production plants had obtained ISO 14001 (Environmental Management System) certifications. During the Track Record Period, all of our production plants had obtained environmental permits from the local authorities, and there were no environmental pollution incidents or penalties imposed by the local authorities. Besides, we invite local environmental protection departments to conduct audits of our production plants from time to time to ensure that the emissions are in compliance with laws and regulations.

Exhaust gas management: Exhaust gas generated from our production and operation are mainly nitrogen oxides, sulfur oxides and particulate matter. For effective management of emissions, we carry out regular inspections and maintenance of electric generators, continuously monitor emissions, and set up dust removal devices to ensure that the particulate matter generated is properly processed and meets the relevant standards before it is discharged.

Wastewater management: Wastewater generated from our production and operation is mainly the rejected water generated by the use of reverse osmosis (RO) technology in preparing pure water, all of which will be reused for toilet flushing or firefighting if it meets water quality standards after pre-treatment, instead of being discharged during the production process.

Hazardous and non-hazardous waste management: Since our disposable hygiene products are intended for end consumer use, we expect that all our disposable hygiene products will eventually be used and disposed of in landfills. In 2022, 2023, 2024 and the four months ended April 30, 2025, our total sales volume was approximately 4,963.2 million pieces, 6,415.2 million pieces, 7,493.6 million pieces and 2,772.8 million pieces, respectively.

Hazardous waste generated by us primarily includes waste paint buckets, waste ink buckets, waste mineral oil and waste lamps. We strictly abide by the applicable environmental protection laws and regulations, keep records of solid waste management, and ensure that all of the hazardous waste is properly disposed of by third parties with appropriate qualifications.

BUSINESS

In addition, we proactively promote the reduction of hazardous waste by replacing ink coding with laser coding. Non-hazardous waste generated by us mainly comes from non-woven scraps, packaging plastics, paper products and wood materials. We adopt the “3R” (Reduce, Reuse and Recycle) principle for non-hazardous waste disposal. By-product sorting of materials such as metals and cardboard boxes is being implemented at each production plant, and a by-product sorting warehouse is expected to be established by the end of 2025 to promote the reuse of waste resources.

We have set the following targets on emissions management by 2026: (1) maintain a 90% wastewater reuse rate; and (2) maintain a 95% waste recycling rate.

The following table sets forth our emissions management data for the periods indicated:

Indicator	Unit	Year ended December 31,			Four months ended April 30,
		2022	2023	2024	2025
Exhaust gas	Kilogram	281.25	349.03	441.24	148.43
Hazardous waste	Ton	6.71	8.66	14.51	1.55
Non-hazardous waste	Ton	4,601.84	4,987.48	7,021.05	3,329.06

Sustainable Materials Management

To minimize the environmental impact of our products, we have adopted the following measures:

- ***Restricted substances policy:*** We maintain a strict prohibition against engaging raw materials suppliers whose raw materials contain toxic or harmful substances. Our raw materials suppliers are required to provide us with documents such as material safety data sheet, technical data sheet and/or certificate of analysis that confirm the chemical properties of the raw materials supplied to us and verify compliance with toxic or harmful substances restrictions.
- ***Product safety assurance:*** Our products are designed and manufactured in accordance with the relevant national quality standards. From time to time, we engage independent laboratories, such as GALAB Laboratories GmbH, SGS S.A., Guangzhou Inspection Testing and Certification Group Co., Ltd, to conduct specific chemical tests on our products to ensure they are free from toxic and harmful substances.

- ***Sustainable procurement:*** We prioritize cooperating with suppliers with ESG-related certifications. The majority of our raw materials are procured from suppliers with ISO 14001 (environmental management system) certifications, which recognize that their production processes meet the international standards for environmental management systems. Fluff pulp constitutes a key raw material of our products. We prioritize procuring fluff pulp from eco-friendly sources as part of our commitment to minimize the potential environmental impact. Most of the fluff pulp we purchase is sourced from suppliers that are certified by globally recognized third-party systems, such as the Forest Stewardship Council, the global forest certification system established for forests and forest products, which provides assurance that the fluff pulp comes from environmentally, socially, and economically responsible sources.

Energy Management

We have developed internal policies and systems such as the *Resource Management Measures* to standardize our use of energy, proactively promoting multi-pronged energy management strategies on energy saving, energy efficiency enhancement and clean energy substitution.

In addition, we put in place an energy-saving management system and a carbon emission control system for each production plant, and perform data statistics, analysis and assessment on a regular basis to obtain an in-depth understanding of energy use during our operations.

We keep records of our energy-consuming equipment, strengthen the monitoring over various types of energy-consuming equipment on an ongoing basis, and collect energy consumption data regularly to track the achievement of energy consumption targets. We make full use of natural lighting and ventilation in our production plants to reduce energy consumption, give priority to the use of energy-saving and environmentally-friendly equipment in equipment selection, and promote the replacement of energy-saving equipment. In terms of green office, we require employees to turn off the lights when they leave, and continuously carry out promotion activities on energy-saving skills, energy-saving behaviours and other topics related to environmental protection for the purposing of encouraging employees to jointly create a green office environment;

For equipment management, we continuously strengthen our management on energy-consuming equipment operation, proactively uses new technologies to improve equipment condition, schedule energy use in an efficient manner based on energy monitoring data, and optimize production plans to improve energy efficiency per unit. Moreover, by planning transportation routes in an efficient manner and reducing empty loads, unnecessary loading and unloading as well as redundant transportation, we continuously make efforts in maximizing transportation efficiency.

BUSINESS

Our factory directors are in charge of coordinating and setting annual energy reduction targets and assigning energy management tasks to each department for execution, which are reported and reviewed on a monthly basis. The key energy consumption indicators, including electric generator efficiency and energy consumption intensity, are linked to the performance of each factory director and, through KPI assessment, we ensure that our targets on energy saving and consumption reduction are effectively achieved.

We have set targets on energy management as follows:

- **Short-term target:** Realize more sustainable low-carbon transportation, more energy-efficient process, and less carbon-intensive products by 2025; and
- **Mid-term target:** Reduce the energy consumption intensity by 10% by 2030, taking 2024 as the base year.

To achieve the above targets, we will implement a systematic approach across the following key areas:

- **Renewable energy integration:** Maximize natural lighting, ventilation, and solar photovoltaic systems to reduce reliance on non-renewable sources.
- **Production efficiency:** Continuously track energy consumption across equipment and processes to identify inefficiencies. Upgrade and maintain production machinery to minimize energy waste.
- **Sustainable Procurement:** Prioritize energy-efficient and environmentally friendly equipment in all procurement decisions.
- **Workplace Engagement:** Foster a culture of energy conservation through employee awareness and behavioral incentives.

The following table sets forth our energy management data for the periods indicated:

Indicator	Unit	Year ended December 31,			Four months ended April 30,
		2022	2023	2024	2025
Total energy consumption	kWh	30,892,009.80	42,911,525.29	52,437,149.93	19,650,375.06
Consumption of purchased electricity	kWh	23,358,574.80	36,516,025.00	41,577,119.67	15,807,485.01

BUSINESS

Indicator	Unit	Year ended December 31,			Four months ended April 30,
		2022	2023	2024	2025
Consumption of gasoline	kWh	221,803.64	288,109.07	406,357.57	115,811.26
Consumption of diesel	kWh	7,291,557.34	6,088,058.78	10,401,045.49	3,719,803.56
Consumption of liquefied petroleum gas. . .	kWh	20,074.03	19,332.44	52,627.20	7,275.24
Total energy consumption intensity	kWh/10,000 pieces of products	58.16	65.85	69.04	71.02

Water Resource Management

We adhere to the concept of “Prioritizing Resource Conservation, Rooting in Environmental Protection” for water resource management, and have formulated internal policies and systems, such as the *Resource Management Measures*, dedicated to achieving sustainable utilization and management of water resource.

Water resource management has been fully incorporated into our energy management system. Each production plant continuously improves water resource management following the standard of ISO 14001 (Environmental Management System), with the factory director coordinating all departments to carry out water resource planning and water resource consumption measurement, setting water conservation targets and tracking the achievement of management targets.

During our production process, we only consume water for the preparation of pure water for the production of wet wipes, and it accounts for a relatively small proportion in our total water resource consumption, which is mostly due to daily life usage.

We perform comprehensive inspection of water resource consumption at our production plants on a monthly basis, focusing on water leakage to avoid wastage of water resource. By adopting water-saving appliances in living spaces such as restrooms, we aim to reduce water consumption due to daily life usage. In addition, we enhance employees’ awareness of water conservation by launching water conservation campaigns and posting water conservation slogans and reminders at workplaces to promote water conservation. We have also established and optimized a water recycling system to promote recycling and reuse of water resources.

BUSINESS

We depend primarily on municipal water supply, with water risks assessed on a regular basis. In response to the risk of water supply interruptions in high-temperature weather, we have developed contingency plans and cooperated with external water supply companies to ensure water supply. During the Track Record Period and as of the Latest Practicable Date, we had not experienced any shortage of water resources in our production and operations.

The following table sets forth our water resource management data for the periods indicated:

Indicator	Unit	Year ended December 31,			Four months ended April 30,
		2022	2023	2024	2025
Consumption of water resource . .	Cubic meter	41,715.59	56,187.87	68,001.49	15,921.36
Water resource density	Cubic meter/person	19.33	22.36	26.49	19.76

Packaging Material Management

We have formulated internal management policies such as the *Management Measures for Product Design and Development* and the *Regulations on the Management of Product Design Changes* to continuously implement the environmental protection strategy for packaging materials.

Our major packaging materials include wrapping plastics such as polypropylene and polyphenylene ether, both of which are recyclable materials, as well as paper products such as cartons, which are recyclable and biodegradable materials. We proactively reduce the consumption of packaging materials to lower carbon emissions generated from the consumption and transportation of such materials. For example, we are making efforts to reduce the overall carbon footprint of our packaging materials by sourcing locally, thereby reducing the carbon emissions generated from transportation of packaging materials from overseas. In addition, we are constantly seeking innovative designs and materials to reduce the weight of packaging with our research focusing on minimizing the use of plastics while maintaining product performance, and developing lightweight solutions through cooperation with our suppliers. For example, we cooperated with our suppliers in 2023 to reduce the weight of plastic film while maintaining the physical performance of such materials, which is expected to help reduce the consumption of plastic film by 500 tonnes per year.

In addition, we aim to improve the packaging material recycling rate. Since 2024, we have added recycling and environmental protection labels on cartons, large plastic bags and woven bags to raise the market's awareness on environmental protection and sustainability as well as to increase the packaging material recycling rate.

BUSINESS

The following table sets forth our packaging material management data for the periods indicated:

Indicator	Unit	Year ended December 31,			Four months ended April 30,
		2022	2023	2024	2025
Total packaging material consumption	Ton	8,514.02	10,705.02	12,553.51	4,108.83

Social

Product Quality and Safety

We are committed to bringing high-quality hygiene products to every family, and we have put in place a series of product quality control measures. See “—Quality Control” above in this section for further details.

Diversity, Equality, and Inclusion

We are guided by the principles of openness, fairness and justice and provide equal opportunities to all employees and job seekers. We prohibit any discrimination based on gender, age, nationality, race, sexual orientation, religion, marital status or other characteristics, any form of sexual harassment or other unlawful harassment.

The following table sets forth our employment data for the dates indicated:

Indicator	Unit	As of December 31,			As of April 30,
		2022	2023	2024	2025
Total number of employees	Person(s)	2,152	2,310	2,567	2,417
By gender					
Percentage of male employees	%	58.7	56.6	56.4	56.1
Percentage of female employees	%	41.3	43.4	43.6	43.9
By source					
Percentage of employees hired locally	%	91.8	87.1	90.4	89.9
Percentage of employees hired globally	%	8.2	12.9	9.6	10.1

BUSINESS

We proactively advocate gender equality and promote women's leadership in the workplace. We have joined the Kenya2Equal (K2E), a women's care organization in Kenya, to communicate with and learn from other companies in the private sector and work together to close the gender gap in our operations.

At the same time, we give full respect to employees' diversified religious backgrounds and provide our employees in certain countries with religious holidays in addition to statutory holidays as well as dedicated prayer rooms.

According to the United Nations, human trafficking and child labor are prevalent in Africa. Our Group strictly prohibits the use of child labor, forced labor or other forms of unlawful labor. During our recruitment process, job candidates are required to provide identity documents to prove their age. We will not interview or recruit anyone below the legal age of employment. During the Track Record Period and up to the Latest Practicable Date, we had not used any child labor, forced labor or other forms of unlawful labor. Having reviewed the internal control measures adopted by our Group in relation to fair labor practices, our internal control consultant did not identify any material deficiencies that would cast doubt on the adequacy and effectiveness of such measures.

See “—Employees” above in this section for further information about our employees.

Responsible Procurement

We prioritize cooperating with suppliers with ESG-related certificates, and approximately two-thirds of our purchases are from suppliers with the ISO 9001 (Quality Management System) certification or environmental and occupational safety related certifications. Most of the wood pulp we purchase is sourced from suppliers that are certified by globally recognized third-party systems, such as the Forest Stewardship Council. See “—Our Suppliers” above in this section for further information about our suppliers.

Public Welfare and Charity

As a responsible company, we are committed to giving back to the society by participating in various public welfare and charitable activities. Given the characteristics of our products, we focus on education support, women's well-being, and assistance to underprivileged children in the field of public welfare and charity. During the Track Record Period, we had donated approximately USD176.0 thousand to charitable activities.

PROPERTIES

We own or lease certain land parcels and buildings in various countries for our business operations. These properties are used for non-property activities as defined under Rule 5.01(2) of the Listing Rules. Pursuant to Rule 5.01A of the Listing Rules, this prospectus is exempt from the requirement to include valuation on property interests of non-property activities if the carrying amount of a property interest is less than 15% of our total assets. A similar exemption applies under section 6 of the Companies (Exemption of Companies and Prospectuses from Compliance with Provisions) Notice (Chapter 32L of the Laws of Hong Kong), with respect to the requirement under section 38(1) of, and paragraph 34(2) of the Third Schedule to, the Companies (Winding Up and Miscellaneous Provisions) Ordinance. As of the Latest Practicable Date, we had no single property interest of non-property activities with a carrying amount of 15% or more of our total assets, and on such basis, we are not required to include in this prospectus any property valuation report. We have obtained all requisite title certificates for the properties we own.

Owned Properties

As of the Latest Practicable Date, we owned nine properties with an aggregate gross floor area of approximately 575,000 sq.m. in Kenya, Cameroon, Tanzania, Uganda and Peru, which were primarily used as production plants, warehouses, offices and staff dormitories.

Leased Properties

As of the Latest Practicable Date, we leased 48 properties with an aggregate gross floor area of approximately 210,000 sq.m. in Ghana, Kenya, Senegal, Uganda, Tanzania, Zambia, Cameroon, Côte d'Ivoire, Benin, Peru, Kazakhstan, El Salvador, UAE and China, which were primarily used as production plants, warehouses, offices and staff dormitories. As of the Latest Practicable Date, we had not yet renewed the leases that are expiring in 2025. We plan to negotiate with the relevant landlords for renewal before expiry of such leases. We do not expect there would be any material difficulties in renewing such leases.

BUSINESS

LICENSES AND PERMITS

We are required to maintain various licenses and permits to operate our business. We closely monitor the status of our licenses and permits and making timely applications for renewal. The successful renewal of our licenses and permits will be subject to our fulfillment of relevant requirements. See “Regulatory Overview” for further information on the laws and regulations that we are subject to.

Set forth below are the material licenses and permits obtained by our Group:

<u>Licenses and Permits</u>	<u>Issuing Authority</u>	<u>Expiry Date^(Note 1)</u>
Ghana:		
Environmental permit	Environmental Protection Agency	March 31, 2027
Certificates of registration in respect of products	Food and Drugs Authority	December 28, 2025; February 1, 2026; September 1, 2027; March 1, 2028; May 1, 2028
Certificate of registration in respect of premises	Food and Drugs Authority	September 18, 2026
Certificates of registration	Department of Factories Inspectorate	December 31, 2025
Licenses to use the standards certification mark	Ghana Standards Authority	June 25, 2026; July 29, 2026; August 18, 2026
Kenya:		
Environmental impact assessment license	National Environment Management Authority	No expiry date
Certificates of registration of a workplace	Directorate of Occupational Safety and Health Services	November 19, 2025; May 9, 2026; June 18, 2026
Permits to use the standardization mark	Kenya Bureau of Standards	February 23, 2026; July 26, 2026; October 23, 2027

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Licenses and Permits	Issuing Authority	Expiry Date^(Note 1)
Senegal:		
Certificate of conformity	Ministry of the Environment and Sustainable Development	No expiry date
Cameroon:		
Certificate of environmental compliance	Ministry of Environment	No expiry date
Tanzania:		
Environmental impact assessment certificate	National Environment Management Council	No expiry date
Certificate of registration of a factory/workplace	Occupational Safety and Health Authority	No expiry date
Business permits for manufacturing and sale of registered medical devices	Tanzania Medicines and Medical Devices Authority	June 30, 2026
Licenses to use the standards mark	Tanzania Bureau of Standards	March 27, 2026; March 28, 2026; September 21, 2026
Uganda:		
Certificates of approval of environmental and social impact assessment	National Environment Management Authority	May 31, 2027; November 19, 2028
Permits to use the standards certification mark	Uganda National Bureau of Standards	July 11, 2026; July 18, 2026
Certificates of registration of workplace	Occupational Safety and Health Authority	November 3, 2027; November 5, 2027; March 19, 2028

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Licenses and Permits	Issuing Authority	Expiry Date^(Note 1)
Zambia:		
Certificates of conformity	Zambia Bureau of Standards	December 26, 2027
Decision letters in respect of production facilities	Zambia Environmental Management Agency	No expiry date
Benin:		
Authorization	Ministry of Health	No expiry date
Environmental compliance certificate	Ministry for the Living Environment and Sustainable Development	No expiry date
Peru:		
Mandatory Health Notifications	General Directorate of Medicines, Supplies and Drugs	October 21, 2026; December 6, 2026; March 15, 2031; April 26, 2031; November 28, 2030

Notes:

1. Where more than one license or permit under the same category have been obtained, the expiry date of each of such licenses and permits is set out in this column.
2. As of the Latest Practicable Date, we had not yet renewed the licenses and permits that are expiring in 2025. We will apply for renewal of such licenses and permits before their respective expiry dates. As advised by our legal advisors as to the laws of the relevant jurisdictions, there is no material impediment to renewing such licenses and permits.

As advised by our legal advisors as to the laws of Ghana, Senegal, Côte d'Ivoire, Benin, Kenya, Tanzania, Uganda, Zambia, Cameroon, Peru, El Salvador, Kazakhstan and UAE and our PRC Legal Advisors, during the Track Record Period and up to the Latest Practicable Date, we had obtained all material licenses and permits necessary for our business operations, and such licenses and permits had remained in full effect, and there is no material impediment to renewing such licenses and permits.

LEGAL PROCEEDINGS AND COMPLIANCE**Legal Proceedings**

From time to time, we may become involved in legal proceedings in the ordinary course of our business. During the Track Record Period and up to the Latest Practicable Date, we were not involved in any material litigation, arbitration, administrative proceedings or claim, and we were not aware of any pending or threatened litigation, arbitration, administrative proceedings or claim against our Group that would have a material adverse effect on our business, financial condition, or results of operations.

Compliance

During the Track Record Period and up to the Latest Practicable Date, (i) save as disclosed in “—Employees—Social Insurance and Housing Provident Funds,” we had complied with all relevant laws and regulations applicable to our Group in all material respects; and (ii) we had not been subject to any material investigation in relation to our business operation in the jurisdictions that we have material businesses.

BUSINESS ACTIVITIES WITH REGIONS SUBJECT TO INTERNATIONAL SANCTIONS

Certain countries or organizations, including the United States, the United Kingdom, the European Union and the United Nations (together, the “**Relevant Jurisdictions**”), have, through executive orders, legislations or other government means, implemented measures that impose economic sanctions against certain countries, regions or targeted industry sectors, groups of companies or persons, and/or organizations within such countries and regions.

In 2022, 2023 and 2024 and the four months ended April 30, 2025, we sold our products to certain customers located in regions subject to sanctions imposed by the Relevant Jurisdictions, including the Democratic Republic of the Congo, Burundi, Zimbabwe, Guinea, South Sudan and Somalia (together, the “**Relevant Regions**”), which contributed an aggregate of US\$5.8 million, US\$3.5 million, US\$19.6 million and US\$11.0 million, representing approximately 1.8%, 0.8%, 4.3% and 6.8% of our total revenue, respectively.

We have engaged DLA Piper Singapore Pte. Ltd., our International Sanctions Legal Advisors, to perform procedures to assess our compliance with International Sanctions laws and regulations and evaluate our risk of exposure under the International Sanctions laws and regulations. Our International Sanctions Legal Advisors have not identified any violation of International Sanctions by us after evaluating the sanctions risks of our business activities in relation to the Relevant Regions during the Track Record Period.

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As advised by our International Sanctions Legal Advisors, while the Relevant Regions were subject to sanctions imposed by the Relevant Jurisdictions during the Track Record Period, (i) none of the Relevant Regions was a country or territory subject to a general and comprehensive export, import, financial or investment embargo under sanctions related law or regulation of the Relevant Jurisdictions; and (ii) none of our customers or vendors located in the Relevant Regions during the Track Record Period were identified on the list of Specially Designated Nationals and Blocked Persons published by the U.S. Department of Treasury or the relevant lists of sanctioned targets maintained by the United Kingdom, the European Union or the United Nations. In light of the foregoing, as advised by our International Sanctions Legal Advisors, our transactions with customers and vendors located in the Relevant Regions during the Track Record Period did not constitute Primary Sanctioned Activities or Secondary Sanctionable Activities for the purpose of Chapter 4.4 of the Guide.

Further, as advised by our International Sanctions Legal Advisors, apart from the Relevant Regions, none of the countries or regions with which our Group conducted business during the Track Record Period was subject to any comprehensive sanctions imposed by the Relevant Jurisdictions, and none of our customers or vendors with which our Group conducted business during the Track Record Period was subject to any sanctions imposed by the Relevant Jurisdictions.

In addition, we had not generated revenue from sales to customers in Guinea since the completion of the Reorganization. As advised by our International Sanctions Legal Advisors, we will not be subject to any relevant sanction risks as long as we do not sell our products directly to Guinea in the future.

Based on the above and as advised by our International Sanctions Legal Advisors, our Directors are of the view that the sanctions related to the Relevant Regions do not have any material actual or potential impact on our business operations and that we are not subject to any sanctions risks that would materially affect our business operations. Based on the due diligence work performed by the Joint Sponsors, nothing material has come to the attention of the Joint Sponsors that contradicts the Directors' and the International Sanctions Legal Advisors' views disclosed above.

INTERNAL CONTROL AND RISK MANAGEMENT

We have established an internal control system with relevant policies and procedures that we believe are appropriate to address various risks during our operations. Our policies and procedures cover areas such as procurement, production, quality control, sales, financial management, compliance and corporate governance.

To monitor our exposure to foreign exchange risks, we have adopted a weekly analysis and reporting mechanism, pursuant to which our finance department at Group level closely monitors the trend of foreign exchange rates and conducts analysis and forecast on a weekly basis. During the process, we collect and consider various relevant market data, including but not limited to the recent trend of foreign exchange rates, key economic indices and analyses published by major financial institutions. The above analysis and forecast are reported to our management on a weekly basis so as to ensure that they are properly informed of the latest development. In addition, our finance department at local level communicates with the local banks on a weekly basis in order to better understand the local situation regarding any changes in the exchange rates of the local currencies.

We have engaged an internal control consultant in August 2024 to conduct a review of our internal control system and to assist us in reviewing our internal control system. We have enhanced the internal control system by taking into account the recommendations of the internal control consultant.

To monitor the ongoing implementation of our internal control policies and corporate governance measures after the Listing, we have adopted, or will continue to adopt, among other things, the following measures:

- establish an Audit Committee, which comprises all our non-executive Directors, to review and supervise our financial reporting process and internal control system;
- appoint an external compliance advisor with effect from the Listing Date to advise us on ongoing compliance with the Listing Rules and other applicable securities laws and regulations in Hong Kong;
- adopt various policies to ensure compliance with the Listing Rules, including, but not limited to, aspects related to risk management, connected transactions and information disclosure;
- organize training for our Directors and senior management in respect of the relevant requirements of the Listing Rules and duties of directors of companies listed in Hong Kong; and
- provide anti-corruption compliance training periodically to our senior management and employees to enhance their knowledge and compliance with applicable laws and regulations.

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AWARDS AND RECOGNITIONS

We have received awards and recognitions in respect of our products and achievements, significant ones of which are set forth below:

<u>Year of award</u>	<u>Award/Recognition</u>	<u>Awarding organization</u>
2022	People’s Choice Quality Awards 2022—Best Baby Diapers and Best Sanitary Pads	Muyz Plus International Co.
2023	No. 8 in the Top 100 Most Loved Brands by Women in Kenya	BSD Group and Ipsos
2023	Membership of the National Technical Committee on Medical Devices	Ghana Standards Authority
2023	Certificate of Appreciation in appreciation for donation towards “The Cure Little Warriors Project”	Rotaract Club of Mbale Uptown
2023	Certificate of Merit in recognition of the company’s outstanding tax compliance in financial Year 2022/23	Tanzania Revenue Authority
2024	Certificate of Merit in recognition of the company’s outstanding tax compliance in financial Year 2023/24	Tanzania Revenue Authority
2024	Most Admired Personal Care Brands	Brand Africa
2024	Certificate in recognition of loyal sponsorship and commitment to AGI Ghana Industry & Quality Awards	Association of Ghana Industries
2024	Certificate of Appreciation towards the Vulnerable Children of Uganda Women’s Effort to Save Orphans at Masulita Children’s Village	Uganda Women’s Effort to Save Orphans

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<u>Year of award</u>	<u>Award/Recognition</u>	<u>Awarding organization</u>
2024	Consumer Choice Awards Africa 2024—Most Quality Sanitary Pads brand in Tanzania	Consumer Choice Awards Africa
2024	18th Ghana-Africa Business Awards—Gold Award (International Trade (Export))	Ministry of Foreign Affairs and Regional Integration, Top Brass Ghana
2024	Ghana Club 100 Awards—No. 1 of Ghana’s Top 100 Companies (Manufacturing Sector)	Ghana Investment Promotion Centre
2025	Consumer Choice Awards Kenya 2025—Most Preferred Sanitary Pads & Baby Diapers in Kenya	Consumer Choice Awards Kenya
2025	Most Admired Personal Care Brand—Kenya’s Best Brands Awards	Brand Africa
2025	Ghana—West Africa Business Excellence Awards 2025—Consumer Products Company of The Year	KN Unique Communications
2025	National FMCG Awards 2025—Personal Hygiene Brand of The Year	Global Ovations Ltd
2025	National Business Honours	Global Ovations Ltd
2025	People’s Choice Quality Awards 2025—Best Sanitary Pads & Best Baby Diapers	Muyz Plus International Co.
2025	Best Brand Awards 2025—Best Baby Diaper Brand	Best Brand Africa

RELATIONSHIP WITH OUR CONTROLLING SHAREHOLDERS

OVERVIEW

Immediately upon completion of the Global Offering, without taking into account any Shares which may be issued upon exercise of any options which have been granted under the Pre-IPO Share Option Scheme or may be granted under the Post-IPO Share Option Scheme and assuming the Over-allotment Option is not exercised, Century BVI will directly hold approximately 54.75% of the issued share capital of our Company. Century BVI is a company wholly owned by Sunda Enterprise. Sunda Enterprise is owned as to 51% by Chaoyuet Holding, which in turn is wholly owned by Mr. Shen, and 49% by Haoyue Investment, which in turn is wholly owned by Ms. Yang. Mr. Shen and Ms. Yang are spouses. Mr. Shen and Ms. Yang will control the exercise of more than 30% of the voting power at general meetings of our Company through Chaoyuet Holding, Haoyue Investment, Sunda Enterprise and Century BVI upon Listing. Accordingly, Mr. Shen, Ms. Yang, Chaoyuet Holding, Haoyue Investment, Sunda Enterprise and Century BVI constitute a group of our Controlling Shareholders under the Listing Rules.

Mr. Shen and Ms. Yang, our ultimate Controlling Shareholders, are our non-executive Directors. Mr. Shen and Ms. Yang were the founders of Sunda Group, under which our Group was established. Mr. Shen has over 27 years of experience in trading and corporate management in the Emerging Markets. He is currently a director of Sunda Enterprise, one of our Controlling Shareholders, which is also the holding company of the Other Businesses (as defined below). Ms. Yang has over 22 years of experience in industrial and mechanical engineering. She is currently a consultant of Sunda Company. Throughout the history of our Group, the operations and management of our Group have been entrusted to our management team, led by Mr. Luo, our executive Director, so as to allow Mr. Shen and Ms. Yang to focus on their other businesses, details of which are set out in “—Delineation of Business” in this section below. Each of Chaoyuet Holding, Haoyue Investment, Sunda Enterprise and Century BVI is an investment holding company. For further background of Mr. Shen and Ms. Yang, see “Directors and Senior Management—Board of Directors and Management—Non-executive Directors.”

DELINEATION OF BUSINESS

We are a multinational hygiene product corporation principally engaged in the development, manufacturing and sales of baby and feminine hygiene products, including baby diapers, baby pants, sanitary pads and wet wipes, focusing on the fast-growing Emerging Markets, including Africa, Latin America and Central Asia. For details of our business, see “Business.”

Apart from the interest in our Group, Mr. Shen and Ms. Yang, through the Remaining Sunda Group, have interests in other businesses, including (i) the manufacturing and trading of baby and feminine hygiene products, including baby diapers, baby pants, sanitary pads and wet wipes in Guinea and Nigeria (the “**Excluded Businesses**”); and (ii) other businesses including the manufacturing and trading of (a) building materials such as tiles, sanitary ware and glass products; (b) fast-moving consumer goods including fast-moving chemical products

RELATIONSHIP WITH OUR CONTROLLING SHAREHOLDERS

such as laundry detergents, soap, insecticides and mosquito repellents; and (c) hardware including household metalware and agricultural tools, across various countries in the Emerging Markets (collectively, the “**Other Businesses**”) which had no competition with the business of our Group as of the Latest Practicable Date.

Excluded Businesses

The Excluded Businesses are carried out by local subsidiaries of the Remaining Sunda Group in Guinea and Nigeria (the “**Excluded Group**”). Other than our business and the Excluded Businesses, our ultimate Controlling Shareholders do not own or control any other business relating to baby and feminine hygiene products.

Having considered the following factors, as well as the proposed corporate governance measures (including the execution of the Deed of Non-competition, which contains the undertakings from our Controlling Shareholders therein with respect to the Excluded Businesses), to be implemented upon Listing our Directors are of the view that the exclusion of the Excluded Businesses is fair and reasonable and is in the interest of our Group and Shareholders:

- (a) ***Political and economic uncertainty and no full signatory to IOSCO MMOU in Guinea.*** In September 2021, the government of Guinea was overthrown by a military coup. Besides, the statutory securities regulator of Guinea is not a full signatory to the IOSCO MMOU. Our Directors therefore considered that the political and economic background of Guinea may create an uncertain environment that could hinder the local business growth, increase operating costs, pose risk in the stability of production and safety of local personnel and assets and therefore a material risk to the operation of our Group as a whole, compared to operating in a jurisdiction with a relatively stable political and economic environment. As such, we believe it is not in the best interest of our Group, Shareholders and prospective investors to include the Excluded Businesses in Guinea in our Group;
- (b) ***Foreign exchange shortage and capital control concern in Nigeria.*** Nigeria has been facing the problem of foreign exchange shortage over the past few years, which has led to the emergence of the parallel market, where naira, the official currency of Nigeria, falls against the dollar on the parallel market and is traded for foreign exchange at a much weaker rate than the official one, further pushing the inflation in Nigeria. We would bear expensive costs in importation and local operations due to high inflation and face difficulties in repatriating revenue from Nigeria under the weak domestic currency due to the foreign exchange shortage given that the foreign exchange scarcity drives up the cost of exchanging naira into US dollars, which could pose a material risk to the financial performance of our Group if we include the Excluded Business in Nigeria in our Group;

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(c) *Clear and adequate delineation:*

- ***Geographical delineation:*** During the Track Record Period and up to the Latest Practicable Date, our Group had not purchased any baby and feminine hygiene products from the Excluded Group, and our Group had only sold a small amount of baby and feminine hygiene products to the Excluded Group in 2022, such sales representing approximately 0.5% of our Group's revenue in 2022. We had ceased such sales to the Excluded Group after completion of the Reorganization. Our Group currently does not, and does not expect to, conduct any sales or purchases of baby and feminine hygiene products with the Excluded Group. As a result of the Reorganization and after Listing, it is expected that our Group will not sell its products to Guinea and Nigeria, and our Controlling Shareholders will only operate the Excluded Businesses within Guinea and Nigeria and will not sell their baby and feminine hygiene products outside Guinea and Nigeria. Notwithstanding the Excluded Group involves similar products with our Group, the Excluded Group only targets local market and customers that sell the products of the Excluded Businesses within Guinea and Nigeria. To our best knowledge, the Excluded Group has adopted measures to restrict and monitor the region of sales within Guinea and Nigeria. In addition, we also implemented internal policies to monitor their compliance of the same.
- ***Separate management teams and independent operations:*** The Excluded Businesses will be managed and operated by different management teams independently as a result of the Reorganization. Save for our non-executive Directors, including Mr. Shen, Ms. Yang and Mr. Zhou Renwei, there will be no overlapping management personnel between our Group and the Excluded Group upon Listing. In addition, the Excluded Businesses are operated in stand-alone manufacturing facilities owned by the Excluded Group with separate production lines, procurement of raw materials, import function and marketing channels locally, which do not overlap or have any dealing with our business upon Listing save for the trademark licensing arrangement under the Trademark Licensing Framework Agreement. See "Connected Transactions" in this prospectus for details. Our Directors confirmed that there has not been and will not have any financial assistance and/or guarantees granted by the Excluded Group to our Group, or vice versa.

Given the clear geographical delineation, different customer bases, separate management, independent operation, procurement, production and sales, our Directors are of the view that the Excluded Businesses will not be in direct or indirect competition with our business and there is clear and adequate delineation of business between our Group and the Excluded Businesses.

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Save for the trademarks licensing arrangement, there will be no other business transaction between our Group and the Excluded Group upon Listing. For further details of the trademarks licensing arrangement, see “Connected Transactions.”

To safeguard our Group’s interests and ensure that competition will not exist in the future, each of our Controlling Shareholders has entered into the Deed of Non-competition in favor of our Company to the effect that each of them does not, will not, and will procure each of their respective close associates not to, directly or indirectly, participate in, or hold any right or interest, or otherwise be involved in any business which may be in competition with our business, and has granted to our Company an option to acquire the whole or part of its interest in the Excluded Businesses held by our Controlling Shareholders at any time upon and after Listing. Subject to the review and approval from our independent non-executive Directors and independent Shareholders (as applicable), our Company may exercise such option to acquire the whole or part of the Excluded Businesses in the event the political and economic circumstances in Guinea after it becomes a IOSCO MMOU Country and/or the foreign exchange and economic conditions of Nigeria are favorable to our business operation, further details of which are set out in “—Deed of Non-competition” in this section below. We will comply with the applicable requirements under the Listing Rules in the event of any exercise of the option under the Deed of Non-competition.

Other Businesses

The Other Businesses which include the manufacturing and trading of (a) building materials such as tiles, sanitary ware and glass products; (b) fast-moving consumer goods including fast-moving chemical products such as laundry detergents, soap, insecticides and mosquito repellents; and (c) hardware including household metalware and agricultural tools, across various countries in the Emerging Markets are held through (i) various members of the Remaining Sunda Group including certain Predecessor Companies and Guangzhou Sunda; and (ii) Guangdong Twyford.

Guangzhou Sunda was a former holding company of Sunda Group which was ultimately controlled by Mr. Shen and Ms. Yang. Upon completion of our Reorganization, Guangzhou Sunda has been serving as a trading platform to provide various services to several members of the Remaining Sunda Group which are ancillary in nature to support the Other Businesses of the Remaining Sunda Group.

Being part of the Other Businesses, Guangdong Twyford was established as a joint venture company which is owned as to approximately 48.45% by Keda Industrial, 30.88% by Sunda Company and 20.67% in aggregate by other shareholders including certain Directors and our senior management members, and is principally engaged in overseas building materials business such as tiles, sanitary ware and glass products as of the Latest Practicable Date.

RELATIONSHIP WITH OUR CONTROLLING SHAREHOLDERS

We believe that our business and the Other Businesses are different in nature and as such, there will not be any competition between our business and the Other Businesses. Mr. Shen and Ms. Yang, our ultimate Controlling Shareholders, confirmed that they currently have no intention to inject the Other Businesses into our Group.

Save as disclosed above, as of the Latest Practicable Date, none of our Controlling Shareholders, our Directors and their respective close associates had any interest in any business which competes or is likely to compete, either directly or indirectly, with our Company's business which would require disclosure under Rule 8.10 of the Listing Rules.

INDEPENDENCE FROM OUR CONTROLLING SHAREHOLDERS AND THEIR RESPECTIVE CLOSE ASSOCIATES

We believe that we are capable of carrying on our business independently from our Controlling Shareholders and their respective close associates (other than our Group) after the Listing having considered the following factors:

Management Independence

We have a Board and senior management team that function independently of our Controlling Shareholders and their respective close associates. Our Board comprises two executive Directors, three non-executive Directors and three independent non-executive Directors. Mr. Luo Jichao is our executive Director and chief executive officer. He has been involved in the management of our business when we were part of Sunda Group prior to the Reorganization since 2011. With the support of our other executive Director, namely Mr. Zhao Yongqiang, as well as our experienced management team, Mr. Luo Jichao is expected to continuously devote sufficient time to the day-to-day operations of our Group upon Listing.

Save for (i) Mr. Shen who currently serves as (a) a director of Chaoyuet Holding and Sunda Enterprise; and (b) the chairman and a director of Sunda Company; (ii) Ms. Yang who currently serves as (a) a director of Haoyue Investment; and (b) a consultant of Sunda Company; and (iii) Mr. Zhou Renwei who currently serves as a director of Century BVI and Guangzhou Sunda, there is no overlap of the directors or senior management members of our Group and the Remaining Sunda Group (including the Excluded Group) upon Listing. Each of Mr. Shen, Ms. Yang and Mr. Zhou Renwei is our non-executive Director who was not and will not be involved in the day-to-day management and operations of our business. They will provide guidance on the formulation of business strategies for the overall management and operation of our Group. See "Directors and Senior Management" for their biographical information.

Each of our Directors is aware of his/her fiduciary duties as a Director, which require, among other things, 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. In the event that there is an actual or potential conflict of interest arising out of any transaction to be entered into between our Company and any of our Directors or their

RELATIONSHIP WITH OUR CONTROLLING SHAREHOLDERS

respective close associates, the interested Director(s) shall abstain from voting at the relevant board meetings of our Company in respect of such transactions and shall not be counted in the quorum. We have also adopted a series of corporate governance measures to manage conflicts of interest, if any, between our Company and the Remaining Sunda Group which would support our independent management. For details, see “—Corporate Governance Measures” in this section.

In addition, our Board comprises eight Directors, including three independent non-executive Directors, which represent at least one-third of the members of our Board. Our independent non-executive Directors have extensive experience in corporate management and governance, financing, capital investment, engineering, securities laws and capital market, and they are appointed to ensure that the decisions of our Board are made after due consideration of independent and impartial opinions and in the best interests of our Company and our Shareholders as a whole. Certain matters of our Company must always be referred to the independent non-executive Directors for review.

Based on the reasons above, our Directors are of the view that our Board as a whole and our senior management members are able to perform their roles in our Group independently and our Company is capable of managing our business independently from the Remaining Sunda Group upon Listing.

Operational Independence

We engage in our businesses independently from our Controlling Shareholders and their respective close associates, with the independent right to make operational decisions and implement such decisions.

Licenses required for operation

We have full rights, hold and enjoy the benefit of all relevant licenses and permits material to the operation of our business, have sufficient capital and employees necessary to make all decisions on, and to carry out, our own business operation independent from our Controlling Shareholders and their respective close associates and will continue to do so after Listing.

Access to customers, suppliers and business partners

Our Group has a large and diversified base of customers that are unrelated to our Controlling Shareholders and/or their respective close associates. We have independent access to such customers, our suppliers as well as our other business partners.

RELATIONSHIP WITH OUR CONTROLLING SHAREHOLDERS

Operational facilities and administration

We have a full-time management team and staff to carry out our own administration and operation independently from our Controlling Shareholders and their respective close associates. All key administrative functions have been and will be carried out by our own management team and staff without reliance or the support of our Controlling Shareholders and their respective close associates. As of the Latest Practicable Date and save as disclosed in the “Connected Transactions” in this prospectus, all the properties, facilities and equipment necessary to our business operations were separated from those of our Controlling Shareholders and their respective close associates.

Employees

As of the Latest Practicable Date, all of our full-time employees were recruited independently from our Controlling Shareholders and their respective close associates.

Based on the reasons above, our Directors are of the view that we have full rights to make all decisions on, and to carry out, our own business operations independently from our Controlling Shareholders and their respective close associates and will continue to do so after the Listing.

Connected transactions with our Controlling Shareholders

Details of the continuing connected transactions between our Group and the Remaining Sunda Group which will continue after the completion of the Global Offering are set out in the “Connected transactions” in this prospectus. All such transactions have been determined after arm’s length negotiations and on normal commercial terms or better.

We have our own organizational structure with separate functional and self-governing departments, each with specific areas of responsibility, including business and sales, accounting, administration, legal, risk management, internal control and human resources departments. Although we entered into certain connected transactions with the Remaining Sunda Group, all essential administration, daily operations and decision-makings of our Company are carried out by our management team with the support from an experienced team of staff employed by our Company. See “Connected Transactions” in this prospectus for details.

Based on the above, our Directors are of the view that we do not rely on Controlling Shareholders in respect of our operation and our Group operates independently from our Controlling Shareholders.

RELATIONSHIP WITH OUR CONTROLLING SHAREHOLDERS

Financial Independence

We have an independent financial system and make financial decisions according to our Group's own business needs. We have internal control and accounting systems, accounting and finance department for discharging the treasury function, which all are independent from our Controlling Shareholders and their respective close associates.

In addition, we are capable of obtaining financing from Independent Third Parties without relying on any guarantee or security provided by our Controlling Shareholders or their respective associates. Our Company will not have any outstanding loans, advances or balances due to or from our Controlling Shareholders or their respective close associates or financial assistance arrangement with our Controlling Shareholders or their respective close associates which were not arising out of the ordinary course of business upon Listing, and our Company will not provide any guarantee in respect of any loans of our Controlling Shareholders and their respective close associates and vice versa upon Listing.

Based on the above, our Directors believe that we are able to conduct our business independently from our Controlling Shareholders and their respective close associates from a financial perspective and are able to maintain financial independence and would not place undue reliance on our Controlling Shareholders or their respective close associates.

DEED OF NON-COMPETITION

In order to maintain clear delineation between the Excluded Businesses and our Group, and avoid any potential competition, actual or perceived, arising therefrom, each of our Controlling Shareholders has entered into a Deed of Non-competition in favor of our Group, pursuant to which each of them has unconditionally and irrevocably undertaken to our Group that, he/she/it does not, will not, and will procure his/her/its respective close associates (save for members of our Group) not to directly or indirectly be involved in, conduct or undertake, any business that directly or indirectly competes, or may compete with, the business currently and/or prospectively engaged by our Group from time to time (referred to as the “**Restricted Businesses**”), or hold shares or interest in any companies or business (other than our Shares or interest in our Group and the existing interest in the Excluded Businesses) that competes or may compete directly or indirectly with the Restricted Businesses, except where our Controlling Shareholders and their respective close associates hold less than 30% of the total interest in any company, which is engaged in any business that is or may be in competition with any business engaged by any member of our Group and they do not control composition of a majority of the board of directors of such company. For the avoidance of doubt, the above undertakings do not apply to the business of any of our Controlling Shareholders and his/her/its respective close associates that (i) had already been disclosed in this section; (ii) is explicitly different in nature from or does not compete with the Restricted Businesses; or (iii) was a Restricted Business but is no longer a Restricted Business subsequently. In addition, our Controlling Shareholders further undertake that the Excluded Businesses will only be operated within Guinea and Nigeria.

RELATIONSHIP WITH OUR CONTROLLING SHAREHOLDERS

Further, each of our Controlling Shareholders has undertaken that if any new business investment or other business opportunity relating to the Restricted Businesses (the “**Competing Business Opportunity**”) is identified by or made available to him/her/it or any of his/her/its respective close associates, he/she/it shall, and shall procure that his/her/its respective close associates shall, offer or refer such Competing Business Opportunity to our Company on a timely basis by giving written notice (the “**Offer Notice**”) within 30 business days (or such later time as our independent non-executive Directors may agree) of identifying such opportunity and the nature of the Competing Business Opportunity, the investment or acquisition costs and all other details reasonably necessary for our Company to consider whether to pursue or participate such Competing Business Opportunity.

Upon receiving the Offer Notice, our Company shall seek approval from a board committee comprising independent non-executive Directors who do not have an interest in the Competing Business Opportunity (the “**Independent Board Committee**”) as to whether to pursue or decline the Competing Business Opportunity. Any Director who has actual or potential interest in the Competing Business Opportunity shall abstain from attending (unless their attendance is specifically requested by the Independent Board Committee) and voting at, and shall not be counted in the quorum for, any meeting convened to consider such Competing Business Opportunity). The Independent Board Committee shall consider the financial impact of pursuing the Competing Business Opportunity offered, whether the nature of the Competing Business Opportunity is consistent with our Group’s strategies and development plans and the general market conditions of our business. If appropriate, the Independent Board Committee may appoint independent financial advisors and legal advisors to assist in the decision making process in relation to such Competing Business Opportunity. The Independent Board Committee shall, within 30 business days (or such later time as the relevant Controlling Shareholder may agree) of receipt of the written notice as referred above, inform our Controlling Shareholders in writing on behalf of our Company its decision whether to pursue or decline the Competing Business Opportunity.

The relevant Controlling Shareholder shall be entitled but not obliged to pursue such Competing Business Opportunity if he/she/it has received a notice from the Independent Board Committee declining such Competing Business Opportunity or if the Independent Board Committee failed to respond within such 30 business days’ period mentioned above. If prior to its consummation there is any material change in the nature, terms or conditions of such Competing Business Opportunity pursued by the relevant Controlling Shareholder, he/she/it shall refer such revised Competing Business Opportunity to our Company as if it were a new Competing Business Opportunity.

Each of our Controlling Shareholders has granted to our Company an option to acquire the whole or part of its interest in the Excluded Businesses held by our Controlling Shareholders at any time upon and after Listing. The price at which the option to acquire will be exercised shall be negotiated and agreed at arm’s length between our Company and our Controlling Shareholders at the time of exercise. If our Controlling Shareholders and our Company fail to agree on the exercise price, an independent internationally recognized firm of valuers will be appointed to determine the exercise price.

RELATIONSHIP WITH OUR CONTROLLING SHAREHOLDERS

Decisions as to whether to exercise the option to acquire shall be subject to our Independent Board Committee and the independent Shareholders (if required) approving the acquisition. Our Company shall appoint an independent financial advisor to review the terms of the acquisition of the interests in the Excluded Businesses and provide a letter of advice to the Independent Board Committee and the independent Shareholders (if required). In addition to the continuous review of its exercise of the option to acquire, after the Listing, our independent non-executive Directors will undertake an annual review to evaluate whether the option to acquire shall be exercised with respect to any or all of the Excluded Businesses and taking into account the political and economic circumstances in Guinea, the latest list of IOSCO MMOU Countries and the foreign exchange and economic conditions of Nigeria at that time and disclose their views in the annual reports. The exercise of the option to acquire will constitute connected transaction(s) for our Company under Chapter 14A of the Listing Rules and will be subject to the applicable requirements under the Listing Rules. In the event that our Company decides to exercise the option to acquire, an announcement will be issued by our Company setting out details of such exercise in accordance with relevant requirements under the Listing Rules.

The Deed of Non-competition will lapse automatically if our Controlling Shareholders and their respective close associates cease to hold, whether directly or indirectly, 30% or above of our Shares with voting rights or our Shares cease to be listed on the Stock Exchange.

Each of our Controlling Shareholders has further undertaken to us that he/she/it will provide and procure his/her/its respective close associates to provide on best endeavor basis, all information necessary for the annual review by our independent non-executive Directors for the enforcement of the Deed of Non-competition. They will make an annual declaration in our annual report on the compliance with the Deed of Non-competition in accordance with the principle of voluntary disclosure in the corporate governance report.

In order to promote good corporate governance practices and to improve transparency, the Deed of Non-competition includes the following provisions:

- our independent non-executive Directors shall review, at least on an annual basis, the compliance with the Deed of Non-competition by our Controlling Shareholders including the annual review on whether to exercise the option to acquire the Excluded Businesses. Our independent non-executive Directors may engage independent professional advisor(s) in appropriate circumstances at our Company's costs;
- we will disclose the decisions on matters reviewed by the independent non-executive Directors (including the reasons for not taking up the Competing Business Opportunity referred to our Company or acquiring the Excluded Businesses) and the review by our independent non-executive Directors on the compliance with, and the enforcement of, the Deed of Non-competition in our annual report or by way of announcement to the public in compliance with the requirements of the Listing Rules; and

RELATIONSHIP WITH OUR CONTROLLING SHAREHOLDERS

- in the event that any of our Directors and/or their respective close associates have material interests in any matter to be deliberated by our Board in relation to the compliance and enforcement of the Deed of Non-competition, he/she shall unless expressly permitted by the Articles abstain from voting on the resolutions of our Board approving the matter and shall not be counted toward the quorum for the voting.

CORPORATE GOVERNANCE MEASURES

Each of our Controlling Shareholders has confirmed that it/he/she has fully comprehended its/his/her obligations to act in our Shareholders' best interests as a whole. Our Directors recognize the importance of good corporate governance in protecting our Shareholders' interests. We would adopt the following measures to safeguard good corporate governance standards and to avoid potential conflict of interests between our Group and our Controlling Shareholders:

- (a) as part of our preparation for the Global Offering, we have amended our Articles of Association to comply with the Listing Rules. In particular, our Articles of Association provided that, unless otherwise provided, a Director shall not vote on any resolution approving any contract or arrangement or any other proposal in which such Director or any of his/her associates have a material interest nor shall such Director be counted in the quorum present at the meeting;
- (b) we are committed that our Board should include a balanced composition with not less than one-third of independent non-executive Directors to ensure that our Board is able to effectively exercise independent judgment in its decision-making process and provide independent advice to our Shareholders. 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 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, external opinion to protect the interests of our public Shareholders. For details of our independent non-executive Directors, see "Directors and Senior Management—Board of Directors and Management—Independent non-executive Directors" in this prospectus;
- (c) we have established internal control mechanisms to identify connected transactions. Upon and after the Listing, if our Company enters into connected transactions with our Controlling Shareholders or any of their associates, our Company will comply with the applicable Listing Rules;
- (d) we have appointed Soochow Securities International Capital Limited as our compliance advisor, 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 corporate governance;

RELATIONSHIP WITH OUR CONTROLLING SHAREHOLDERS

- (e) as required by the Listing Rules, our independent non-executive Directors shall review any continuing connected transaction annually and confirm in our annual report that such transactions have been entered into in our ordinary and usual course of business, are either on normal commercial terms or on terms no less favorable to us than those available to or from independent third parties and on terms that are fair and reasonable and in the interests of our Shareholders as a whole; and
- (f) on an annual basis, our independent non-executive Directors will review the non-compete undertakings provided by our Controlling Shareholders and their compliance with the undertakings.

CONNECTED TRANSACTIONS

OVERVIEW

Pursuant to Chapter 14A of the Listing Rules, our Directors, substantial shareholders and chief executive and those of our subsidiaries (other than the directors, substantial shareholders and chief executive of our insignificant subsidiaries), any person who was our Director or a director of our subsidiaries within 12 months preceding the Listing Date and any of their respective associates will be connected persons of our Company upon Listing. Upon Listing, our transactions with such connected persons will constitute connected transactions under Chapter 14A of the Listing Rules.

Our Directors confirm that after Listing, the following transactions between our Group and the relevant connected persons of our Company will continue, which will constitute continuing connected transactions under Chapter 14A of the Listing Rules.

CONTINUING CONNECTED TRANSACTIONS FULLY EXEMPT FROM THE REPORTING, ANNUAL REVIEW, ANNOUNCEMENT, CIRCULAR AND INDEPENDENT SHAREHOLDERS' APPROVAL REQUIREMENTS

1. Trademark Licensing Framework Agreement

On October 27, 2025, Sunmart Trading Dubai entered into a trademark licensing framework agreement (the “**Trademark Licensing Framework Agreement**”) with Sunda Enterprise (for itself and on behalf of the members of the Excluded Group), pursuant to which Sunmart Trading Dubai agreed to irrevocably and unconditionally grant to the Excluded Group a non-transferable license to use a total number of 25 trademarks registered in Nigeria and OAPI as of the Latest Practicable Date (the “**Transferred Trademarks**”) for a term commencing from the date of the Trademark Licensing Framework Agreement and ending on December 31, 2027, which may be renewed as the parties may mutually agree, subject to compliance with the requirements under Chapter 14A of the Listing Rules and all other applicable laws and regulations, at a consideration of not more than US\$5,000 per annum. For details of the Transferred Trademarks, see “Appendix IV—Statutory and General Information—B. Further Information about our Business—2. Intellectual property rights of our Group—(a) Trademarks.”

Prior to the Reorganization (for details, see “History, Reorganization and Corporate Structure—Reorganization”), the Remaining Sunda Group owned the Transferred Trademarks. As part of the Reorganization, the Remaining Sunda Group transferred the Transferred Trademarks to our Group at a nominal consideration determined with reference to the historical registration and maintenance costs of the Transferred Trademarks. As the Transferred Trademarks are also related to the Excluded Business (for details, see “Relationship with our Controlling Shareholders”), Sunmart Trading Dubai agreed to grant a license to the Excluded Group for the use of the Transferred Trademarks in Guinea and Nigeria in its ordinary course of business at a consideration of not more than US\$5,000 per annum, which was determined with reference to the future maintenance costs of the Transferred Trademarks in those jurisdictions. The permitted uses of the Transferred Trademarks are limited to those products

CONNECTED TRANSACTIONS

as specified in the Trademark Licensing Framework Agreement and in the manner as specified therein. Given that (i) it can enhance our brand visibility and recognition in Africa; (ii) it is necessary for the Excluded Group to continue using such trademarks for the Excluded Businesses within Guinea and Nigeria and that Sunda Enterprise (for itself and on behalf of the members of the Excluded Group) has confirmed that the Excluded Group shall perform its obligations under the Trademark Licensing Framework Agreement without causing any detriment to the reputation of our brands; and (iii) in accordance with the Trademark Licensing Framework Agreement, Sunda Enterprise (a) has agreed not to use the Transferred Trademarks in a manner which could invalidate their respective registration or otherwise damage the goodwill attaching to the Transferred Trademarks; and (b) has represented and undertaken to use the Transferred Trademarks solely in a manner as agreed under the Trademark Licensing Framework Agreement and strictly in accordance with all reasonable directions, specifications and instructions given or approved by us from time to time, comply with all relevant legal requirements, use reasonable endeavours to preserve the value and the validity of the Transferred Trademarks and ensure all reputation, goodwill and benefits arising from the use of the Transferred Trademarks, as well as not to use any other trademarks similar to the Transferred Trademarks which will likely cause deception or confusion, or use the Transferred Trademarks together with other trademarks so as to dilute the exclusivity of the Transferred Trademarks, our Directors believe that entering into the Trademark Licensing Framework Agreement between our Group and the Remaining Sunda Group is in the ordinary and usual course of our business and its terms are fair and reasonable and in the interests of our Company and our Shareholders as a whole.

Implications under the Listing Rules

Sunda Enterprise is one of our Controlling Shareholders and therefore a connected person of our Company for the purpose of the Listing Rules. Accordingly, the transactions under the Trademark Licensing Framework Agreement will constitute continuing connected transactions for our Company under Chapter 14A of the Listing Rules upon Listing. As each of the applicable percentage ratios under the Listing Rules in respect of the annual caps is expected to be less than 0.1%, the transactions contemplated under the Trademark Licensing Framework Agreement will be within the de minimis threshold as stipulated under Rule 14A.76 of the Listing Rules and will be exempt from the reporting, annual review, announcement, circular and independent Shareholders' approval requirements under Chapter 14A of the Listing Rules.

2. Sales of Spare Parts Framework Agreement

On October 27, 2025, our Company (for itself and on behalf of the members of our Group) entered into a sales of spare parts framework agreement (the “**Sales of Spare Parts Framework Agreement**”) with Sunda Enterprise (for itself and on behalf of the members of the Remaining Sunda Group), pursuant to which our Group agreed to sell spare parts for maintenance and replacement due to normal wear and tear of the production facilities and machineries such as forklifts, power cables, switches to the Remaining Sunda Group to meet their timely and emergency needs from time to time during the term of the agreement. The term of the Sales of Spare Parts Framework Agreement will commence on the Listing Date and

CONNECTED TRANSACTIONS

ending on December 31, 2027, which may be renewed as the parties may mutually agree, subject to compliance with the requirements under Chapter 14A of the Listing Rules and all other applicable laws and regulations.

The pricing for the Sales of Spare Parts Framework Agreement shall be determined with reference to the historical transaction amounts, anticipated demand, costs of such parts as determined with reference to comparable market prices and the fees on our procurement of spare parts from the Remaining Sunda Group. For details, see “—Continuing Connected Transactions subject to the Reporting, Annual Review and Announcement Requirements but exempt from the Circular and Independent Shareholders’ Approval Requirements—4. Procurement of Spare Parts Framework Agreement.”

Reasons for the transaction

During the production process of the Remaining Sunda Group, it might suffer from emergency and temporary shortage of spare parts of their production facilities and machineries from time to time. To ensure continuing production and timely maintenance of the production facilities and machineries without interruption of its production and having regarded that the temporary procurement of a small amount of substitutes from local markets may not meet its requirements on timing, quality and/or requirements of the production facilities and machineries, the Remaining Sunda Group has been purchasing such spare parts from us from time to time. The Remaining Sunda Group also agreed to sell spare parts of the production facilities and machineries to us upon our request to meet timely and emergency needs provided that they have sufficient inventory of such parts (for details, see “—Continuing Connected Transactions subject to the Reporting, Annual Review and Announcement Requirements but exempt from the Circular and Independent Shareholders’ Approval Requirements—4. Procurement of Spare Parts Framework Agreement”). In light of the above, we believe it is in the best interest of our Company and our Shareholders as a whole to maintain the current arrangement with the Remaining Sunda Group. The transactions contemplated under the Sales of Spare Parts Framework Agreement shall be on normal commercial terms or better and in accordance with the terms that are fair and reasonable and in the interests of our Company and our Shareholders as a whole.

Historical transaction amounts

For the three years ended December 31, 2024 and the four months ended April 30, 2025, the transaction amounts for the sales of spare parts are US\$207,000, US\$158,000, US\$13,000 and US\$2,000, respectively.

CONNECTED TRANSACTIONS

Annual caps

Our Directors estimate that for the three years ending December 31, 2027, the maximum transaction amounts under the Sales of Spare Parts Framework Agreement will be US\$50,000, US\$50,000 and US\$50,000, respectively. Such estimate is based on (i) the historical transaction amounts for such sales upon urgent demand during the Track Record Period; (ii) the anticipated demand of the Remaining Sunda Group for spare parts for the three years ending December 31, 2027; (iii) the anticipated procurement costs including the unit price of such parts, logistics costs and labor costs as determined with reference to comparable market prices to be borne by us; and (iv) the fees on our procurement of spare parts from the Remaining Sunda Group.

Implications under the Listing Rules

Sunda Enterprise is one of our Controlling Shareholders and therefore a connected person of our Company for the purpose of the Listing Rules. Accordingly, the transactions contemplated under the Sales of Spare Parts Framework Agreement will constitute continuing connected transactions for our Company under Chapter 14A of the Listing Rules upon Listing. Since each of the applicable percentage ratios under the Listing Rules in respect of the annual caps for the sales of spare parts is expected to be less than 0.1% on an annual basis, the transactions under the Sales of Spare Parts Framework Agreement will be exempt from the reporting, annual review, announcement, circular and independent Shareholders' approval requirements under Chapter 14A of the Listing Rules.

3. Sunda Enterprise Property Leasing Agreement

On October 27, 2025, Softcare (U) Uganda entered into a property leasing agreement (the “**Sunda Enterprise Property Leasing Agreement**”) with Sunda Enterprise (for itself and on behalf of the members of the Remaining Sunda Group operating in Uganda), pursuant to which we agreed to lease to the Remaining Sunda Group office premises of approximately 480 m² and a warehouse of approximately 2,600 m² in Uganda during the term of the agreement. The term of the Sunda Enterprise Property Leasing Agreement will commence on the Listing Date and ending on December 31, 2027, which may be renewed as the parties may mutually agree, subject to compliance with the requirements under Chapter 14A of the Listing Rules and all other applicable laws and regulations.

The pricing for the Sunda Enterprise Property Leasing Agreement shall be determined by parties at arm's length negotiations with reference to prevailing market rent of comparable properties available from Independent Third Parties and the conditions of properties.

CONNECTED TRANSACTIONS

Reasons for the transaction

Our Company has sufficient office premises and warehouses spaces in Uganda for our own use and leasing out the idle self-owned offices and warehouses spaces will provide an additional source of income to our Company as well as increase the utilization of our properties. Along with the continuing expansion of business, the Remaining Sunda Group requires additional warehouse spaces with better surrounding facilities, security supporting and more convenient transportation for its business activities in Uganda. In light of the above, we believe it is in the best interest of our Company and our Shareholders as a whole to enter into such transaction of property leasing with the Remaining Sunda Group. The transactions contemplated under the Sunda Enterprise Property Leasing Agreement shall be on normal commercial terms or better and in accordance with the terms that are fair and reasonable and in the interests of our Company and our Shareholders as a whole.

Historical transaction amounts

There was no historical property leasing to the Remaining Sunda Group for the three years ended December 31, 2024 and the four months ended April 30, 2025.

Annual caps

Our Directors estimate that for the three years ending December 31, 2027, the maximum transaction amounts under the Sunda Enterprise Property Leasing Agreement will be US\$70,000, US\$200,000, and US\$220,000, respectively. Such estimate is based on (i) prevailing market rent of comparable properties available from the Independent Third Parties; and (ii) the conditions of the property, including but not limited to the location, size, surrounding facilities and maintenance conditions.

Implications under the Listing Rules

Sunda Enterprise is one of our Controlling Shareholders and therefore a connected person of our Company for the purpose of the Listing Rules. Accordingly, the transactions contemplated under the Sunda Enterprise Property Leasing Agreement will constitute continuing connected transactions for our Company under Chapter 14A of the Listing Rules upon Listing. Since each of the applicable percentage ratios under the Listing Rules in respect of the annual caps for the property leasing to the Remaining Sunda Group is expected to be less than 0.1% on an annual basis, the transactions under the Sunda Enterprise Property Leasing Agreement will be exempt from the reporting, annual review, announcement, circular and independent Shareholders' approval requirements under Chapter 14A of the Listing Rules.

CONNECTED TRANSACTIONS

CONTINUING CONNECTED TRANSACTIONS SUBJECT TO THE REPORTING, ANNUAL REVIEW AND ANNOUNCEMENT REQUIREMENTS BUT EXEMPT FROM THE CIRCULAR AND INDEPENDENT SHAREHOLDERS' APPROVAL REQUIREMENTS

4. Procurement of Spare Parts Framework Agreement

On October 27, 2025, our Company (for itself and on behalf of the members of our Group) entered into a procurement of spare parts agreement (the “**Procurement of Spare Parts Framework Agreement**”) with Sunda Enterprise (for itself and on behalf of the members of the Remaining Sunda Group), pursuant to which Sunda Enterprise agreed to sell spare parts for maintenance and replacement due to normal wear and tear of the production facilities and machineries such as cranes, pumps, steel pipes, lighting to our Group to meet our timely and emergency needs from time to time during the term of the agreement. The term of the Procurement of Spare Parts Framework Agreement will commence on the Listing Date and ending on December 31, 2027, which may be renewed as the parties may mutually agree, subject to compliance with the requirements under Chapter 14A of the Listing Rules and all other applicable laws and regulations.

The pricing for the Procurement of Spare Parts Framework Agreement shall be determined with reference to the historical transaction amounts, anticipated demands, costs of such parts as determined with reference to comparable market prices and the fees on our sales of spare parts to the Remaining Sunda Group. For details, see “—Continuing Connected Transactions fully exempt from the Reporting, Annual Review, Announcement, Circular and Independent Shareholders' Approval Requirements—2. Sales of Spare Parts Framework Agreement.”

Reasons for the transaction

During our production process, we might suffer from emergency and temporary shortage of spare parts of our production facilities and machineries from time to time. To ensure continuing production and timely maintenance of facilities and machineries without interruption of our production and having regarded that the temporary procurement of a small amount of substitutes from local markets may not meet our requirements on timing, quality and/or requirements of the production facilities and machineries, we have been purchasing such spare parts of the production facilities and machineries from the Remaining Sunda Group from time to time. We also agreed to sell spare parts of the production facilities and machineries to the Remaining Sunda Group upon their request to meet their emergency needs provided that we have sufficient inventory of such parts (for details, see “—Continuing Connected Transactions fully exempt from the Reporting, Annual Review, Announcement, Circular and Independent Shareholders' Approval Requirements—2. Sales of Spare Parts Framework Agreement”). In light of the above, we believe it is in the best interest of our Company and our Shareholders as a whole to maintain the current arrangement with the

CONNECTED TRANSACTIONS

Remaining Sunda Group. The transactions contemplated under the Procurement of Spare Parts Framework Agreement shall be on normal commercial terms or better and in accordance with the terms that are fair and reasonable and in the interests of our Company and our Shareholders as a whole.

Historical transaction amounts

For the three years ended December 31, 2024 and the four months ended April 30, 2025, the transaction amounts for the purchase of spare parts are US\$3,474,000, US\$988,000, US\$428,000 and US\$49,000, respectively.

Annual caps

Our Directors estimate that for the three years ending December 31, 2027, the maximum transaction amounts under the Spare Parts Framework Agreement will be US\$500,000, US\$500,000 and US\$500,000, respectively. Such estimate is based on (i) the historical transaction amounts for such procurement upon urgent demands during the Track Record Period; (ii) the anticipated demands of our Group in spare parts for the three years ending December 31, 2027; (iii) the anticipated procurement costs including the unit price of such parts, logistics costs and labor costs as determined with reference to comparable market prices to be borne by the Remaining Sunda Group; and (iv) the fees of the reciprocal arrangement on our sales of spare parts to the Remaining Sunda Group.

Implications under the Listing Rules

Sunda Enterprise is one of our Controlling Shareholders and therefore a connected person of our Company for the purpose of the Listing Rules. Accordingly, the transactions contemplated under the Procurement of Spare Parts Framework Agreement will constitute continuing connected transactions for our Company under Chapter 14A of the Listing Rules upon Listing. Since each of the applicable percentage ratios under the Listing Rules in respect of the annual caps for the procurement of spare parts is expected to be more than 0.1% but less than 5% on an annual basis, the transactions under the Procurement of Spare Parts Framework Agreement will be subject to the annual reporting requirement and the announcement requirement but exempt from the circular and independent shareholders' approval requirements under Chapter 14A of the Listing Rules.

5. IT Services Framework Agreement

On October 27, 2025, our Company (for itself and on behalf of the members of our Group) entered into an IT services framework agreement (the “**IT Services Framework Agreement**”) with Sunda Enterprise (for itself and on behalf of the Remaining Sunda Group), pursuant to which the Remaining Sunda Group agreed to provide to our Group various IT support and maintenance services including (i) maintenance and operational services to our IT systems and networks; and (ii) procurement and licensing including implementation and upgrade of software and procurement of hardware services during the term of the agreement.

CONNECTED TRANSACTIONS

The term of the IT Services Framework Agreement will commence on the Listing Date and ending on December 31, 2027, which may be renewed as the parties may mutually agree, subject to compliance with the requirements under Chapter 14A of the Listing Rules and all other applicable laws and regulations.

The IT support and maintenance services under the IT Services Framework Agreement shall be determined with reference to the software license fees, procurement, set up and maintenance costs of software and/or hardware of the IT systems and networks and labor costs of the Remaining Sunda Group. The transaction contemplated under the IT Services Framework Agreement shall be on normal commercial terms or better and in accordance with the terms that are fair and reasonable and in the interest of our Company and the Shareholders as a whole.

Reasons for the transaction

It is beneficial to our Group to continue to engage Sunda Enterprise as our IT support and maintenance services provider, given (i) from our perspective, our Group has been utilizing certain common systems, software and services in our daily operations within Sunda Group prior to our Reorganization, which were applied consistently for members within Sunda Group; and (ii) we will be able to obtain stable IT services from a reliable service provider that is familiar with the historical development and maintenance of our IT systems and networks and with consistent and reliable quality and confidentiality assurance. Our Directors believe that this will reduce our time, labor and monetary costs for engaging new suppliers and lower our costs to purchase, develop and maintain new software, hardware and applications. Having considered that (i) there is a Chinese wall between our IT system and networks and that of the Remaining Sunda Group to ensure separation of operations and functions; (ii) the overall control of our IT systems and networks were retained by us instead of the Remaining Sunda Group; and (iii) it would not be difficult for us to obtain alternative suppliers from the market, we consider that we do not place undue reliance on Sunda Group in respect of our IT systems and networks. Along with our business expansion, we will assess our scale of such IT support and maintenance services from time to time and consider to segregate such services from the Remaining Sunda Group after Listing.

Historical transaction amounts

For the three years ended December 31, 2024 and the four months ended April 30, 2025, the service fees paid by us for the IT support and maintenance services are US\$1,392,000, US\$2,466,000, US\$2,449,000 and US\$729,000, respectively.

The increase in the services fees for the year ended December 31, 2023 as compared to the historical transactions of other periods during the Track Record Period was mainly because the Remaining Sunda Group purchased on our behalf certain new software for system implementation and upgrade of existing software for our IT system development needs.

CONNECTED TRANSACTIONS

Annual caps

Our Directors estimate that for the three years ending December 31, 2027, the maximum amount of service fees payable by us under the IT Services Framework Agreement are US\$2,400,000, US\$2,200,000, and US\$2,500,000, respectively. Such estimate is based on (i) the historical transaction amounts for such services between the parties during the Track Record Period; (ii) the estimated transaction amounts in relation to such IT support and maintenance services including our future IT system and networks upgrading plan with payments to be made to the Remaining Sunda Group for the three years ending December 31, 2027; (iii) the anticipated costs in periodical replacement of certain hardware and spare parts of equipment and the routine maintenance and enhancement of our Group's current software, hardware and IT systems and the estimated needs for additional IT support and maintenance services to support our Group's business growth. The increase in the service fees throughout the three years ending December 31, 2027 is mainly attributable to the anticipated increase in costs in the ongoing development and routine maintenance and upgrade of equipment of our IT systems and networks.

Implications under the Listing Rules

Sunda Enterprise is one of our Controlling Shareholders and therefore a connected person of our Company for the purpose of the Listing Rules. Accordingly, the transactions contemplated under the IT Services Framework Agreement will constitute continuing connected transactions for our Company under Chapter 14A of the Listing Rules upon Listing. Since each of the applicable percentage ratios under the Listing Rules in respect of the annual caps for the IT support and maintenance services is expected to be more than 0.1% but less than 5% on an annual basis, the transactions under the IT Services Framework Agreement will be subject to the reporting, annual review and announcement requirements but exempt from the circular and independent shareholders' approval requirements under Chapter 14A of the Listing Rules.

6. Power Supply Services Agreement

On October 27, 2025, Softcare Senegal, our wholly-owned subsidiary, entered into a power supply services agreement (the “**Power Supply Services Agreement**”) with Keda (SN) Ceramics Company Limited (“**Keda (SN)**”), pursuant to which Keda (SN) agreed to provide power supply services to our production facilities and staff dormitories in Senegal (the “**Leased Properties**”) during the term of the agreement. The term of the Power Supply Services Agreement will commence on the Listing Date and ending December 31, 2027, which may be renewed as the parties may mutually agree, subject to compliance with the requirements under Chapter 14A of the Listing Rules and all other applicable laws and regulations.

The power supply services under the Power Supply Services Agreement shall be determined with reference to the power generation cost and maintenance cost of the power generation facilities of Keda (SN).

CONNECTED TRANSACTIONS

Reasons for the transaction

The Leased Properties are situated on a parcel of land owned by Sunda Senegal where local power supply is not stable. The production facilities of Keda (SN) are situated adjacent to the Leased Properties and equipped with self-built heavy oil and solar power generation facilities with stable power supply. The power generation facilities are owned and maintained by Keda (SN).

Given that (i) we will continue to rent the Leased Properties from Sunda Senegal for our business operation; (ii) during the Track Record Period, Keda (SN) provided stable power supply services to the Leased Properties; and (iii) switching to public power supply will cause interruption to our business operation and thus lower our production efficiency, we believe that it is in the best interest of our Company and our Shareholders as a whole to maintain the current service arrangement with Keda (SN) and shall continue after Listing.

Historical transaction amounts

For the three years ended December 31, 2024 and for the four months ended April 30, 2025, the service fees paid by us for the power utilities services are US\$1,087,000, US\$1,338,000, US\$1,131,000 and US\$378,000, respectively.

Annual caps

Our Directors estimate that for the three years ending December 31, 2027, the maximum amount of service fees payable by us under the Power Supply Services Agreement will be US\$1,400,000, US\$1,600,000 and US\$1,800,000, respectively. Such estimate is based on (i) the historical transaction amounts of the service fees paid by us to Keda (SN) during the Track Record Period; and (ii) the anticipated power generation cost and maintenance cost of the power generation facilities of Keda (SN) for the three years ending December 31, 2027. The increase in service fees throughout the three years ending December 31, 2027 is mainly due to the expected expansion of our business in Senegal.

Implications under the Listing Rules

Keda (SN), a company incorporated in Senegal with limited liability, is an indirect wholly-owned subsidiary of Guangdong Twyford and therefore a connected person of our Company for the purpose of the Listing Rules. Accordingly, the transactions contemplated under the Power Supply Services Agreement will constitute continuing connected transactions for our Company under Chapter 14A of the Listing Rules upon Listing. Since each of the applicable percentage ratios under the Listing Rules in respect of the annual caps for the power supply services is expected to be more than 0.1% but less than 5%, the transactions contemplated under the Power Supply Services Agreement will be subject to the annual reporting requirements and the announcement requirement but exempt from the circular and independent Shareholders' approval requirements under Chapter 14A of the Listing Rules.

7. Procurement of Cardboard Boxes Framework Agreement

On October 27, 2025, Softcare Ghana entered into a procurement of cardboard boxes framework agreement (the “**Procurement of Cardboard Boxes Framework Agreement**”) with Keda (Ghana) Ceramics Company Limited (“**Keda Ghana**”), pursuant to which Keda Ghana agreed to sell cardboard boxes to us for packaging of our baby and feminine hygiene products manufactured in Ghana from time to time during the term of the agreement. The term of the Procurement of Cardboard Boxes Framework Agreement will commence on the Listing Date and ending on December 31, 2027, which may be renewed as the parties may mutually agree, subject to compliance with the requirements under Chapter 14A of the Listing Rules and all other applicable laws and regulations.

The pricing for the Procurement of Cardboard Boxes Framework Agreement shall be generally in line with the prices as we procured similar products from the Independent Third Parties in the ordinary and usual course of business. The prices shall be determined with reference to the historical transactions with other suppliers who were Independent Third Parties, the anticipated demands and the anticipated costs of purchasing cardboard boxes as determined with reference to comparable market prices available from Independent Third Parties under similar arrangement. The terms are to be no less favorable to our Group than those available from Independent Third Parties under the same conditions for transactions with Softcare Ghana.

Reasons for the transaction

We usually obtain quotations from multiple suppliers before making purchases from time to time to monitor the price trend of packaging materials, including the cardboard boxes and review our product prices accordingly. We evaluate and select suppliers based on a number of criteria, such as quality, price, craftsmanship, reputation and timeliness of delivery. Taking market conditions and the competitiveness of our products into account, we may consider to change supplier who offers more competitive prices with comparable quality under similar transaction terms. In November 2024, Keda Ghana put into operation a well-equipped production line producing quality cardboard boxes for its own use in its ordinary course of business. Keda Ghana offered us a more competitive price compared with prevailing market price from other comparable suppliers under similar transaction terms. To ensure the quality of cardboard boxes, we have inspected its quality inspection reports, conducted sample testing and on-site inspection with Keda Ghana’s production line as part of our usual pre-transaction supplier assessment. In light of the above, we believe it is in the best interest of our Company and our Shareholders as a whole to procure the cardboard boxes from Keda Ghana. The transactions contemplated under the Procurement of Cardboard Boxes Framework Agreement shall be on normal commercial terms or better and in accordance with the terms that are fair and reasonable and in the interests of our Company and our Shareholders as a whole.

CONNECTED TRANSACTIONS

Historical transaction amounts

There was no historical procurement of cardboard boxes from Keda Ghana for the three years ended December 31, 2024 and the four months ended April 30, 2025.

Annual caps

Our Directors estimate that for the three years ending December 31, 2027, the maximum transaction amounts under the Procurement of Cardboard Boxes Framework Agreement will be US\$150,000, US\$500,000 and US\$700,000, respectively. Such estimate is based on (i) the anticipated unit price per annum with reference to the historical transaction prices for such procurement of cardboard boxes from the Independent Third Parties in our ordinary and usual course of business; and (ii) the anticipated amount of production with reference to the expansion plan of our business operation in Ghana.

Implications under the Listing Rules

Keda Ghana, a company incorporated in Ghana with limited liability, is an indirect wholly-owned subsidiary of Guangdong Twyford and therefore a connected person of our Company for the purpose of the Listing Rules. Accordingly, the transactions contemplated under the Procurement of Cardboard Boxes Framework Agreement will constitute continuing connected transactions for our Company under Chapter 14A of the Listing Rules upon Listing. Since each of the applicable percentage ratios under the Listing Rules in respect of the annual caps for the procurement of cardboard boxes is expected to be more than 0.1% but less than 5%, the transactions contemplated under the Procurement of Cardboard Boxes Framework Agreement will be subject to the annual reporting requirements and the announcement requirement but exempt from the circular and independent Shareholders' approval requirements under Chapter 14A of the Listing Rules.

8. Twyford Property Leasing Agreement

On October 27, 2025, Softcare (U) Uganda entered into a property leasing agreement (the “**Twyford Property Leasing Agreement**”) with Twyford Impex (U) Ltd (“**Twyford Uganda**”), pursuant to which we agreed to lease to Twyford Uganda office premises of approximately 480 m² and a warehouse of approximately 5,900 m² in Uganda during the term of the agreement. The term of the Twyford Property Leasing Agreement will commence on the Listing Date and ending on December 31, 2027, which may be renewed as the parties may mutually agree, subject to compliance with the requirements under Chapter 14A of the Listing Rules and all other applicable laws and regulations.

The pricing for the Twyford Property Leasing Agreement shall be determined by parties at arm's length negotiations with reference to prevailing market rent of comparable properties available from Independent Third Parties and the conditions of properties.

CONNECTED TRANSACTIONS

Reasons for the transaction

Our Company has sufficient office premises and warehouses spaces in Uganda for our own use and leasing out the idle self-owned offices and warehouses spaces will provide an additional source of income to our Company as well as increase the utilization of our properties. Along with the continuing expansion of business, Twyford Uganda requires additional warehouse spaces with better surrounding facilities, security supporting and more convenient transportation for its business activities. In light of the above, we believe it is in the best interest of our Company and our Shareholders as a whole to enter into such transaction of property leasing with Twyford Uganda. The transactions contemplated under the Twyford Property Leasing Agreement shall be on normal commercial terms or better and in accordance with the terms that are fair and reasonable and in the interests of our Company and our Shareholders as a whole.

Historical transaction amounts

There was no historical property leasing to Twyford Uganda for the three years ended December 31, 2024 and the four months ended April 30, 2025.

Annual caps

Our Directors estimate that for the three years ending December 31, 2027, the maximum transaction amounts under the Twyford Property Leasing Agreement will be US\$140,000, US\$400,000, and US\$450,000, respectively. Such estimate is based on (i) prevailing market rent of comparable properties available from the Independent Third Parties; and (ii) the conditions of the property, including but not limited to the location, size, surrounding facilities and maintenance conditions.

Implications under the Listing Rules

Twyford Uganda, a company incorporated in Uganda with limited liability, is an indirect wholly-owned subsidiary of Guangdong Twyford and therefore a connected person of our Company for the purpose of the Listing Rules. Accordingly, the transactions contemplated under the Twyford Property Leasing Agreement will constitute continuing connected transactions for our Company under Chapter 14A of the Listing Rules upon Listing. Since each of the applicable percentage ratios under the Listing Rules in respect of the annual caps for the property leasing to Twyford Uganda is expected to be more than 0.1% but less than 5% on an annual basis, the transactions under the Twyford Property Leasing Agreement will be subject to the reporting, annual review and announcement requirements but exempt from the circular and independent shareholders' approval requirements under Chapter 14A of the Listing Rules.

CONNECTED TRANSACTIONS

CONTINUING CONNECTED TRANSACTIONS SUBJECT TO THE REPORTING, ANNUAL REVIEW, ANNOUNCEMENT, CIRCULAR AND INDEPENDENT SHAREHOLDERS' APPROVAL REQUIREMENTS

9. Integrated Support Services Framework Agreement

On October 27, 2025, our Company (for itself and on behalf of the members of our Group) entered into an integrated support services framework agreement (the “**Integrated Support Services Framework Agreement**”) with Sunda Enterprise (on behalf of the members of the Remaining Sunda Group), pursuant to which the Remaining Sunda Group agreed to provide certain integrated support services to our Group, including (i) the processing and support services to our supply chain, such as (a) logistics documentation processing and logistics status tracking of raw materials procurement and products delivery, (b) warehousing and handling services and (c) labor support services in handling various import and export customs clearance procedures; and (ii) the integrated administrative support services to our human resources and administrative management, such as assistance to our back office with recruitment, training and other basic personnel administration and provision of secretarial, processing and ancillary services to our administrative management during the term of the agreement. The term of the Integrated Support Services Framework Agreement will commence on the Listing Date and ending on December 31, 2027, which may be renewed as the parties may mutually agree, subject to compliance with the requirements under Chapter 14A of the Listing Rules and all other applicable laws and regulations.

The pricing for the integrated support services shall be determined with reference to the comprehensive scope, nature and complexity of such services, labor workload, transaction volume, multiple jurisdictions involved and the anticipated costs to be borne by the Remaining Sunda Group mainly including labor costs and operational costs, such as depreciation expenses and costs of materials and tools of the Remaining Sunda Group. The transactions contemplated under the Integrated Support Services Framework Agreement shall be on normal commercial terms or better and in accordance with the terms that are fair and reasonable and in the interest of our Company and the Shareholders as a whole.

Reasons for the transaction

During the Track Record Period, our Group utilized the integrated support services to the Remaining Sunda Group so as to lower our labor costs in administrative management. Having regard that such services involve multiple jurisdictions and comprehensive service scopes which would require extensive labor resources with different work experiences and skills in multiple jurisdictions, we believe it is more cost efficient to use the long established network and extensive labor resources of the Remaining Sunda Group to support our fast-growing business demands, while enabling us to maintain a low level of investment in labor resources and administrative management, so that we can focus our capital investment in our manufacturing lines and production and maintain our operations in a cost-efficient and flexible manner. It is therefore beneficial to our Group to continue to use the Remaining Sunda Group's integrated support services to supplement our onshore and offshore supply chain and

CONNECTED TRANSACTIONS

administrative operations. Given that (i) such services are labor intensive and executed under our directions and instructions; (ii) we possess the overall management and supervision and decision-making powers, including the decision-making power in the engagement of Independent Third Party suppliers, such as logistics suppliers; and (iii) it would not be difficult for us to engage alternative suppliers from the markets, we consider that we do not place undue reliance on the Remaining Sunda Group in respect of our integrated support services. Along with our business expansion, we will assess our scale of such integrated support services from time to time and consider to segregate such services from the Remaining Sunda Group after Listing.

Historical transaction amounts

For the three years ended December 31, 2024 and the four months ended April 30, 2025, the services fees (exclusive of applicable tax) paid by us for the integrated support services are US\$7,542,000, US\$8,302,000, US\$9,792,000 and US\$3,426,000, respectively.

Annual caps

Our Directors estimate that for the three years ending December 31, 2027, the maximum amount of services fees (exclusive of applicable tax) payable by us to Sunda Enterprise (on behalf of the members of the Remaining Sunda Group) under the Integrated Support Services Framework Agreement are US\$12,000,000, US\$14,500,000 and US\$17,100,000, respectively. Such estimate is based on (i) the historical transaction amounts for such services between the parties during the Track Record Period; (ii) the estimated transaction amounts in relation to such services for the three years ending December 31, 2027; and (iii) the anticipated costs of the Remaining Sunda Group including labor costs and operational costs. The increase in the service fees throughout the three years ending December 31, 2027 is mainly attributable to the anticipated increase in costs due to expected business growth and geographical expansion. Along with such expected business growth and geographical expansion, it is estimated that the demand on the number of supporting labor and equipment will increase proportionately, which in turn will increase (a) the labor costs, taking into account (i) the average salary and other benefits per person to be borne by the Remaining Sunda Group; and (ii) the expected increase in salary and other benefits per person annually, which was estimated based on the average annual salary increment implemented by the Remaining Sunda Group during the Track Record Period; and (b) the operational costs, taking into account (i) the expected increase in cost of materials and tools used during the provision of integrated support services per annum; (ii) the expected increase in expenses on depreciation of fixed assets per annum following the purchase of new fixed assets; and (iii) the expected increase in other operational costs (such as maintenance costs) per annum.

CONNECTED TRANSACTIONS

Implications under the Listing Rules

Sunda Enterprise is one of our Controlling Shareholders and therefore a connected person of our Company for the purpose of the Listing Rules. Accordingly, the transactions contemplated under the Integrated Support Service Framework Agreement will constitute continuing connected transactions for our Company under Chapter 14A of the Listing Rules upon Listing. Since the highest applicable percentage ratio under the Listing Rules in respect of the annual caps for the integrated support services is expected to exceed 5% on an annual basis, the transactions under the Integrated Support Services Framework Agreement will be subject to the reporting, annual review, announcement, circular and independent shareholders' approval requirements under Chapter 14A of the Listing Rules.

APPLICATION FOR WAIVER

The transactions described in “—Continuing Connected Transactions subject to the Reporting, Annual Review and Announcement Requirements but exempt from the Circular and Independent Shareholders' Approval Requirements” in this section constitutes our continuing connected transactions under the Listing Rules, which are subject to the reporting, annual review and announcement requirements but exempt from the circular and independent Shareholders' approval requirements of the Listing Rules.

The transactions described under the paragraph headed “—Continuing Connected Transactions subject to the Reporting, Annual review, Announcement, Circular and Independent Shareholders' approval requirements” above constitute our continuing connected transactions under the Listing Rules which are subject to the reporting, annual review, announcement, circular and independent shareholders' approval requirements of the Listing Rules.

In respect of these continuing connected transactions, pursuant to Rule 14A.105 of the Listing Rules, we have applied for, and the Stock Exchange has granted, waivers exempting us from strict compliance with (i) the announcement requirement under Chapter 14A of the Listing Rules in respect of the continuing connected transactions as disclosed in the paragraph headed “—Continuing Connected Transactions subject to the Reporting, Annual Review and Announcement Requirements but exempt from the Circular and Independent Shareholders' Approval Requirements” above and (ii) the announcement, circular and independent shareholders' approval requirements under Chapter 14A of the Listing Rules in respect of the continuing connected transactions as disclosed in the paragraph headed “—Continuing Connected Transactions subject to the Reporting, Annual Review, Announcement, Circular and Independent Shareholders' Approval Requirements” above, subject to the condition that the aggregate amounts of the continuing connected transactions for each financial year shall not exceed the relevant amounts set forth in the respective annual caps (as stated above).

CONNECTED TRANSACTIONS

DIRECTORS' VIEWS

Our Directors (including our independent non-executive Directors) are of the view that all the continuing connected transactions as disclosed in the paragraph headed “Continuing connected transactions subject to the reporting, annual review and announcement requirements but exempt from the circular and independent shareholders’ approval requirements” and “Continuing connected transactions subject to the reporting, annual review, announcement, circular and independent shareholders’ approval requirements” above have been and will be entered into: (i) in the ordinary and usual course of our business; (ii) on normal commercial terms or better; and in accordance with the respective terms that are fair and reasonable and in the interests of our Company and our Shareholders as a whole; and (iii) that the proposed annual caps are fair and reasonable and in the interest of our Company and our Shareholders as a whole.

THE JOINT SPONSORS' VIEW

Based on (i) the relevant documents and information provided by the Company in relation to the foregoing partially-exempt continuing connected transactions and non-exempt continuing connected transactions; (ii) their participation in due diligence and discussions with the Company; and (iii) the confirmation from the Directors disclosed above, the Joint Sponsors are of the view (i) that the continuing connected transactions described in the paragraphs headed “Continuing connected transactions subject to the reporting, annual review and announcement requirements but exempt from the circular and independent shareholders’ approval requirement” and “Continuing connected transactions subject to the reporting, annual review, announcement, circular and independent shareholders’ approval requirements” above have been and will be entered into (a) in the ordinary and usual course of our business; (b) on normal commercial terms or better that are fair and reasonable and in the interests of our Company and our Shareholders as a whole; and (ii) that the proposed annual caps of such continuing connected transactions are fair and reasonable and in the interests of our Company and our Shareholders as a whole.

DIRECTORS AND SENIOR MANAGEMENT

BOARD OF DIRECTORS AND MANAGEMENT

Our Board currently consists of eight Directors, including two executive Directors, three non-executive Directors and three independent non-executive Directors. The powers and duties of our Board include convening general meetings and reporting our Board's work at our Shareholders' meetings, determining our business and investment plans, preparing our annual financial budgets and final reports, formulating proposals for profit distributions and exercising other powers, functions and duties as conferred by the Articles. We have entered into a service agreement with each of our executive Directors and a letter of appointment with each of our non-executive Directors and independent non-executive Directors.

The table below sets out the key information of our Directors and senior management:

Our Directors

Name	Age	Existing position(s) in our Group	Date of joining our Group ⁽¹⁾	Date of appointment as Director	Roles and key responsibilities in our Group	Relationship with other Directors and senior management
<i>Executive Directors</i>						
Mr. Luo Jichao (羅繼超)	46	Executive Director and chief executive officer	June 20, 2011	January 20, 2025	Responsible for the overall management and business operation and development of our Group	None
Mr. Zhao Yongqiang (趙永強)	48	Executive Director and chief operating officer	October 17, 2024	January 20, 2025	Responsible for coordination and implementation of business development strategies and overseeing the marketing and sales department of our Group	None

DIRECTORS AND SENIOR MANAGEMENT

Name	Age	Existing position(s) in our Group	Date of joining our Group ⁽¹⁾	Date of appointment as Director	Roles and key responsibilities in our Group	Relationship with other Directors and senior management
<i>Non-executive Directors</i>						
Mr. Shen Yanchang (沈延昌)	52	Non-executive Director and chairman of our Board	February 13, 2009	February 17, 2022	Responsible for providing guidance and the formulation of business strategies for the overall management and operation of our Group	Spouse of Ms. Yang
Ms. Yang Yanjuan (楊艷娟)	51	Non-executive Director	January 1, 2012	January 20, 2025	Responsible for providing guidance and the formation of business strategies for the overall management and operation of our Group	Spouse of Mr. Shen
Mr. Zhou Renwei (周仁偉) (formerly known as Zhou Jun (周軍))	50	Non-executive Director	April 26, 2013	January 20, 2025	Responsible for providing guidance and the formation of business strategies for the overall management and operation of our Group	None
<i>Independent non-executive Directors</i>						
Ms. Lou Aidong (婁愛東)	58	Independent non-executive Director	June 18, 2025	June 18, 2025	Responsible for providing independent advice to our Board	None

DIRECTORS AND SENIOR MANAGEMENT

Name	Age	Existing position(s) in our Group	Date of joining our Group ⁽¹⁾	Date of appointment as Director	Roles and key responsibilities in our Group	Relationship with other Directors and senior management
Mr. Gao Jianming (高建明)	58	Independent non-executive Director	June 18, 2025	June 18, 2025	Responsible for providing independent advice to our Board	None
Mr. Xu Jing (徐景)	39	Independent non-executive Director	June 18, 2025	June 18, 2025	Responsible for providing independent advice to our Board	None

Our senior management

Name	Age	Existing position(s) in our Group	Date of joining our Group ⁽¹⁾	Date of appointment as senior management our Company	Roles and responsibilities	Relationship with other Directors and senior management
Mr. Lung Shei Kei (龍瑞麒)	40	Chief financial officer and joint company secretary	February 15, 2022	December 28, 2022	Responsible for the overall supervision and management of financial, accounting and company secretarial affairs of our Group	None
Mr. Wang Nan (王楠)	39	Head of sales and operations center	October 8, 2010	December 25, 2021	Responsible for the overall supervision and management of sales of our Group	None

DIRECTORS AND SENIOR MANAGEMENT

Name	Age	Existing position(s) in our Group	Date of joining our Group ⁽¹⁾	Date of appointment as senior management our Company	Roles and responsibilities	Relationship with other Directors and senior management
Mr. Zhang Qi (張琦)	38	Head of overseas business management center	August 2, 2010	December 25, 2021	Responsible for the supervision and management of the overseas subsidiaries of our Group	None
Mr. Yue Jie (岳杰)	44	Head of project development department	September 10, 2009	December 25, 2021	Responsible for the overall management and business expansion of our Group	None
Mr. Zhou Zhengliang (周正良)	52	General manager of the supply chain management center	March 1, 2024	October 24, 2024	Responsible for the overall operation and management of the supply chain of our Group	None

Note:

(1) Being the date of joining the internal business segment of Sunda Group where we started our business

Executive Directors

Mr. Luo Jichao (羅繼超), aged 46, was appointed as our executive Director on January 20, 2025. Mr. Luo joined us on June 20, 2011 when we were an internal business segment of Sunda Group. Since December 2021, he served as a director of Guangzhou Sengong. He was appointed as our chief executive officer on December 25, 2021 and is responsible for the overall management and business operation and development of our Group.

Mr. Luo has more than 23 years of experience in the FMCG industry. From July 2002 to June 2011, Mr. Luo held various positions in NICE Group Co., Ltd. (納愛斯集團有限公司), a company primarily engaged in the manufacture and sales of daily chemical products such as laundry detergent, soap and liquid laundry detergent, with his last position as a national key account senior manager. From June 2011 to November 2021, he successively served as a vice president of the FMCG segment at Guangzhou Sunda, where he was primarily responsible for the operation and management of the FMCG business and business development prior to our Reorganization.

DIRECTORS AND SENIOR MANAGEMENT

Mr. Luo obtained a bachelor's degree in management, majoring in corporate management from Zhengzhou University of Technology (鄭州工程學院) (now known as Henan University of Technology (河南工業大學)) in the PRC in June 2002. He also obtained his Executive Master of Business Administration (EMBA) from Sun Yat-Sen University (中山大學) in the PRC in December 2020.

Mr. Zhao Yongqiang (趙永強), aged 48, was appointed as our executive Director on January 20, 2025. Mr. Zhao joined our Group on October 17, 2024 and has been serving as our chief operating officer since then. He is primarily responsible for coordination and implementation of business development strategies and overseeing the marketing and sales department of our Group.

Mr. Zhao has over 23 years of experience in the management consulting and information technology industry. Prior to joining our Group, from May 2002 to January 2007, Mr. Zhao held various positions in Powerise Information Technology Co., Ltd (創智信息科技股份有限公司), a company primarily engaged in providing business and software solutions for industries such as telecommunications, finance, and real estate, with his last position as a director of implementation, where he was responsible for business and system solution development, and project portfolio management. From May 2007 to October 2024, Mr. Zhao held various positions including senior consultant, director and associate partner at International Business Machines Corporation (國際商業機器(中國)有限公司), a company primarily engaged in management consulting, digital transformation and AI technology, with his last position as a partner and where he was primarily responsible for marketing and sales consulting service, center of excellence of retail and consumer product goods industry and key accounts management.

Mr. Zhao obtained a bachelor's degree in engineering, majoring in management information systems from Central South University of Technology (中南工業大學) (now known as Central South University (中南大學)) in the PRC in June 1999. He also obtained a master's degree in management, majoring in management science and engineering from the Central South University in the PRC in July 2002.

Non-executive Directors

Mr. Shen Yanchang (沈延昌), aged 52, was appointed as our Director on February 17, 2022 and was re-designated as our non-executive Director on January 20, 2025. He is the founder of our Group and the chairman of our Board and is primarily responsible for providing guidance and the formulation of business strategies for the overall management and operation of our Group.

Mr. Shen has over 28 years of experience in trading and corporate management in the Emerging Markets. From March 1997 to March 1999, Mr. Shen served as a procurement manager at Nigeria General Steel Mills Ltd (尼日利亞通用鋼鐵有限公司), a company primarily engaged in mining and smelting, where he was responsible for procurement management. Mr. Shen founded Guangzhou Sunda in February 2004 and served as a director

DIRECTORS AND SENIOR MANAGEMENT

and general manager at Guangzhou Sunda from April 2004 to February 2009, where he was responsible for the strategic planning and overall management of the company. From February 2009 to August 2019, Mr. Shen started our business as an internal business segment of Sunda Group, which commenced sales of fast-moving hygiene products through Guangzhou Sunda. Mr. Shen was also responsible for the overall management, coordination and implementation of business development strategies of Other Businesses, across various countries in the Emerging Markets. For details of the Other Businesses, see “Relationship with our Controlling Shareholders—Delineation of Business—Other Businesses”. Since September 2019, he has also been serving as the chairman and a director at Sunda Company, where he has been responsible for overall management of the company. Mr. Shen is also currently a director of Sunda Enterprise and Chaoyuet Holding, our Controlling Shareholders.

Since September 2018, Mr. Shen has been serving as a director of Keda Industrial, a company listed on the Shanghai Stock Exchange (stock code: 600499) and SIX Swiss Exchange (stock code: KEDA), which is principally engaged in the production and sales of ceramic machinery, building materials and lithium-ion materials, and where he is primarily responsible for the overall management and operational strategies of the overseas building materials business of the company. He is currently a director and/or legal representative of various subsidiaries of Keda Industrial.

Mr. Shen obtained his bachelor’s degree in industrial automation from Harbin Engineering University (哈爾濱工程大學) in the PRC in July 1996 and his Executive Master of Business Administration (EMBA) from Sun Yat-sen University (中山大學) in the PRC in June 2010.

Ms. Yang Yanjuan (楊艷娟), aged 51, was appointed as our non-executive Director on January 20, 2025. She is primarily responsible for providing guidance and the formation of business strategies for the overall management and operation of our Group.

Ms. Yang has over 23 years of experience in industrial and mechanical engineering. Prior to joining our Group, from September 2001 to August 2003, Ms. Yang has served as a postdoctoral researcher at Shanghai Jiao Tong University (上海交通大學) in the PRC, where she was engaged in academic research. From October 2003 to June 2011, Ms. Yang served as a lecturer and associate professor at South China University of Technology (華南理工大學) in the PRC, where she was engaged in tuition, supervision of graduate students and conducting academic research. From January 2012 to September 2019, she served as a consultant at Guangzhou Sunda and since October 2019, she served as a consultant of Sunda Company, where she was responsible for providing guidance on the industrial setup of the production facilities and business development and strategies, and participating in the decision-making on the operation and management of Sunda Group. Ms. Yang is currently a director of Haoyue Investment, our Controlling Shareholder.

DIRECTORS AND SENIOR MANAGEMENT

Ms. Yang graduated from Harbin Engineering University (哈爾濱工程大學) in the PRC with a bachelor's degree in industrial automation in July 1996, a master's degree in control theory and control engineering in April 1999 and a doctor's degree in navigation, guidance and control engineering in March 2002. Ms. Yang obtained the higher education teacher qualification certificate (Mechanical Engineering) from the Guangdong Province Department of Education in May 2005.

Mr. Zhou Renwei (周仁偉) (formerly known as Zhou Jun (周軍)), aged 50, was appointed as our non-executive Director on January 20, 2025 and is primarily responsible for providing guidance and the formulating of business strategies for the overall management and operation of our Group.

Mr. Zhou has over 28 years of experience in the accounting and financial area. Mr. Zhou joined our Group in April 2013. Prior to joining our Group, from September 1997 to October 2012, Mr. Zhou worked at various wholly-owned subsidiaries of Midea Group (美的集團), a company listed on the Main Board of the Stock Exchange (stock code: 300) including Guangdong Midea Holding Co., Ltd. (廣東美的電器股份有限公司), Guangdong Midea Microwave and Electrical Appliances Manufacturing Co., Ltd. (廣東美的廚房電器製造有限公司) and Foshan Midea Daily Home Electric Appliance Group Co., Ltd. (佛山市美的日用家電集團有限公司), where he was responsible for the financial management of such companies. Since April 2013, Mr. Zhou has been successively serving as the vice president, financial officer and director at Guangzhou Sunda where he was responsible for overseeing and managing the financial matters of the company. Since November 2023, Mr. Zhou has been serving as a director of Guangdong Twyford. He is also a director of Century BVI, our Controlling Shareholder.

Mr. Zhou obtained a bachelor's degree in accounting from Hubei University (湖北大學) in the PRC in July 1997 and he obtained his Executive Master of Business Administration (EMBA) from Sun Yat-Sen University (中山大學) in the PRC in December 2018. Mr. Zhou also obtained a profession qualification of intermediate accountant (中級會計師) issued by the Minister of Finance of the People's Republic of China in May 2002.

Independent non-executive Directors

Ms. Lou Aidong (婁愛東), aged 58, was appointed as our independent non-executive Director on June 18, 2025 and is primarily responsible for providing independent opinion and judgment to the Board.

Ms. Lou has over 36 years of experience in practising corporate law and securities law in the PRC. Since July 1989, Ms. Lou held various positions in Beijing KangDa Law Firm (北京市康達律師事務所), where she is currently serving as the core principal of the firm's securities practice and was engaged in providing legal services to listed companies for their refinancing and merger and reorganization.

DIRECTORS AND SENIOR MANAGEMENT

From May 2008 to May 2010, Ms. Lou has served as a full-time member of the 10th and 11th stock issuance review committees (main board and small and medium-sized board) of the CSRC. Ms. Lou has been serving as an independent director of Huachuang Securities Co. Ltd. (華創證券有限責任公司), a company primarily engaged in securities, where she was responsible for supervising and providing independent advice to the board of the company. Furthermore, she is also serving as a independent non-executive director of Beijing CH Auto Technology Co., Ltd. (北京長城華冠汽車科技股份有限公司), a company primarily engaged in design, development and production of new energy vehicles, where she was responsible for supervising and providing independent advice to the board of the company.

In addition, Ms. Lou has held several directorships in the listed companies set forth as below:

Name of entity	Principal business	Place of listing and stock code	Position	Responsibilities	Period of services
Harbin Pharmaceutical Group Co., Ltd. (哈藥集團股份有限公司) . . .	R&D, and sales of pharmaceutical products	Shanghai Stock Exchange (stock code: 600664)	Independent director	Supervising and providing independent advice to the board of the company	December 2020 to present
Hubei Kailong Chemical Group Company Limited (湖北凱龍化工集團股份有限公司) . .	Production and sales of civilian blasting equipment, civilian blasting operations	Shenzhen Stock Exchange (stock code: 002783)	Independent director	Supervising and providing independent advice to the board of the company	January 2020 to present
Visionox Technology Inc. (維信諾科技股份有限公司) . .	R&D, manufacturing and sales of OLED products	Shenzhen Stock Exchange (stock code: 002387)	Independent director	Supervising and providing independent advice to the board of the company	May 2021 to present
AUX International Holdings Limited (奧克斯國際控股有限公司)	Provision of property management services and property management-related value-added services in the PRC	Main Board of the Stock Exchange (stock code: 2080)	Independent non-executive director	Supervising and providing independent advice to the board of the company	May 2015 to August 2024

DIRECTORS AND SENIOR MANAGEMENT

Name of entity	Principal business	Place of listing and stock code	Position	Responsibilities	Period of services
Yunnan Metropolitan Real Estate Development Co. Ltd. (雲南城投置業股份有限公司)	Real estate development and management businesses	Shanghai Stock Exchange (stock code: 600239)	Independent director	Supervising and providing independent advice to the board of the company	December 2016 to April 2023

Ms. Lou obtained her bachelor's degree in law, majoring in international law, from Peking University (北京大學) in the PRC in July 1989.

Mr. Gao Jianming (高建明), aged 58, was appointed as our independent non-executive Director on June 18, 2025 and is primarily responsible for providing independent opinion and judgment to the Board. Mr. Gao has extensive work experience in business management, investment banking and financial investment. In 1988, Mr. Gao worked at the finance department of Shanghai University of Finance and Economics (上海財經大學), where he was responsible for conducting courses on financial management. Since October 2009, Mr. Gao has been serving as chairman of Shanghai Homsun Equity Investment Fund Management Co., Ltd. (上海弘信股權投資基金管理有限公司) (formerly known as Shanghai Homsun Entrepreneurship Investment Management Co., Ltd. (上海弘信創業投資管理有限公司)), which is principally engaged in private equity fund management, where he was primarily responsible for formulating development strategies and preside over the day-to-day work of the company.

In addition, Mr. Gao has held several directorships in the listed companies. From August 2006 to August 2007, Mr. Gao has served as an independent director of Guangdong Keda Mechanical Electrical Co., Ltd. (廣東科達機電股份有限公司) (now known as Keda Industrial Group Co., Ltd. (科達製造股份有限公司)), a company listed on the Shanghai Stock Exchange (stock code: 600499) and SIX Swiss Exchange (stock code: KEDA), which is principally engaged in production and sales of ceramic machinery, building materials and lithium-ion materials, where he is primarily responsible for supervising and providing independent advice to the board of the company. From July 2014 to July 2020, Mr. Gao has served as a director of Guangzhou Haozhi Industrial Co., LTD (廣州市昊志機電股份有限公司), a company listed on the Shenzhen Stock Exchange (stock code: 300503), which is principally engaged in manufacturing, sales and maintenance of high precision electro-spindle and its spare parts, where he was responsible for providing advice and recommendations in relation to the operations and management of the company. Since August 2025, Mr. Gao has been serving as a non-executive director of Beauty Farm Medical and Health Industry Inc. (美麗田園醫療健康產業有限公司), a company listed on the Main Board of the Stock Exchange (stock code: 2373), which is a beauty and health service platform in China providing beauty and wellness services, aesthetic medical services as well as sub-health medical services that are personalized to clients' beauty and health desire, where he has been responsible for providing advice to the group's development with his experience in capital markets and industry expertise.

DIRECTORS AND SENIOR MANAGEMENT

Mr. Gao obtained his bachelor's degree in economics in July 1985 and his master's degree in economics in January 1988 from the Shanghai University of Finance and Economics (上海財經大學) in the PRC. Mr. Gao also obtained a doctor's degree in political economy from Fudan University (復旦大學) in the PRC in July 2002.

Mr. Xu Jing (徐景), aged 39, was appointed as our independent non-executive Director on June 18, 2025, and is primarily responsible for providing independent opinion and judgment to the Board.

From July 2010 to September 2013, Mr. Xu held various positions at CCB International Capital Limited, with his last position as an associate of the corporate finance division. From September 2013 to May 2015, Mr. Xu held various positions at SEAVI Advent Ocean Private Equity Ltd., with his last position as investment manager. From May 2015 to May 2017, Mr. Xu also served as the head of capital markets at Regal Partners Holding Limited (皇庭智家控股有限公司), a company listed on the Main Board of the Stock Exchange (stock code: 1575) (formerly known as Morris Home Holdings Limited (慕容家居控股有限公司) and Morris Holdings Limited (慕容控股有限公司)) (“**Morris**”), which is principally engaged in manufacturing of sofas and sofa covers in the PRC with integrated design, manufacturing, sales and marketing operations, where he was primarily responsible for overseeing matters related to investor relations, fund raising and capital market activities of the company. From May 2017 to October 2018, Mr. Xu served as the chief financial officer of Light Year Green Energy Limited. From October 2018 to November 2022, Mr. Xu served as the deputy chief executive officer of Morris. Since December 2022, Mr. Xu has been serving as the executive director and chief financial officer of Standard Development Group Limited (標準發展集團有限公司), a company listed on the Main Board of the Stock Exchange (stock code: 1867), where he has been responsible for managing the financial affairs of the company. Since December 2024, Mr. Xu has been serving as an independent non-executive director of HealthyWay Inc. (健康之路股份有限公司), a company listed on the Main Board of the Stock Exchange (stock code: 2587), which is principally engaged in providing health and medical services and corporate and digital marketing services, where he has been responsible for supervising and providing independent advice to the board of the company.

Mr. Xu was accredited as a Chartered Financial Analyst by Chartered Financial Analyst Institute in January 2014. Mr. Xu was also accredited as a certified public accountant by the Hong Kong Institute of Certified Public Accountants in March 2016.

Mr. Xu obtained a bachelor's degree in business administration, majoring in financial services and minoring in accountancy, from the Hong Kong Polytechnic University in October 2009, and a master's degree in business administration from the Hong Kong University of Science and Technology in June 2017.

DIRECTORS AND SENIOR MANAGEMENT

Save as disclosed above and in “Relationship with Our Controlling Shareholders” in this prospectus, each of our Directors has confirmed that he/she has no other relationship with any other Directors, senior management, substantial shareholders or controlling shareholders of our Company and none of our Directors has held any other directorships in listed companies during the three years immediately preceding the date of this prospectus.

Save as disclosed above, each of our Directors has confirmed that there are no other matters relating to his/her appointment as a Director that need to be brought to the attention of our Shareholders and there is no other information in relation to his/her appointment which is required to be disclosed pursuant to Rule 13.51(2) of the Listing Rules.

Each of our Directors has confirmed that he/she obtained the legal advice on January 20, 2025 or January 25, 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 the independent non-executive Directors has confirmed his/her independence with regards to each of the factors as set out in Rules 3.13(1) to (8) of the Listing Rules and that there are no other factors that may affect his/her independence at the time of his/her appointment.

SENIOR MANAGEMENT

Our executive Directors and other members of our senior management are responsible for the day-to-day operations and management of the business of our Group.

For the biographical details of Mr. Luo and Mr. Zhao, see “—Board of Directors and Management—Executive Directors.” Members of the senior management of our Group also include the following:

Mr. Lung Shei Kei (龍瑞麒), aged 40, joined our Group on February 15, 2022 as financial director of Guangzhou Sunda and has been serving as our chief financial officer since December 28, 2022. He is mainly responsible for the overall supervision and management of financial strategies, accounting, acquisitions, capital markets, and company secretarial affairs of our Group.

Mr. Lung has over 18 years of experience in capital market transactions, professional accounting and audit. Prior to joining our Group, Mr. Lung held various positions in PricewaterhouseCoopers (羅兵咸永道會計師事務所) from October 2007 to January 2017, with his last position as a senior manager since October 2015, where he was responsible for providing services related to capital market transactions, mergers and acquisitions, auditing, internal control, and accounting consultation for a diverse range of clients, including listed companies, private enterprises, state-owned enterprises, and foreign enterprises. From January 2017 to August 2018, Mr. Lung has served as a financial controller and company secretary at

DIRECTORS AND SENIOR MANAGEMENT

Zall Smart Commerce Group Ltd. (卓爾智聯集團有限公司) (formerly known as Zall Group Ltd. (卓爾集團股份有限公司) and Zall Development (Cayman) Holding Co., Ltd. Group Ltd. (卓爾發展(開曼)控股有限公司)), a company listed on the Main Board of the Stock Exchange (stock code: 2098) which is principally engaged in operating B2B trading platforms across various sectors, and providing trading services and supply chain solutions that leverage digital technologies, where he was responsible for the financial management, capital market transactions and company secretarial affairs of the companies. From August 2018 to February 2022, Mr. Lung has served as the chief financial officer and company secretary at Acme International Holdings Limited (益美國際控股有限公司), a company listed on the Main Board of the Stock Exchange (stock code: 1870) which is principally engaged in providing one-stop design and build solutions for building maintenance unit system works, and the design, production and sale of new energy generation and energy storage systems, where he was responsible for supervising and managing the overall accounting, finance, capital markets, investors relationship and company secretarial affairs of the company. From February 2022 to December 2022, he served as a FMCG financial director at Guangzhou Sunda where he was responsible for the financial management, capital market and investors relationship affairs of the company.

Mr. Lung obtained his bachelor's degree in accountancy from The Hong Kong Polytechnic University (香港理工大學) in Hong Kong in December 2007. Mr. Lung was accredited as a certified public accountant issued by the Hong Kong Institute of Certified Public Accountants (HKICPA) in January 2011.

Mr. Wang Nan (王楠), aged 39, joined us on October 8, 2010 and has been serving as the head of the sales and operations center of our Group since December 2021. He is mainly responsible for the overall supervision and management of sales of our Group.

Mr. Wang has over 14 years of experience in sales and marketing. From October 2010 to November 2021, Mr. Wang held various positions in Guangzhou Sunda with his last position as director of sales management of the FMCG segment, where he was responsible for management of sales-related activities.

Mr. Wang obtained his bachelor's degree in English from Xi'an University of Technology (西安理工大學) in the PRC in July 2009. He also obtained a master's degree in business administration from Lancaster University in the United Kingdom in October 2019.

Mr. Zhang Qi (張琦), aged 38, joined us on August 2, 2010 and has been serving as the head of overseas business management center of our Group since December 25, 2021. He is mainly responsible for the supervision and management of our overseas subsidiaries.

DIRECTORS AND SENIOR MANAGEMENT

Mr. Zhang has over 15 years of experience in business operation and financial management. From August 2010 to November 2021, Mr. Zhang has served successively as the audit supervisor, finance manager, finance director and general manager of various subsidiaries of Guangzhou Sunda where he was responsible for overseeing the audit, business operations and financial management of the subsidiaries. He received the Best Employee Award granted by Guangzhou Sunda in 2017.

Mr. Zhang obtained his bachelor's degree in management (majoring in accounting) from Northeast Normal University (東北師範大學) in the PRC in July 2010 and his master's degree in business administration from Lancaster University in the United Kingdom, in October 2019.

Mr. Yue Jie (岳杰), aged 44, joined us on September 10, 2009 and has been serving as the head of project development department of our Group since December 25, 2021. He is mainly responsible for the overall management and business expansion of our Group.

Mr. Yue has over 19 years of experience in sales and marketing. From June 2006 to June 2009, Mr. Yue served as the regional sales manager in the PRC and the marketing specialist in France at Cherry Rocher Neyret Chavin, an alcoholic beverage company in France, where he was primarily responsible for developing product exportation to the PRC, product promotion and sales support. From September 2009 to November 2021, Mr. Yue served successively as the sales manager, general manager of various subsidiaries of Guangzhou Sunda where he was responsible for overseeing sales and marketing, exploring new markets and production facilities.

Mr. Yue obtained his bachelor's degree in engineering (majoring in applied chemistry) from Shenzhen University (深圳大學) in the PRC in June 2003 and a master of science, technology and health degree from the Université de Bourgogne in France in March 2007.

Mr. Zhou Zhengliang (周正良), aged 52, joined our Group on March 1, 2024 and has been serving as the general manager of supply chain management center of our Group since October 24, 2024. He is mainly responsible for the overall operation and management of the supply chain of our Group.

Mr. Zhou has over 25 years of experience in production management. Prior to joining our Group, from February 2000 to October 2018, Mr. Zhou worked at Guangdong Midea Refrigeration Equipment Limited Company (廣東美的製冷設備有限公司), an electrical appliance manufacturer in the PRC and Guangdong Midea Life Electrical Appliance Manufacturing Co., Ltd. (廣東美的生活電器製造有限公司), a home electrical appliances manufacturer in the PRC, both are the wholly-owned subsidiaries of Media Group (美的集團), a company listed on the Main Board of the Stock Exchange (stock code: 300). From November 2019 to October 2020, he served as the consultant at Zhongshan Guangheng Heyou Technology Development Co., Ltd. (中山市廣恒合優科技發展有限公司), a home appliances manufacturer in the PRC, where he was responsible for implementing automation transformation. From October 2020 to April 2021, he served as a production general manger at Zhejiang Yongqiang Group Co., Ltd. (浙江永強集團股份有限公司), an outdoor furniture store in the PRC, where he

DIRECTORS AND SENIOR MANAGEMENT

was responsible for production management. From April 2021 to February 2022, Mr. Zhou served as the head of the supply chain center at Luohe Weilong Trading Co., Ltd. (漯河市衛龍商貿有限公司), a snack food manufacturer, where he was responsible for product manufacturing operation and management. From July 2022 to March 2024, he served as the production general manager of Shenzhen Zhouming Technology Co., Ltd. (深圳市洲明科技股份有限公司), a manufacturer of LED display and lighting, where he was responsible for production management. From March 2024 to September 2024, he served as the general manager of the production management department of FMCG segment of Guangzhou Sunda, a company principally engaged in the sales of fast-moving hygiene products, where he was responsible for overseeing the production management department.

Mr. Zhou obtained his bachelor's degree in engineering (majoring in mechanical manufacturing technology and equipment) from Sichuan United University (四川聯合大學) (now known as Sichuan University (四川大學)) in the PRC in July 1996.

JOINT COMPANY SECRETARIES

For the biographical details of Mr. Lung Shei Kei, see “—Senior Management” of this section.

Ms. Lin Qin (林芹), aged 31, was appointed as our joint company secretary on January 20, 2025. Ms. Lin joined our Group in August 2022 as our legal manager.

Ms. Lin has over seven years of experience in legal, compliance and capital market transactions. Prior to joining our Group, from March 2018 to May 2022, she served as a lawyer at Commerce & Finance Law Offices (北京市通商(深圳)律師事務所) where she primarily focused on overseas capital markets, specializing in initial public offerings in Hong Kong and the U.S. and responsible for providing legal service to clients across diverse industries.

Ms. Lin obtained her bachelor's degree in law and master's degree in economic law from Central South University (中南大學) in the PRC in June 2015 and June 2018, respectively. In December 2020, she is qualified as lawyer in the PRC but is currently not practicing. Ms. Lin is currently responsible for overseeing the legal, compliance and risk control, general legal affairs across various jurisdictions and company secretarial affairs of our Group.

BOARD COMMITTEES

Our Board has established the Audit Committee, the Remuneration Committee, the Nomination Committee and delegated various responsibilities to these committees, which assist our Board in discharging its duties and overseeing particular aspects of our Group's activities.

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Audit Committee

We have established the Audit Committee on June 18, 2025 pursuant to Rule 3.21 of the Listing Rules with written terms of reference in compliance with paragraph D.3 of Part 2 of the Corporate Governance Code (the “CG Code”) as set out in Appendix C1 to the Listing Rules. The Audit Committee consists of three members, namely Mr. Xu Jing, Mr. Zhou Renwei and Ms. Lou Aidong. The chairman of our Audit Committee is Mr. Xu Jing, who is an independent non-executive Director of our Company and has the appropriate professional qualifications or related financial management expertise as required under Rule 3.10(2) of the Listing Rules.

The primary duties of the Audit Committee include, but are not limited to, (i) reviewing and monitoring the external auditors’ audit process and giving guidance to our internal audit work; (ii) making recommendations to our Board on the appointment, reappointment and removal of the external auditor; (iii) overseeing the effectiveness of our financial reporting system, risk management and internal control systems; (iv) reviewing and providing advice and comments on our financial reports; (v) coordination among our management team, internal audit department and related departments and external auditors; (vi) performing our corporate governance functions; and (vii) performing other duties and responsibilities as assigned by our Board and/or required by the relevant laws and regulations.

Remuneration Committee

We have established the Remuneration Committee on June 18, 2025 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 CG Code. The Remuneration Committee consists of three members, namely Ms. Lou Aidong, Mr. Shen Yanchang and Mr. Gao Jiangming. Ms. Lou Aidong is the chairman of the Remuneration Committee.

The primary duties of the Remuneration Committee include, but are not limited to (i) establishing, reviewing and providing advices to our Board on our policy and structure concerning remuneration of our Directors and senior management and on the establishment of a formal and transparent procedure for developing policies concerning such remuneration; (ii) determining the terms of the specific remuneration package of each Director and senior management; (iii) reviewing and approving performance-based remuneration by reference to corporate goals and objectives resolved by our Directors from time-to-time; and (iv) reviewing and/or approving matters relating to share schemes under Chapter 17 of the Listing Rules.

Nomination Committee

We have established the Nomination Committee on June 18, 2025 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 CG Code. The Nomination Committee consists of three members, namely Mr. Shen Yanchang, Ms. Lou Aidong and Mr. Gao Jianming. Mr. Shen Yanchang is the chairman of the Nomination Committee.

DIRECTORS AND SENIOR MANAGEMENT

The primary duties of the Nomination Committee include, but are not limited to (i) reviewing the structure, size and composition of our Board on a regular basis and making recommendations to our Board regarding any proposed changes to the composition of our Board; (ii) identifying, selecting or making recommendations to our Board on the selection of individuals nominated for directorship, and ensuring the diversity of our Board members; (iii) assessing the independence of our independent non-executive Directors; and (iv) making recommendations to our Board on relevant matters relating to the appointment, re-appointment and removal of our Directors and succession planning for our Directors.

BOARD DIVERSITY POLICY

Our Board has adopted a board diversity policy which sets out the approach to achieve and maintain diversity on our Board. Our Company recognizes and embraces the benefits of having a diverse Board and sees increasing diversity at our Board level as an essential element in supporting the attainment of our Company's strategic objectives and sustainable development. Our Company seeks to achieve Board diversity through the consideration of a number of factors, including but not limited to talent, skills, gender, age, cultural and educational background, ethnicity, professional experience, independence, knowledge. We will select potential Board candidates based on merit and his/her potential contribution to our Board while taking into account our board diversity policy and other factors. We will also take into account our own business model and specific needs from time-to-time. All Board appointments will be based on meritocracy and candidates will be considered against objective criteria, having due regard to the benefits of diversity on our Board.

Our Board has a balanced mix of genders, knowledge, skills and experience, including but not limited to the production management and strategic development, auditing, corporate operational management, corporate financial management, business development and sales and marketing. Members of our board have obtained degrees in various majors including law, management, accounting and engineering, business administration. We have three independent non-executive Directors from different industry backgrounds, including accounting, law and finance. Furthermore, our Directors are of a wide age range, from 39 years old to 58 years old.

With regards to gender diversity on our Board, we recognize the particular importance of gender diversity. Our Board currently comprises two female Directors and six male Directors. We have taken and will continue to take steps to promote and enhance gender diversity at all levels of our Company. Our board diversity policy provides that our Board should aim to increase the proportion of female members over time after Listing where possible when selecting and making recommendations on suitable candidates for Board appointments. We will also ensure that there is gender diversity when recruiting staff at mid to senior level so that we will have a pipeline of female senior management and potential successors to our Board going forward. It is our objective to maintain an appropriate balance of gender diversity with reference to the expectations of stakeholders and international and local recommended best practices.

DIRECTORS AND SENIOR MANAGEMENT

Our Nomination Committee is responsible for ensuring the diversity of our Board members. After Listing, our Nomination Committee will review our board diversity policy and its implementation from time to time to monitor its continued effectiveness and we will disclose the implementation of our board diversity policy, including any measurable objectives and the progress on achieving these objectives in our corporate governance report on an annual basis.

CORPORATE GOVERNANCE

Our Company recognizes the importance of incorporating elements of good corporate governance in our management structure and internal control procedures so as to achieve effective accountability. We have adopted the code provisions stated in the CG Code. We are committed to the view that our Board should include a balanced composition of executive Directors, non-executive Directors and independent non-executive Directors so that there is a strong independent element on our Board that can effectively exercise independent judgment.

Our Company strive to achieve the high standards of corporate governance and will comply with the CG Code. Our Directors will review our corporate governance policies and compliance with the CG Code each financial year.

COMPENSATION OF DIRECTORS AND SENIOR MANAGEMENT

Our Directors and senior management receive compensation from our Group in the form of salaries, allowances and other benefits and contributions to retirement benefits schemes.

The remuneration (including salaries, allowances, share-based payments and other benefits and contributions to retirement benefits schemes) recorded for our Directors and senior management in respect of the three years ended December 31, 2024 and the four months ended April 30, 2025 was approximately US\$ 286,000, US\$617,000, US\$1,076,000 and US\$1,002,000, respectively. Save as disclosed above, no other amounts have been paid or are payable by any member of our Group to our Directors and senior management for each of the three years ended December 31, 2024 and the four months ended April 30, 2025.

The aggregate amount of salaries, allowances, share-based payments and other benefits and contributions to retirement benefits schemes recorded for our Company's five highest paid individuals in respect of the three years ended December 31, 2024 and the four months ended April 30, 2025 was approximately US\$286,000, US\$617,000, US\$930,000 and US\$889,000, respectively.

No remuneration was paid by our Company to, or receivable by our Directors and senior management or the five highest paid individuals as an inducement to join or upon joining our Company as a compensation for loss of office in respect of the three years ended December 31, 2024 and the four months ended April 30, 2025.

DIRECTORS AND SENIOR MANAGEMENT

Further, none of our Directors or senior management had waived or agreed to waive any remuneration during the Track Record Period. Under the arrangement currently in force, the aggregate remuneration (including salaries, allowances, share-based payments and other benefits and contributions to retirement benefits schemes) of our Directors and senior management for the year ending December 31, 2025 is estimated to be approximately US\$4.027 million. See “Appendix IV—Statutory and General Information—D. Share Incentive Schemes—1. Pre-IPO Share Option Scheme—(d) Grant of the Pre-IPO share options” for details.

Our Board will review and determine the remuneration and compensation packages of our Directors and senior management and will, following the Listing, receive recommendations from the Remuneration Committee which will take into account salaries paid by comparable companies, the time commitment and responsibilities of our Directors and senior management and the performance of our Group.

COMPLIANCE ADVISOR

We have appointed Soochow Securities International Capital Limited as our compliance advisor pursuant to Rule 3A.19 of the Listing Rules. Pursuant to Rule 3A.23 of the Listing Rules, our compliance advisor will advise our Company in the following circumstances, among others:

- before the publication of any regulatory announcement, circular and financial report;
- where a transaction, which might be notifiable or connected transaction (as defined under the Listing Rules), is contemplated including shares issues, sales or transfers of treasury shares and share repurchases;
- where our Company proposes to use the proceeds from the Global Offering in a manner different from that detailed in this prospectus or where our business activities, developments or results deviate from any forecast, estimate or other information in this prospectus; and
- where the Stock Exchange makes an inquiry of our Company regarding unusual movements in the price or trading volume of our Shares.

The term of the appointment shall commence on the Listing Date and end on the date on which our Company distributes our annual report in respect of our financial results for the first full financial year commencing after the Listing Date.

SHARE CAPITAL

The following is a description of the authorized and issued share capital of our Company in issue and to be issued as fully paid or credited as fully paid immediately before and following the completion of the Global Offering (without taking into account the Shares which may be issued upon the exercise of any options which have been granted under the Pre-IPO Share Option Scheme or may be granted under the Post-IPO Share Option Scheme) and assuming the Over-allotment Option is not exercised:

		Nominal value
		<i>US\$</i>
Authorized share capital:		
1,000,000,000	Shares of US\$0.0001 each	100,000
Shares in issue and to be issued, fully paid or credited as fully paid:		
515,000,000	Shares in issue as of the date of this prospectus	51,500
<u>90,884,000</u>	Shares to be issued under the Global Offering	<u>9,088.4</u>
<u>605,884,000</u>	Total	<u>60,588.4</u>

ASSUMPTIONS

The above table assumes that the Global Offering becomes unconditional and the issue of Shares pursuant to the Global Offering are made. It takes no account of any Shares which may be allotted and issued pursuant to the exercise of the Over-allotment Option or any options that have been granted under the Pre-IPO Share Option Scheme or may be granted under the Post-IPO Share Option Scheme or any Shares which may be issued or bought back by us pursuant to the general mandates granted to our Directors to issue or buy back Shares as described below.

RANKINGS

The Offer Shares will be ordinary shares in the share capital of our Company and will carry the same rights in all respects with all Shares in issue or to be issued as mentioned in this prospectus and, in particular, will rank in full for all dividends or other distributions declared, made or paid on the Shares in respect of a record date which falls after the date of this prospectus.

SHARE CAPITAL

GENERAL MANDATE TO ALLOT AND ISSUE NEW SHARES AND TO BUY BACK SHARES

Subject to the Global Offering becoming unconditional, our Directors have been granted general mandates to exercise all the powers of our Company to allot and issue Shares and to buy back Shares. For details of such general mandates, see “Appendix IV—Statutory and General Information—A. Further Information about our Company.”

CIRCUMSTANCES UNDER WHICH GENERAL MEETING AND CLASS MEETING ARE REQUIRED

Our Company will have only one class of Shares upon completion of the Global Offering, namely ordinary shares, and each carries the same rights as with the other Shares.

As a matter of the Cayman Companies Act, an exempted company is not required by law to hold any general meeting or class meeting. The holding of general meeting or class meeting is prescribed under the articles of association of a company. Accordingly, our Company will hold general meetings as prescribed under the Articles, a summary of which is set out in “Appendix III—Summary of the Constitution of the Company and Cayman Islands Company Law.”

PRE-IPO SHARE OPTION SCHEME

Our Company has conditionally adopted the Pre-IPO Share Option Scheme on January 15, 2025. The principal terms of the Pre-IPO Share Option Scheme are summarized in “Appendix IV—Statutory and General Information—D. Share Incentive Schemes—1. Pre-IPO Share Option Scheme” to this prospectus.

POST-IPO SHARE OPTION SCHEME

Our Company has conditionally adopted the Post-IPO Share Option Scheme. The principal terms of the Post-IPO Share Option Scheme are summarized in “Appendix IV—Statutory and General Information—D. Share Incentive Schemes—2. Post-IPO Share Option Scheme” to this prospectus.

SUBSTANTIAL SHAREHOLDERS

So far as our Directors are aware, the following persons will, immediately prior to and following the completion of the Global Offering, assuming the Over-allotment Option is not exercised and without taking into account any Shares which may be issued upon the exercise of any options which have been granted under the Pre-IPO Share Option Scheme or may be granted under the Post-IPO Share Option Scheme, have interests and/or short positions in our Shares or underlying Shares, which would be required to be disclosed to us 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.

Name of Shareholder	Nature of interest	Shares held as of the date of this prospectus and immediately prior to the completion of the Global Offering ⁽¹⁾		Shares held immediately following the completion of the Global Offering ⁽¹⁾	
		Number of Shares	Approximate percentage	Number of Shares	Approximate percentage
Mr. Shen ⁽²⁾⁽³⁾ . . .	Interest in controlled corporations	331,739,500 Shares (L)	64.42%	331,739,500 Shares (L)	54.75%
	Interest of spouse	331,739,500 Shares (L)	64.42%	331,739,500 Shares (L)	54.75%
Ms. Yang ⁽²⁾⁽³⁾ . . .	Interest in controlled corporations	331,739,500 Shares (L)	64.42%	331,739,500 Shares (L)	54.75%
	Interest of spouse	331,739,500 Shares (L)	64.42%	331,739,500 Shares (L)	54.75%
Century BVI ⁽³⁾ . . .	Beneficial owner	331,739,500 Shares (L)	64.42%	331,739,500 Shares (L)	54.75%
Sunda Enterprise ⁽³⁾ . . .	Interest in controlled corporations	331,739,500 Shares (L)	64.42%	331,739,500 Shares (L)	54.75%
Chaoyuet Holding ⁽³⁾	Interest in a controlled corporation	331,739,500 Shares (L)	64.42%	331,739,500 Shares (L)	54.75%
Haoyue Investment ⁽³⁾ . . .	Interest in a controlled corporation	331,739,500 Shares (L)	64.42%	331,739,500 Shares (L)	54.75%
Mr. Luo Jichao ⁽⁴⁾⁽⁵⁾ . . .	Interest in a controlled corporation	47,424,000 Shares (L)	9.20%	47,424,000 Shares (L)	7.83%
Lideal ⁽⁴⁾	Beneficial owner	34,476,500 Shares (L)	6.69%	34,476,500 Shares (L)	5.69%
SHUFAN ⁽⁵⁾	Beneficial owner	12,947,500 Shares (L)	2.51%	12,947,500 Shares (L)	2.14%

SUBSTANTIAL SHAREHOLDERS

Notes:

- (1) The letter “L” denotes the person’s long position in our Shares.
- (2) Ms. Yang is the spouse of Mr. Shen. By virtue of the SFO, Mr. Shen and Ms. Yang are deemed to be interested in the Shares held by each other is interested.
- (3) As of the Latest Practicable Date, Century BVI was wholly owned by Sunda Enterprise, which was owned as to 51% by Chaoyuet Holding and 49% by Haoyue Investment. Chaoyuet Holding was wholly owned by Mr. Shen. Haoyue Investment is wholly owned by Ms. Yang. By virtue of the SFO, each of Sunda Enterprise, Chaoyuet Holding, Mr. Shen and Ms. Yang is deemed to be interested in the Shares held by Century BVI.
- (4) As of the Latest Practicable Date, Lideal was wholly owned by Mr. Luo Jichao, our executive Director. By virtue of the SFO, Mr. Luo Jichao is deemed to be interested in the Shares held by Lideal.
- (5) As of the Latest Practicable Date, SHUFAN was wholly owned by Guangzhou Shufan Enterprise Management Partnership (Limited Partnership) (廣州舒凡企業管理合夥企業(有限合夥)), the general partner of which is Mr. Luo Jichao. By virtue of the SFO, Mr. Luo is deemed to be interested in the Shares held by SHUFAN.

If the Over-allotment Option are fully exercised and without taking into account any Shares which may be issued pursuant to the exercise of any options which have been granted under the Pre-IPO Share Option Scheme or may be granted under the Post-IPO Share Option Scheme, the beneficial interest of each of Mr. Shen, Ms. Yang, Chaoyuet Holding, Haoyue Investment, Sunda Enterprise, Century BVI, Mr. Luo Jichao, Lideal and SHUFAN in our Shares will be approximately 53.55%, 53.55%, 53.55%, 53.55%, 53.55%, 53.55%, 7.66%, 5.57% and 2.09%, respectively.

Save as disclosed above and in “Appendix IV—Statutory and General Information—C. Further Information about Our Directors and Substantial Shareholders—1. Directors—(a) Disclosure of Interests” to this prospectus, our Directors are not aware of any person who will, immediately prior to and following the completion of the Global Offering, assuming the Over-allotment Option is not exercised and without taking into account any Shares which may be issued pursuant to the exercise of options which have been granted under the Pre-IPO Share Option Scheme or may be granted under the Post-IPO Share Option Scheme, have beneficial interests and/or short positions in any Shares or underlying Shares, which would be required to be disclosed to us 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. Our Directors are not aware of any arrangement which may at a subsequent date result in a change of control of our Company.

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The following discussion and analysis should be read in conjunction with our consolidated financial statements included in the Accountants' Report as set out in Appendix I together with the accompanying notes. Our consolidated financial statements have been prepared in accordance with IFRSs.

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 prospectus, including, but not limited to, the sections headed "Risk Factors" and "Business."

OVERVIEW

We are a multinational hygiene product corporation principally engaged in the development, manufacturing and sales of baby and feminine hygiene products, including baby diapers, baby pants, sanitary pads and wet wipes, focusing on the fast-growing Emerging Markets, including Africa, Latin America and Central Asia. According to Frost & Sullivan, (i) in terms of sales volume in 2024, we ranked first in both the baby diapers market and the sanitary pads market in Africa, with a market share of 20.3% and 15.6%, respectively; and (ii) in terms of revenue in 2024, we ranked second in both the baby diapers market and the sanitary pads market in Africa, with a market share of 17.2% and 11.9%, respectively.

In 2018, we began localized manufacturing of baby diapers, baby pants, sanitary pads and wet wipes in Ghana. Since then, we have established production plants in eight African countries and one Latin American country and an extensive sales network covering over 30 countries, from Western Africa to Eastern Africa and Middle Africa, as well as Latin America and Central Asia which we believe is one of our competitive strengths that differentiates us from our competitors. As of April 30, 2025, we had 18 sales branches in 12 countries, and an extensive sales network covering over 2,800 wholesalers, distributors, supermarkets and other retailers in total. In 2024, our sales volume of baby diapers and sanitary pads reached 4,122.7 million and 1,634.3 million pieces, respectively, representing a CARG of 17.3% and 30.6%, respectively, from 2022 to 2024.

Anchored on our core brand, *Softcare*, and rooted in the success of our baby diaper products, we consistently enhance our product portfolio of hygiene products and implement a multi-brand strategy to effectively meet the needs of diverse consumer segments and expanding over overall consumer base. Being our core brand, *Softcare* is positioned as a mid-premium brand, targeting middle to high-end consumers with higher spending power looking for high quality products. During the Track Record Period, the majority of our revenue was attributable to *Softcare* products.

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During the Track Record Period, we achieved a stable growth and sustained improvement in profitability. Our revenue increased from US\$319.9 million in 2022 to US\$454.4 million in 2024, representing a CAGR of 19.2%, and from US\$139.6 million in the four months ended April 30, 2024 to US\$161.3 million in the four months ended April 30, 2025 by 15.5%, as we continued to deepen our penetration in the existing African markets and at the same time expanding to Latin America and Central Asia leveraging our brand recognition and extensive sales network. Our net profit increased significantly from US\$18.4 million in 2022 to US\$95.1 million in 2024, representing a CAGR of 127.4%, and from US\$27.7 million in the four months ended April 30, 2024 to US\$31.1 million in the four months ended April 30, 2025 by 12.5%.

KEY FACTORS AFFECTING OUR RESULTS OF OPERATIONS

Our business, financial condition and results of operations have been, and are expected to continue to be, materially affected by a number of factors, some of which are beyond our control, including, without limitation, the following:

Demand for Our Products

Our results of operations are affected by consumer demand for our products. Our revenue increased by 28.6% from US\$319.9 million in 2022 to US\$411.4 million in 2023 and increased by 10.5% from US\$411.4 million in 2023 to US\$454.4 million in 2024, and from US\$139.6 million in the four months ended April 30, 2024 to US\$161.3 million in the four months ended April 30, 2025 by 15.5%, partly attributable to increases in demand for our products. The demand for hygiene products has been growing continuously in Africa and other Emerging Markets, primarily attributable to the large population base in these regions, coupled with its younger demographic structure and higher birth rates. Additionally, economic growth and rising income across Africa and other Emerging Markets are bolstering consumer purchasing power and creating ample opportunities for our market expansion. Demand for hygiene products, in particular sanitary pads, is also fueled by accelerating urbanization, better infrastructure and rising education levels in Africa and other Emerging Markets, which are shifting people's lifestyles, improving hygiene awareness and increasing the demand for quality hygiene products. According to Frost & Sullivan, the size of the market for baby diapers, baby pants and sanitary pads in Africa has experienced a growth from US\$2.9 billion in 2020 to US\$3.8 billion in 2024, representing a CAGR of 6.8%. This upward trend is projected to continue, with the market size anticipated to reach US\$5.6 billion by 2029 at a CAGR of 7.9% from 2025. Similarly in Latin America and Central Asia, the market size of our products continued to expand from 2020 to 2024 and is expected to grow over the next few years. See "Industry Overview."

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Going forward, we will continue to focus on the African market while expanding into other selected Emerging Markets including Latin America and Central Asia, where sustained economic growth is expected to be supported by population increases and consumption upgrades.

Sales and Distribution Network

We have built an extensive sales network, primarily consisting of wholesalers, distributors, supermarkets and other retailers to reach a broader base of consumers and penetrate the local markets more effectively. Our wholesalers and distributors play an important role in expanding our geographic footprint and driving the sales of our products. As of December 31, 2022, 2023 and 2024 and April 30, 2025, we sold to a total of 2,003, 2,162, 2,225 and 2,132 wholesalers. In 2022, 2023 and 2024 and the four months ended April 30, 2025, we generated revenue of US\$191.2 million, US\$266.5 million, US\$291.3 million and US\$100.2 million, respectively, from wholesalers, which represented 59.8%, 64.8%, 64.1% and 62.1% of our total revenue in the respective periods. As of December 31, 2022, 2023 and 2024 and April 30, 2025, we sold to a total of 293, 410, 461 and 418 distributors. In 2022, 2023 and 2024 and the four months ended April 30, 2025, we generated revenue of US\$106.1 million, US\$127.1 million, US\$145.9 million and US\$54.7 million, respectively, from distributors, which represented 33.2%, 30.9%, 32.1% and 33.9% of our total revenue in the respective periods. See “Business—Sales Channels.” During the Track Record Period, we continued to develop our wholesaler and distributor network and entered into new markets primarily through them, as a result our revenue from sales to them increased.

We expect to continually deepen the reach of our sales network in markets where we hold a leading position such as Ghana in Western Africa. During the Track Record Period, we generated a substantial portion of revenue from sales to customers in Western Africa, where we started our business. Meanwhile, we gradually expanded into and grew fast in Eastern Africa and Middle Africa, as we continued to deepen our sales channels of wholesalers and distributors and expanded from capital cities to other urban districts and further to rural areas, and exported our products to countries surrounding these regions. We also entered into the Latin America and Central Asia markets primarily through wholesalers and distributors and are ready to replicate our success in Africa in these Emerging Markets, which lay a solid foundation for our expansion.

In addition to our wholesalers and distributors, we also expanded to supermarkets and other retailers. This not only provides us with a broader consumer base but also enhances our brand recognition.

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Effectiveness of Advertising and Marketing Activities

The effectiveness of our sales and marketing activities is crucial to our growth. We principally reach our consumers located across Africa, Latin America and Central Asia through our wholesalers and distributors and may offer them special discounts from time to time. We also engage consumers directly and strengthen our brand image through various channels, including partnering with local celebrities such as movie stars and singers, advertising on television and collaborating with supermarkets and other retailers to execute in-store promotional campaigns.

Our advertising and marketing expenses in 2022, 2023 and 2024 and the four months ended April 30, 2025 were US\$1.7 million, US\$1.9 million, US\$2.0 million and US\$0.5 million, respectively. We believe advertising and promotional activities effectively drove our growth during the Track Record Period, and plan to continue to increase our efforts in advertising and promotional activities in the future.

Our Brand Recognition

We believe that the brand loyalty that we have earned among our customers has been key to our growth. We have dedicated significant marketing and promotional efforts and implemented various strategies to enhance our brand recognition and loyalty. See “Business—Branding and Marketing.” During the Track Record Period, we operated multiple brands including our core brand *Softcare*, as well as *Cuettie*, *Veesper*, *Maya* and *Clincleer*, targeting different consumer segments and geographical regions. Our *Softcare* brand has been the most significant contributor to our success to date, earning strong recognition among consumers. In 2025, we were granted a number of awards and recognitions, including “Consumer Choice Awards Kenya 2025—Most Preferred Sanitary Pads & Baby Diapers in Kenya”, “Most Admired Personal Care Brand—Kenya’s Best Brands Awards”, “Ghana—West Africa Business Excellence Awards 2025—Consumer Products Company of The Year” and “National FMCG Awards 2025—Personal Hygiene Brand of The Year.” In 2024, it received the “National FMCG Award—Brand of the Year (Baby Care)” and was honored “Consumer Choice Awards Kenya 2024—Most Preferred Sanitary Pads.” In 2023, *Softcare* ranked eighth in the Top 100 Most Loved Brands by Women in Kenya, among other accolades. We aim to solidify our leading position in the baby and feminine hygiene product industry in Africa and in our other markets by, among other things, enhancing customer recognition and loyalty for our *Softcare* brand through strategic marketing and promotions, as well as our commitment to delivering quality products.

We plan to increase our expenditures on advertising and marketing to further strengthen our brands and market position. See “Future Plans and Use of Proceeds” for details.

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Product Mix

Our success depends to a large extent on our ability to optimize our product mix to satisfy evolving consumer preferences and spending habits. Leveraging our insight into the Emerging Markets in which we operate, we offer a diverse portfolio of products comprising baby diapers, baby pants, sanitary pads and wet wipes, designed to cater to the specific needs of our target consumers. We adopt a multi-brand strategy, pursuant to which we have multiple brands under each product type. See “Business—Our Brands and Products.” For example, we primarily sell baby diapers, our core products, under the *Softcare* brand, which is positioned as a mid-premium offering to capture market opportunities amid consumers’ rising income levels and consumers’ increasing pursuit of well-established brands. Additionally, we offer baby diapers under the mass-market brand *Cuettie*, which aligns with consumers’ purchasing power and needs and is particularly popular among consumers in rural areas. Under the same brand, we also offer multiple SKUs with different product specifications to meet the needs of various consumer groups in different countries. See “Business—Our Brands and Products.”

Typically, different products under different brands vary in product pricing, cost structure and gross profit margin. We have different marketing strategies and promotional budgets for each of our brands and products according to its unique positioning. As a result, our revenue and profitability are affected by our product mix. See “—Description of Selected Items of our Consolidated Statements of Profit or Loss—Revenue” and “—Description of Selected Items of our Consolidated Statements of Profit or Loss—Gross Profit and Gross Profit Margin” for details.

We will continue to evaluate and adjust our product portfolio and focus on products with stronger market demand and higher gross profit margin to enhance our profitability.

Cost of Materials for Production

Our cost of materials for production, which primarily included purchase costs of our raw materials, as well as custom duties and freight and transportation costs directly related to these purchases and changes in inventories in the respective periods, accounted for 88.2%, 86.0%, 85.7% and 84.4% of our total cost of sales in 2022, 2023 and 2024 and the four months ended April 30, 2025, respectively. Consequently, the cost of materials for production significantly affects our results of operations. Our cost of materials for production as a percentage of total revenue decreased from 67.9% in 2022 to 55.9% in 2023 and remained stable at 55.5% in 2024, 55.9% in the four months ended April 30, 2024 and 56.1% in the four months ended April 30, 2025, generally affected by the procurement prices of our major raw materials, which are generally affected by market conditions.

Our major raw materials include mainly (i) fluff pulp; (ii) non-woven fabrics; and (iii) SAP. Over the past few years, the prices of our major raw materials have been volatile. We purchase raw materials mainly from the United States, Japan, South Korea and China. The RISI pulp price index experienced a rise in 2022 to 2,069.6 and fell to 1,904.2 in 2023 and 1,866.1 in 2024. The price of fluff pulp is expected to increase slowly at a CAGR of 1.6% from 2025

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to 2029. For non-woven fabrics, the price decreased from 2022 to 2024 and it is expected such price will continue to decrease at a CAGR of -0.9% from 2025 to 2029. The average market price of SAP increased sharply in 2022, fell back quickly to a lower level in 2023 and remain stable in 2024, and is expected to increase steadily over the next five years. See “Industry Overview—Price Trend of Raw Materials” for details. Our procurement prices of major raw materials generally fluctuate with their prevailing market prices, which in turn affect our gross profit margin. Our overall gross profit margin increased from 23.0% in 2022 to 34.9% in 2023 and further to 35.2% in 2024, and remained relatively stable at 34.9% in the four months ended April 30, 2024 and 33.6% in the four months ended April 30, 2025, partly attributable to the decreases in the market prices of major raw materials. See “—Description of Selected Items of our Consolidated Statements of Profit or Loss—Gross Profit and Gross Profit Margin” for details.

We have comprehensive measures to monitor and manage the supply and cost of our raw materials. See “Business—Our Suppliers” and “Business—Raw Materials” for details.

The table below presents a sensitivity analysis illustrating the impact of changes in cost of materials for production, which primarily included purchase costs of our raw materials, as well as custom duties and freight and transportation costs directly related to these purchases and changes in inventories in the respective periods, with other factors remaining constant, on our profit before tax for the periods indicated:

	Impact on profit before tax for				
	Year ended December 31,			Four months ended April 30,	
	2022	2023	2024	2024	2025
<i>(Impact on profit before tax, expressed in US\$ in thousands)</i>					
Change in cost of materials for production by:					
+5%	(10,861)	(11,504)	(12,612)	(3,902)	(4,522)
+10%	(21,723)	(23,008)	(25,224)	(7,805)	(9,043)
-5%	10,861	11,504	12,612	3,902	4,522
-10%	21,723	23,008	25,224	7,805	9,043

Fluctuation in Foreign Currency Exchange

During the Track Record Period, we operated in various African countries, Peru and El Salvador in Latin America and Kazakhstan in Central Asia with most sales transactions denominated and settled in local statutory currencies. Our profit margins will be negatively affected to the extent that we are unable to increase the selling prices of the products in local statutory currencies to account for any devaluation of local statutory currencies against U.S. dollars and Renminbi. Our purchases were primarily denominated in U.S. dollars and Renminbi. As a result, we are exposed to foreign currency exchange rate risk. We recorded

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foreign exchange losses of US\$4.4 million, US\$13.8 million, US\$0.1 million in 2022, 2023 and 2024, respectively, mainly due to fluctuations in exchange rates of certain local statutory currencies such as Kenyan shillings, Tanzanian shillings and Zambian kwacha. We recorded foreign exchange gains of US\$1.7 million in the four months ended April 30, 2025, mainly due to (i) appreciation in EUR as of April 30, 2025 compared with December 31, 2024, as we had bank deposits denominated in EUR; and (ii) appreciation in certain local statutory currencies such as Western African CFA franc and Central African CFA franc as of April 30, 2025 compared with December 31, 2024. See “—Description of Selected Items of our Consolidated Statements of Profit or Loss—Foreign Exchange Gains (Losses), Net” for details. We also recorded other comprehensive expenses related to exchange differences on translation of foreign operations from functional currency to presentation currency of losses of US\$1.3 million, losses of US\$1.9 million, gains of US\$0.9 million and gains of US\$0.1 million in 2022, 2023 and 2024 and the four months ended April 30, 2025, respectively. We do not currently have any currency hedging policies but we continuously monitor changes in exchange rate and convert our receipts to U.S. dollars taking into account local currency requirements and market conditions as soon as practicable to minimize local currency risks with support from international banks, regional banks as well as national bank resources. We consider foreign exchange risk before entering into a new market, including the risk of foreign currency shortages and fluctuation in the relevant market.

Our Production Capacity and Production Efficiency

Our production capacity is crucial for meeting increasing demand and driving our business growth. As of April 30, 2025, we had eight production plants located in eight different countries in Africa, including Ghana, Kenya, Senegal, Tanzania, Zambia, Cameroon, Uganda and Benin, with a total of 51 production lines. As of April 30, 2025, our production plants had a total designed production capacity⁽¹⁾ of 6,301.2 million pieces of baby diapers, 352.1 million pieces of baby pants, 2,854.1 million pieces of sanitary pads and 9,303.5 million pieces of wet wipes per annum. In August 2025, we commenced operation of a new production plant in El Salvador, which had one production line for manufacturing baby diapers. With our localized manufacturing, we are able to reduce our costs through a greatly shortened chain of sales and connect with our consumers better. To meet rising demand associated with our expanded geographic reach, we plan to further expand our production capacity by upgrading our existing production lines, installing new production lines and building new production plants in select regions. See “Future Plans and Use of Proceeds—Use of Proceeds.” Such strategic expansion will allow us to capitalize on the growing market opportunities and strengthen our competitive position.

Note:

- (1) The designed production capacity is the maximum number of pieces of products which can be produced annually based on the following assumptions: (i) the production lines are operating at full capacity; (ii) there are two shifts per day, with each shift lasting for 10 hours; and (iii) production is scheduled for 26 days per month.

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We also put great emphasis on production efficiency. From this end, we carry out cost analysis regularly and monitor a set of cost indicators. Our research and development team work closely with our production team, equipment team, suppliers and equipment companies to optimize our production process through adjusting our workflow and technical settings. Moving forward, we plan to further increase our investment in digitization and smart technologies to streamline our production processes and enhance overall production efficiency.

Regulatory Environment and Government Policies in Our Target Markets

We operate in a number of countries and our business is affected by applicable laws and regulations in the relevant jurisdictions, including those governing the consumer product industry as well as those related to tax, import tariffs and restrictions and export duties. We are required to obtain various licenses and permits in accordance with the local laws and regulations. Our business will continue to be materially affected by changes in the policies, laws and regulations in such jurisdictions applicable to us.

In addition, the regulatory environment in our target markets has been evolving. New legislation, changes in rules, or changes in the interpretation or enforcement of existing rules and regulations may affect our business practices, increase our capital requirements and impose additional costs on our operations, which could directly affect our future operations and profitability. Tax regimes in the countries in which we operate have also been evolving and may have a material impact on our pricing, sales volume and results of operations.

BASIS OF PREPARATION

Our Company was incorporated in the Cayman Islands as an exempted company with limited liability on February 17, 2022. Upon the completion of the Reorganization detailed in “History, Reorganization and Corporate Structure—Reorganization”, our Company has become the holding company of the companies now comprising our Group.

Historically, the operations of our principal business in Africa (excluding Guinea and Nigeria) and Peru (the “**Relevant Business**”) were conducted by the Predecessor Companies. Before the Relevant Business was spun off by Sunda Group and taken up by our Group, it was owned by Sunda Group, which was in turn held by Mr. Shen, Ms. Yang and the Share Incentive Scheme Grantees. The Predecessor Companies and their business other than the Relevant Business do not form part of our Group.

In preparation for the Listing, the companies comprising our Group underwent the Reorganization in order to spin off the Relevant Business from Sunda Group. After the completion of the Reorganization, our Company became the holding company of the Relevant Business, and our Company is held by Mr. Shen, Ms. Yang and the Share Incentive Scheme Grantees indirectly in the same proportion as they were holding the Relevant Business before the spin-off. The Reorganization mainly involved (i) the acquisition by our Group of principal assets including relevant property, plant and equipment and inventories of the Relevant Business from certain Predecessor Companies in Ghana, Tanzania, Kenya and Senegal, which engaged in the Relevant Business, among other businesses; (ii) transfer of trading companies

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of the Relevant Business in Uganda, Côte d'Ivoire and Peru from the Remaining Sunda Group; (iii) acquisition of certain subsidiaries in Zambia, Uganda, Benin and Cameroon from the Remaining Sunda Group, which solely engaged in the Relevant Business; (iv) acquisition of the PRC and international procurement function of the Relevant Business from the Remaining Sunda Group; and (v) transfer of certain work force of the Relevant Business from the Remaining Sunda Group.

Since the Relevant Business is owned by the same group of shareholders throughout the Track Record Period and before and after the spin-off, it is treated as a continuation of business throughout the Track Record Period regardless of actual date of completion of the Reorganization. The above transactions for the Reorganization were accounted for using merger accounting. The historical financial information reflects the performance of the Relevant Business using the historical amounts from the shareholders' perspective, whereas any consideration paid for the Reorganization in excess of the net assets taken up by our Group was reflected as deemed distribution to the Remaining Sunda Group. For our Group's financial position, assets and liabilities that are specifically attributable to the Relevant Business are included in the historical financial information based on their carrying amounts from the Remaining Sunda Group as if they were included in our Group from January 1, 2022 or from the date of incorporation/establishment, whichever was earlier. For assets and liabilities that were attributable to both the Relevant Business and other businesses of the Remaining Sunda Group, they were not included in the historical financial information. For earnings or losses derived from the Relevant Business attributable to predecessor companies of the Remaining Sunda Group prior to the spun off which was retained by the Remaining Sunda Group, it was reflected as deemed distributions to or contributions from the Remaining Sunda Group and included in "other reserve". Our Directors believe that the segregation of our financial information from the books and records of our principal business from Sunda Group is fair and reasonable.

Our consolidated financial statements for the Track Record Period were prepared in accordance with IFRSs issued by the IASB and the principles of merger accounting for business combination involving business under common control. See Note 2 to the Accountants' Report set out in Appendix I to this prospectus for details.

MATERIAL ACCOUNTING POLICIES AND ESTIMATES

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 material impact on our financial position and operational results. Our management continually evaluates such estimates, assumptions and judgments based on past experience and other factors, including industry practices and expectations of future events which are deemed to be reasonable under the circumstances. We do not expect any material changes to these estimates and assumptions in the foreseeable future.

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We set forth below selected material accounting policies which we believe is important to or involve the most significant estimates, assumptions and judgments for the preparation of our financial statements. Our material accounting policies, estimates, assumptions and judgments, which are important for understanding our financial condition and results of operations, are set forth in details in Notes 4 and 5 to the Accountants' Report set forth in Appendix I to this prospectus.

Selected Material Accounting Policies

Merger Accounting for Business Combination Involving Business under Common Control

We incorporate the financial statement items of our combining entities or businesses in which the common control combination occurs as if they had been consolidated from the date when our combining entities or businesses first came under the control of the controlling party in our consolidated financial information incorporates.

We consolidate the net assets of our combining entities or businesses using the existing book values from the controlling party's perspective. We do not recognize any amount in respect of goodwill or excess of acquirer's interest in the net fair value of acquiree's identifiable assets and liabilities over cost at the time of common control combination, to the extent of the continuation of the controlling party's interest. We include the results of each of the combining entities or businesses from the earliest date presented or since the date when the combining entities or businesses first came under our common control, where this is a shorter period.

Revenue from Contracts with Customers

When another party is involved in providing goods or services to a customer, we determine whether the nature of our promise is a performance obligation to provide the specified goods or services itself (i.e. we are a principal) or to arrange for those goods or services to be provided by the other party (i.e. we are an agent).

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 at a point in time when (or as) a performance obligation is satisfied, i.e. when "control" of the goods or services underlying the particular performance obligation is transferred to the customer.

For contracts that contain variable consideration in relation to rebates to customers, we estimate the amount of consideration to which the customers will be entitled using the most likely amount, which better predicts the amount of consideration to which the customers will be entitled. The estimated amount of variable consideration is included in the transaction price only to the extent that it is highly probable that such an inclusion will not result in a significant revenue reversal in the future when the uncertainty associated with the variable consideration is subsequently resolved. At the end of each period, we update the estimated transaction price (including our assessment of whether an estimate of variable consideration is constrained) to represent faithfully the circumstances present at the end of such period and the changes in circumstances during such period.

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We recognize contract liabilities when our obligation to transfer goods or services to a customer for which we have received consideration (or an amount of consideration is due) from the customer or for revenue relating to the rebates at the time of the initial sales transaction.

Taxation

Income tax expense represents the sum of tax currently payable and deferred tax.

The tax currently payable is based on taxable profit for the year.

We recognize deferred tax on temporary differences between the carrying amounts of assets and liabilities in the historical financial information and the corresponding tax bases used in the computation of taxable profit. We recognize deferred tax liabilities for all taxable temporary differences and deferred tax assets for all deductible temporary differences to the extent that it is probable that taxable profits will be available against which those deductible temporary differences can be utilized.

We measure deferred tax assets and liabilities at the tax rates that are expected to apply in the period when the liability is settled or the asset is realized, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the relevant period.

We made provision for income taxes based on their best estimates of assessable profits at applicable tax rates according to the prevailing tax rules and regulations in the jurisdictions that we are operating in. Subsequent changes in these tax rules and regulations and different interpretation of these tax rules and regulations by the relevant regulators might result in significant changes in provision for taxation.

Inventories

Inventories are stated at the lower of cost and net realizable value. We determine costs of inventories on weighted average method. Net realizable value represents the estimated selling price for inventories less all estimated costs of completion and costs necessary to make the sale. Costs necessary to make the sale include incremental costs directly attributable to the sale and non-incremental costs which our Group must incur to make the sale.

We review inventories aging analysis at the end of each period, and make allowance for obsolete and slow-moving inventory items identified. Estimation of net realizable value are based on the latest invoice prices and current market condition. Where the net realizable value is less than the carrying amount, write-down of inventories may arise. As of December 31, 2022, 2023 and 2024 and April 30, 2025, the carrying amount of inventories is US\$114.7 million, US\$107.7 million, US\$119.4 million and US\$119.7 million, respectively. There was no write-down of inventories considered necessary for such period.

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Financial Liabilities at Amortized Cost

Financial liabilities (including trade and other payables, amounts due to related companies and borrowings) are subsequently measured at amortized cost using the effective interest method.

We derecognize financial liabilities when, and only when, the obligation specified in the relevant contract is discharged, canceled or have expired. The difference between the carrying amount of the financial liability derecognized and the consideration paid and payable is recognized in profit or loss.

Other Financial Liability

A contract that contains an obligation to purchase our Company's equity instruments for cash or other financial assets give rise to a financial liability to be determined based on the present value of the redemption amount.

At initial recognition, we recognize a gross obligation as a financial liability equal to the present value of the redemption amount, with a corresponding debit in equity. The financial liability is subsequently measured at amortized cost with accretion of interest thereon recognized over time and charged to profit or loss as finance cost.

Share-based Payments

Equity-settled share-based payments to employees and others providing similar services are measured at the fair value of the equity instruments at the grant date.

The fair value of the equity-settled share-based payments determined at the grant date without taking into consideration all non-market vesting conditions is expensed on a straight-line basis over the vesting period, based on our estimate of equity instruments that will eventually vest, with a corresponding increase in equity (share-based payment reserve). At the end of each reporting period, we revise our estimate of the number of equity instruments expected to vest based on assessment of all relevant non-market vesting conditions. The impact of the revision of the original estimates, if any, is recognized in profit or loss such that the cumulative expense reflects the revised estimate, with a corresponding adjustment to the share-based payment reserve.

When share options are exercised, the amount previously recognized in share-based payment reserve will be transferred to share capital and share premium, as appropriate. When the share options are forfeited after the vesting date or are still not exercised at the expiry date, the amount as appropriate previously recognized in share-based payment reserve will be transferred to retained profits.

FINANCIAL INFORMATION

Foreign Currencies

We recognize transactions in currencies other than the functional currency of each individual group entity (foreign currencies) at the rates of exchanges prevailing on the dates of the transactions. At the end of each period, we retranslate monetary items denominated in foreign currencies at the rates prevailing at that date. We retranslate non-monetary items carried at fair value that are denominated in foreign currencies at the rates prevailing on the date when the fair value was determined. We do not retranslate non-monetary items that are measured in terms of historical cost in a foreign currency.

We recognize exchange differences arising on the settlement of monetary items, and on the retranslation of monetary items, in profit or loss in the period in which they arise.

For the purposes of presenting the historical financial information, we translate our assets and liabilities into our presentation currency (i.e. US\$) using exchange rates prevailing at the end of each period. We translate income and expenses items at the average exchange rates for such period, unless exchange rates fluctuate significantly during that period, in which case we use the exchange rates at the date of transactions. We recognize exchange differences arising, if any, in other comprehensive income and accumulated in equity under the heading of exchange reserve. We do not reclassify such exchange differences accumulated in the exchange reserve to profit or loss subsequently.

Judgments and Estimates

Inventories

We review inventories aging analysis at the end of each reporting period, and makes allowance for obsolete and slow-moving inventory items identified. Estimation of net realizable value is based on the latest invoice prices and current market condition. Where the net realizable value is less than the carrying amount, write-down of inventories may arise.

Allowance for Credit Losses on Trade Receivables

We have applied simplified approach in IFRS 9 to determine allowance for credit losses on not credit-impaired trade receivables due from non-related party customers based on aged analysis of debtors whereas credit-impaired trade receivables and trade receivables due from related companies are assessed individually with reference to historical observed default rates and forward-looking information, which are reassessed/considered at the end of each period. We disclose the information about trade receivables and the expected credit loss in Notes 18 and 33 to the Accountants' Report set out in Appendix I to this prospectus, respectively, for details. The allowance for credit losses on trade receivables is sensitive to changes in estimates.

FINANCIAL INFORMATION

CONSOLIDATED STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

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

	Year ended December 31,			Four months ended April 30,	
	2022	2023	2024	2024	2025
	(US\$ in thousands)			(unaudited)	
Revenue	319,898	411,369	454,389	139,632	161,310
Cost of sales	(246,365)	(267,621)	(294,238)	(90,848)	(107,101)
Gross profit	73,533	143,748	160,151	48,784	54,209
Other income	46	390	388	30	100
Other gains and losses, net . . .	379	(3,016)	351	(72)	142
Selling and distribution expenses	(8,996)	(13,536)	(15,919)	(4,764)	(5,677)
Administrative expenses	(28,841)	(35,617)	(28,220)	(9,002)	(11,372)
Research expenses	(156)	(341)	(531)	(134)	(257)
Foreign exchange (losses) gains, net	(4,362)	(13,752)	(120)	(686)	1,653
Listing expenses	–	–	(2,555)	(1,035)	(1,408)
Finance costs	(6,982)	(1,388)	(464)	(270)	(443)
Profit before taxation	24,621	76,488	113,081	32,851	36,947
Taxation	(6,231)	(11,808)	(17,970)	(5,192)	(5,844)
Profit for the year/period . . .	18,390	64,680	95,111	27,659	31,103
Other comprehensive (expense)/income					
<i>Item that may be reclassified to profit or loss:</i>					
Exchange differences on translation of foreign operations	(1,264)	(1,867)	880	233	141
Other comprehensive (expense)/income for the year/period	(1,264)	(1,867)	880	233	141
Total comprehensive income for the year/period attributable to owners of the Company	17,126	62,813	95,991	27,892	31,244

FINANCIAL INFORMATION

NON-IFRS FINANCIAL MEASURE

We believe that the presentation of non-IFRS measures, namely adjusted profit (non-IFRS measure) and adjusted net profit margin (non-IFRS measure), facilitates comparisons of operating performance from year to year and from period to period and provides useful information for investors and others to understand and evaluate our consolidated results of operations in the same manner as they help our management by eliminating the impact of certain items. However, such non-IFRS financial measures we presented may not be directly comparable to similar measures presented by other companies. The use of adjusted profit (non-IFRS measure) and adjusted net profit margin (non-IFRS measure) has limitations as analytical tools, and you should not consider them in isolation from, or as a substitute for analysis of, our results of operations or financial condition as reported under IFRSs.

We define adjusted profit (non-IFRS measure) for the year/period after excluding the effects of listing expenses. We exclude listing expenses arising from activities relating to the Listing. We define adjusted net profit margin (non-IFRS measure) as adjusted profit (non-IFRS measure) divided by revenue for the year/period and multiplied by 100%.

The following table reconciles our adjusted profit (non-IFRS measure) for the years/periods presented to profit for the years/periods, which is presented in accordance with IFRSs:

	Year ended December 31,			Four months ended April 30,	
	2022	2023	2024	2024	2025
	<i>(US\$ in thousands, except percentages)</i>				
	<i>(unaudited)</i>				
Reconciliation of net profit to adjusted net profit (non-IFRS measure)					
Profit for the year/period . . .	18,390	64,680	95,111	27,659	31,103
Add:					
Listing expenses	—	—	2,555	1,035	1,408
Adjusted profit (non-IFRS measure) for the year/period . . .	<u>18,390</u>	<u>64,680</u>	<u>97,666</u>	<u>28,694</u>	<u>32,511</u>
Adjusted net profit margin (non-IFRS measure).	<u>5.7%</u>	<u>15.7%</u>	<u>21.5%</u>	<u>20.5%</u>	<u>20.2%</u>

FINANCIAL INFORMATION

Our adjusted profit (non-IFRS measure) for the year/period increased significantly from US\$18.4 million in 2022 to US\$64.7 million in 2023 and by 51.0% to US\$97.7 million in 2024, mainly as a result of our sales growth, increasing gross profit margin, a decrease in foreign exchange losses and a decrease in royalty fees recorded under administrative expenses following the transfer of trademarks from the Remaining Sunda Group to us as part of the Reorganization.

Our adjusted profit (non-IFRS measure) for the year/period increased from US\$28.7 million in the four months ended April 30, 2024 to US\$32.5 million in the four months ended April 30, 2025 by 13.3%, mainly as a result of our sales growth and an increase in our gross profit.

DESCRIPTION OF SELECTED ITEMS OF OUR CONSOLIDATED STATEMENTS OF PROFIT OR LOSS

Revenue

During the Track Record Period, we generated revenue from the manufacturing and sales of baby and feminine hygiene products including baby diapers, baby pants, sanitary pads and wet wipes under various brands, namely *Softcare*, our core brand, *Veesper*, our brand for Latin America such as Peru, and *Maya*, *Cuettie* and *Clincleer*, brands tailored to the mass market. See “Business—Our Brands and Products” for details.

Our revenue grew steadily throughout the Track Record Period. In 2022, 2023 and 2024 and the four months ended April 30, 2025, our revenue was US\$319.9 million, US\$411.4 million, US\$454.4 million and US\$161.3 million, respectively.

Our revenue growth during the Track Record Period was primarily attributable to:

- (i) our continued efforts in deepening the reach of our sales network within our existing markets, across Africa and into other Emerging Markets. In terms of existing markets where we maintain a leading position, we continued to increase our penetration from capital cities to other urban districts and further into rural areas, while also exporting our products to countries surrounding these regions. In Africa, we gradually expanded our footprints from Western and Eastern Africa to Middle Africa. Globally, we expanded into Latin America and Central Asia; and
- (ii) an increase in demand for our products, as a result of (a) the growth in market demands of hygiene products attributable to factors including large population, economic advancement, increased urbanization, rising education level of our target markets; (b) our enhanced brand recognition due to our dedicated marketing and promotional efforts; and (c) the optimization of our product offerings appealing to the differentiated target consumer groups.

On the other hand, our revenue could be adversely affected by the fluctuations in foreign exchange rates during the Track Record Period.

FINANCIAL INFORMATION

Revenue by Product Type

During the Track Record Period, a majority of our revenue was generated from baby diapers. Our revenue from sales of baby diapers was US\$250.7 million, US\$324.0 million, US\$341.9 million and US\$115.8 million in 2022, 2023 and 2024 and the four months ended April 30, 2025, respectively, accounting for 78.4%, 78.7%, 75.3% and 71.8% of our total revenue in the corresponding periods. Sanitary pad was our second largest product type by revenue contribution and contributed revenue of US\$43.1 million, US\$61.7 million, US\$77.5 million and US\$29.9 million in 2022, 2023 and 2024 and the four months ended April 30, 2025, respectively, accounting for 13.5%, 15.0%, 17.0% and 18.5% of our total revenue in the corresponding periods. Leveraging our brand recognition and sales network, the contribution of our sanitary pads to total revenue increased consistently throughout the Track Record Period.

The following table sets forth our revenue by product type for the periods indicated:

	Year ended December 31,						Four months ended April 30,			
	2022		2023		2024		2024		2025	
	Revenue	% of total	Revenue	% of total	Revenue	% of total	Revenue	% of total	Revenue	% of total
<i>(US\$ in thousands, except percentages)</i>										
<i>(unaudited)</i>										
Baby diapers . .	250,651	78.4	323,964	78.7	341,931	75.3	106,455	76.2	115,844	71.8
Sanitary pads . .	43,079	13.5	61,731	15.0	77,465	17.0	24,092	17.3	29,939	18.5
Baby pants . . .	17,396	5.4	13,046	3.2	20,516	4.5	4,784	3.4	9,288	5.8
Wet wipes . . .	8,772	2.7	12,628	3.1	14,477	3.2	4,301	3.1	6,239	3.9
Total	319,898	100.0	411,369	100.0	454,389	100.0	139,632	100.0	161,310	100.0

The following table sets forth our sales volume and ASP by product type for the periods indicated:

	Year ended December 31,						Four months ended April 30,			
	2022		2023		2024		2024		2025	
	Sales volume	ASP	Sales volume	ASP	Sales volume	ASP	Sales volume	ASP	Sales volume	ASP
	<i>Piece in million</i>	<i>US cent per piece</i>	<i>Piece in million</i>	<i>US cent per piece</i>	<i>Piece in million</i>	<i>US cent per piece</i>	<i>Piece in million</i>	<i>US cent per piece</i>	<i>Piece in million</i>	<i>US cent per piece</i>
Baby diapers . .	2,994.6	8.37	3,713.6	8.72	4,122.7	8.29	1,282.9	8.30	1,397.1	8.29
Sanitary pads . .	958.2	4.50	1,332.5	4.63	1,634.3	4.74	527.0	4.57	614.3	4.87
Baby pants . . .	168.6	10.32	137.5	9.49	239.1	8.58	54.3	8.81	108.0	8.60
Wet wipes . . .	841.8	1.04	1,231.6	1.03	1,497.5	0.97	464.5	0.93	653.4	0.95
Total	4,963.2		6,415.2		7,493.6		2,328.7		2,772.8	

FINANCIAL INFORMATION

Baby Diapers

During the Track Record Period, we primarily sold our baby diapers under *Softcare* brand and *Cuettie* brand targeting at different consumer groups. The following table sets forth our revenue from sales of baby diapers by brand for the periods indicated:

	Year ended December 31,						Four months ended April 30,			
	2022		2023		2024		2024		2025	
	Revenue	% of total	Revenue	% of total	Revenue	% of total	Revenue	% of total	Revenue	% of total
<i>(US\$ in thousands, except percentages)</i>										
<i>(unaudited)</i>										
Softcare	185,568	74.0	235,137	72.6	253,707	74.2	77,148	72.5	88,032	76.0
Cuettie	62,542	25.0	83,646	25.8	77,968	22.8	26,718	25.1	22,732	19.6
Veesper	297	0.1	3,658	1.1	7,342	2.1	1,851	1.7	3,672	3.2
Maya	2,244	0.9	1,523	0.5	2,914	0.9	738	0.7	1,408	1.2
Total	250,651	100.0	323,964	100.0	341,931	100.0	106,455	100.0	115,844	100.0

The following table sets forth the sales volume and ASP of baby diapers by brand for the periods indicated:

	Year ended December 31,						Four months ended April 30,			
	2022		2023		2024		2024		2025	
	Sales volume	ASP	Sales volume	ASP	Sales volume	ASP	Sales volume	ASP	Sales volume	ASP
	<i>Piece in million</i>	<i>US cent per piece</i>	<i>Piece in million</i>	<i>US cent per piece</i>	<i>Piece in million</i>	<i>US cent per piece</i>	<i>Piece in million</i>	<i>US cent per piece</i>	<i>Piece in million</i>	<i>US cent per piece</i>
Softcare	2,021.2	9.18	2,537.9	9.27	2,889.2	8.78	889.6	8.67	1,012.1	8.70
Cuettie	939.3	6.66	1,124.8	7.44	1,125.9	6.92	365.9	7.30	332.1	6.84
Veesper	2.1	14.14	27.8	13.16	61.0	12.04	15.2	12.18	30.2	12.16
Maya	32.0	7.01	23.1	6.59	46.6	6.25	12.2	6.05	22.7	6.20
Total	2,994.6	8.37	3,713.6	8.72	4,122.7	8.29	1,282.9	8.30	1,397.1	8.29

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Our revenue from sales of baby diapers increased by 29.2% from US\$250.7 million in 2022 to US\$324.0 million in 2023. The sales volume of baby diapers increased by 24.0% from 2,994.6 million pieces in 2022 to 3,713.6 million pieces in 2023. Such increase was mainly driven by:

- (i) an increase in revenue from sales of baby diapers under *Softcare* brand from US\$185.6 million in 2022 to US\$235.1 million in 2023, mainly attributable to the increase in revenue in (a) Cameroon by US\$25.1 million, as we generated revenue for full year of 2023, while we only entered into the market in the fourth quarter of 2022; (b) Senegal by US\$6.4 million, due to the increased market penetration, reflecting our strategy to expand from capital city to its surrounding urban areas, and further to rural areas and the appreciation of local currency in 2023; and (c) Kenya by US\$4.7 million, due to our improved brand recognition; and
- (ii) an increase in revenue from sales of baby diapers under *Cuettie* brand from US\$62.5 million in 2022 to US\$83.6 million in 2023, mainly attributable to the increase in revenue in (a) Côte d'Ivoire by US\$8.0 million, as our products, which tailored to the consumption patterns of our consumers, were well-received in the market. The increase in revenue in Côte d'Ivoire was also attributable to the appreciation of local currency in 2023; and (b) Ghana by US\$5.5 million, caused by the upward price adjustments made in late 2022 in response to fluctuation of the local currency.

Our revenue from sales of baby diapers increased by 5.5% from US\$324.0 million in 2023 to US\$341.9 million in 2024. The sales volume of baby diapers increased by 11.0% from 3,713.6 million pieces in 2023 to 4,122.7 million pieces in 2024. Such increase was mainly driven by:

- (i) an increase in revenue from sales of baby diapers under *Softcare* brand from US\$235.1 million in 2023 to US\$253.7 million in 2024, mainly attributable to (a) an increase in revenue from sales to customers in Kenya by US\$13.2 million, due to our improved brand recognition supported by favorable market conditions such as economic development; and (b) an increase in revenue from customers in Middle Africa by US\$5.6 million as we further expanded our business in 2024; and
- (ii) an increase in revenue from sales of baby diaper under *Veesper* brand from US\$3.7 million in 2023 to US\$7.3 million in 2024, reflecting our efforts in penetrating into the Peru market; partially offset by
- (iii) a decrease in revenue from sales of baby diapers under *Cuettie* brand from US\$83.6 million in 2023 to US\$78.0 million in 2024, mainly attributable to a decrease in revenue in Ghana by US\$5.0 million as local currency devaluated and our sales volume decreased in 2024 as compared to 2023.

FINANCIAL INFORMATION

Our revenue from sales of baby diapers increased by 8.8% from US\$106.5 million in the four months ended April 30, 2024 to US\$115.8 million in the same period of 2025. The sales volume of baby diapers increased by 8.9% from 1,282.9 million pieces in the four months ended April 30, 2024 to 1,397.1 million pieces in the same period of 2025. Such increase was mainly driven by:

- (i) an increase in revenue from sales of baby diapers under *Softcare* brand from US\$77.1 million in the four months ended April 30, 2024 to US\$88.0 million in the same period of 2025, mainly attributable to an increase in revenue from sales to customers in the Democratic Republic of the Congo by US\$4.5 million, Zimbabwe by US\$2.2 million and Ghana by US\$2.0 million driven by our business expansion in 2025;
- (ii) an increase in revenue from sales of baby diapers under *Veesper* brand from US\$1.9 million in the four months ended April 30, 2024 to US\$3.7 million in same period of 2025, driven by our business expansion of Peru in 2025; partially offset by
- (iii) a decrease in revenue from sales of baby diapers under *Cuettie* brand from US\$26.7 million in the four months ended April 30, 2024 to US\$22.7 million in the same period of 2025, primarily due to a shift in consumers' preference from our mass-market *Cuettie* brand to our mid-premium *Softcare* brand in Ghana and Benin.

Sanitary Pads

During the Track Record Period, we sold our sanitary pads primarily under *Softcare* brand, leveraging the strong brand recognition of *Softcare* in the baby diaper category. The following table sets forth our revenue from sales of sanitary pads by brand for the periods indicated:

	Year ended December 31,						Four months ended April 30,			
	2022		2023		2024		2024		2025	
	Revenue	% of total	Revenue	% of total	Revenue	% of total	Revenue	% of total	Revenue	% of total
(US\$ in thousands, except percentages)										
(unaudited)										
Softcare	42,317	98.2	59,983	97.2	75,239	97.1	23,402	97.2	29,185	97.5
Veesper	66	0.2	763	1.2	1,268	1.6	348	1.4	534	1.8
Clincleer	696	1.6	985	1.6	958	1.3	342	1.4	220	0.7
Total	43,079	100.0	61,731	100.0	77,465	100.0	24,092	100.0	29,939	100.0

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The following table sets forth the sales volume and ASP of sanitary pads by brand for the periods indicated:

	Year ended December 31,						Four months ended April 30,			
	2022		2023		2024		2024		2025	
	Sales volume	ASP	Sales volume	ASP	Sales volume	ASP	Sales volume	ASP	Sales volume	ASP
	Piece in million	US cent per piece	Piece in million	US cent per piece	Piece in million	US cent per piece	Piece in million	US cent per piece	Piece in million	US cent per piece
Softcare	934.1	4.53	1,281.5	4.68	1,575.6	4.78	507.3	4.61	596.4	4.89
Veesper	1.3	5.08	16.1	4.74	28.2	4.50	7.4	4.70	11.5	4.64
Clincleer	22.8	3.05	34.9	2.82	30.5	3.14	12.3	2.78	6.4	3.44
Total	958.2	4.50	1,332.5	4.63	1,634.3	4.74	527.0	4.57	614.3	4.87

Our revenue from sales of sanitary pads increased by 43.3% from US\$43.1 million in 2022 to US\$61.7 million in 2023. The sales volume of sanitary pads increased by 39.1% from 958.2 million pieces in 2022 to 1,332.5 million pieces in 2023. Such increase was mainly driven by an increase in revenue from sales of sanitary pads under *Softcare* brand in:

- (i) Eastern Africa by US\$11.8 million. In Kenya and Tanzania, the increase in revenue was primarily attributable to improved brand recognition and the successful launch of products with package designs and specification that suit the taste and habits of local consumers. In particular, our Softcare Purple sanitary pads launched in various countries in Eastern Africa had become one of our most popular products as we believe the design and packaging suit well to the consumption patterns of our consumers. In Uganda, our revenue increased as our market share improved; and
- (ii) Middle Africa by US\$3.7 million. In Cameroon, our revenue increased as we generated revenue for the full year of 2023, while we only entered into the market in the fourth quarter of 2022.

Our revenue from sales of sanitary pads increased by 25.5% from US\$61.7 million in 2023 to US\$77.5 million in 2024. The sales volume of sanitary pads increased by 22.6% from 1,332.5 million pieces in 2023 to 1,634.3 million pieces in 2024. Such increase was mainly driven by an increase in revenue from sales of sanitary pads under *Softcare* brand in Eastern Africa, in particular Kenya, Uganda and Tanzania. In Kenya, where revenue from sales of sanitary pads increased by US\$4.4 million in 2024 as compared to 2023, the demand of our sanitary pads increased due to the favorable market conditions such as economic development. In Uganda, where revenue from sales of sanitary pads increased by US\$3.7 million in 2024 as compared to 2023, we continued to gain market share. In Tanzania, where revenue from sales of sanitary pads increased by US\$2.5 million in 2024 as compared to 2023, we improved our market penetration and expanded into rural areas leveraging our sales network for our baby diapers.

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Our revenue from sales of sanitary pads increased by 24.3% from US\$24.1 million in the four months ended April 30, 2024 to US\$29.9 million in the same period of 2025. The sales volume of sanitary pads increased by 16.6% from 527.0 million pieces in the four months ended April 30, 2024 to 614.3 million pieces in the same period of 2025. Such increase was mainly driven by (i) an increase in the sales of sanitary pads in Uganda by US\$1.9 million and Tanzania by US\$1.3 million due to expansion of sales network; (ii) an increase in the export sales of sanitary pads to surrounding regions of Zambia by US\$1.2 million; and (iii) an increase in the sales of sanitary pads in Ghana due to introduction of new versions of sanitary pad products.

Baby Pants

Our revenue from sales of baby pants was US\$17.4 million, US\$13.0 million, US\$20.5 million and US\$9.3 million in 2022, 2023 and 2024 and the four months ended April 30, 2025, respectively, accounting for 5.4%, 3.2%, 4.5% and 5.8% of our total revenue in corresponding periods.

Our revenue from sales of baby pants decreased by 25.0% from US\$17.4 million in 2022 to US\$13.0 million in 2023. This decrease was primarily attributable to a decrease in sales volume of baby pants by 18.4% from 168.6 million pieces in 2022 to 137.5 million pieces in 2023, reflecting (i) a significant decrease in sales volume of baby pants in Uganda, as affected by the tax bill that came into effect in July 2023 to put a 18% value-added tax (“VAT”) levy on baby diaper products, covering our baby diapers and baby pants. In response, we lowered our pre-tax selling of baby pants sold in Uganda in 2023 to counteract the impact of the new VAT to maintain our competitiveness. In 2022 and 2023, Uganda contributed 34.6% and 31.9% of the sales volume of our baby pants, respectively; and (ii) a decrease in sales volume of baby pants in Western Africa in 2023 as our production of baby pants was temporarily suspended during the relocation of production facilities from Ghana to Uganda.

Our revenue from sales of baby pants increased by 57.3% from US\$13.0 million in 2023 to US\$20.5 million in 2024. This increase was primarily attributable to an increase in sales volume by 73.9% from 137.5 million pieces in 2023 to 239.1 million pieces in 2024, primarily due to increased sales of baby pants in Eastern Africa including Uganda, Kenya and Tanzania as our production of baby pants began in April 2023 after the relocation of production facilities from Ghana to Uganda.

Our revenue from sales of baby pants increased by 94.1% from US\$4.8 million in the four months ended April 30, 2024 to US\$9.3 million in the same period of 2025. This increase was primarily attributable to an increase in sales volume by 98.9% from 54.3 million pieces in the four months ended April 30, 2024 to 108.0 million pieces in the same period of 2025, primarily due to the increased sales of baby pants in Uganda from US\$2.2 million in the four months ended April 30, 2024 to US\$5.3 million in the same period of 2025 attributable to a shift in consumers’ preference from baby diapers to baby pants in Uganda.

FINANCIAL INFORMATION

Wet Wipes

Our revenue from sales of wet wipes was US\$8.8 million, US\$12.6 million, US\$14.5 million and US\$6.2 million in 2022, 2023 and 2024 and the four months ended April 30, 2025, respectively, accounting for 2.7%, 3.1%, 3.2% and 3.9% of our total revenue in the corresponding periods.

Our revenue from sales of wet wipes increased by 44.0% from US\$8.8 million in 2022 to US\$12.6 million in 2023. This increase was primarily attributable to a significant increase in sales volume of wet wipes by 46.3% from 841.8 million pieces in 2022 to 1,231.6 million pieces in 2023, mainly driven by our enhanced marketing efforts. We offered our wet wipes in bundle with our baby diapers or sanitary pads to allow consumers to try our wet wipes, thereby improving market acceptance.

Our revenue from sales of wet wipes increased by 14.6% from US\$12.6 million in 2023 to US\$14.5 million in 2024. This increase was primarily attributable to an increase in sales volume by 21.6% from 1,231.6 million pieces in 2023 to 1,497.5 million pieces in 2024 as we continued to promote our wet wipes and offered them in bundle with our baby diapers and sanitary pads.

Our revenue from sales of wet wipes increased by 45.1% from US\$4.3 million in the four months ended April 30, 2024 to US\$6.2 million in the same period of 2025. This increase was primarily attributable to an increase in sales volume by 40.7% from 464.5 million pieces in the four months ended April 30, 2024 to 653.4 million pieces in the same period of 2025 as our wet wipes gained higher market acceptance.

FINANCIAL INFORMATION

Revenue by Geographic Location

During the Track Record Period, our revenue was predominately generated from the sales to customers located in Western and Eastern Africa, where we achieved our first localized manufacturing of products in Ghana and Tanzania in 2018 and gradually expanded to Senegal, Kenya and other countries across Western and Eastern Africa and sold our products to customers there. As we commenced our production in Cameroon in the fourth quarter of 2022, revenue contribution from sales to customers in Middle Africa began to increase. We also derived a small portion of revenue from sales to customers in Peru and El Salvador in Latin America and Kazakhstan in Central Asia. The following table sets forth a breakdown of revenue by location of customers, each expressed in the absolute amount and as a percentage of our total revenue, for the periods indicated:

Year ended December 31,						Four months ended April 30,			
2022		2023		2024		2024		2025	
Revenue	%	Revenue	%	Revenue	%	Revenue	%	Revenue	%
(US\$ in thousands, except percentages)									
(unaudited)									

Western Africa:

Ghana	72,880	22.8	73,768	17.9	65,965	14.5	21,922	15.7	23,049	14.3
Senegal	35,934	11.2	44,540	10.8	45,283	10.0	15,994	11.5	15,048	9.3
Côte d'Ivoire	29,024	9.1	42,049	10.2	44,269	9.7	13,601	9.7	13,165	8.2
Benin	3,747	1.2	5,988	1.5	4,508	1.0	1,744	1.2	2,238	1.4
Others ⁽¹⁾	<u>23,563</u>	<u>7.3</u>	<u>30,946</u>	<u>7.5</u>	<u>34,965</u>	<u>7.7</u>	<u>10,480</u>	<u>7.5</u>	<u>10,159</u>	<u>6.3</u>
Sub-total	165,148	51.6	197,291	47.9	194,990	42.9	63,741	45.6	63,659	39.5

Eastern Africa:

Kenya	60,357	18.9	70,216	17.1	90,453	19.9	26,653	19.1	30,778	19.1
Tanzania	29,122	9.1	34,636	8.4	41,397	9.1	12,884	9.2	14,800	9.2
Uganda	24,553	7.7	30,715	7.5	38,615	8.5	11,097	7.9	15,896	9.9
Zambia	31,385	9.8	33,253	8.1	27,132	6.0	9,594	6.9	8,071	5.0
Others ⁽²⁾	<u>2,927</u>	<u>0.9</u>	<u>2,978</u>	<u>0.7</u>	<u>9,136</u>	<u>2.1</u>	<u>1,554</u>	<u>1.1</u>	<u>5,383</u>	<u>3.3</u>
Sub-total	148,344	46.4	171,798	41.8	206,733	45.6	61,782	44.2	74,928	46.5

Middle Africa:

Cameroon	5,015	1.6	35,403	8.6	30,436	6.7	10,320	7.4	10,971	6.8
Others ⁽³⁾	<u>1,028</u>	<u>0.3</u>	<u>1,709</u>	<u>0.4</u>	<u>12,716</u>	<u>2.8</u>	<u>1,399</u>	<u>1.1</u>	<u>6,357</u>	<u>3.8</u>
Sub-total	6,043	1.9	37,112	9.0	43,152	9.5	11,719	8.5	17,328	10.6

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Year ended December 31,							Four months ended April 30,			
2022		2023		2024			2024		2025	
Revenue	%	Revenue	%	Revenue	%		Revenue	%	Revenue	%
(US\$ in thousands, except percentages)										
(unaudited)										
Latin America:										
Peru	363	0.1	5,168	1.3	9,298	2.0	2,390	1.7	4,717	2.9
El Salvador . .	—	—	—	—	111	— ⁽⁴⁾	—	—	568	0.4
Sub-total . . .	363	0.1	5,168	1.3	9,409	2.0	2,390	1.7	5,285	3.3
Central Asia:										
Kazakhstan . .	—	—	—	—	105	— ⁽⁴⁾	—	—	110	0.1
Total	319,898	100.0	411,369	100.0	454,389	100.0	139,632	100.0	161,310	100.0

Notes:

- (1) Other countries in Western Africa primarily include Mali, Liberia, Burkina Faso, the Gambia, Guinea-Bissau, Sierra Leone, Niger, Togo, Guinea and Mauritania.
- (2) Other countries in Eastern Africa primarily include Zimbabwe, Burundi, Malawi, South Sudan, Somalia, Madagascar, Mozambique and Rwanda.
- (3) Other countries in Middle Africa primarily include the Democratic Republic of the Congo, the Central African Republic, Chad, Gabon and the Republic of the Congo.
- (4) Less than 0.1%.

Western Africa

Our revenue from sales to customers in Western Africa increased by 19.5% from US\$165.1 million in 2022 to US\$197.3 million in 2023, mainly reflecting:

- (i) an increase in sales to customers in Côte d'Ivoire from US\$29.0 million in 2022 to US\$42.0 million in 2023, primarily attributable to the increase in sales of baby diapers under *Cuettie* brand, as our products, which tailored to the consumption patterns of local consumers, were well-received in the market; and
- (ii) an increase in sales to customers in Senegal from US\$35.9 million in 2022 to US\$44.5 million in 2023, primarily attributable to the increase in sales of baby diapers under *Softcare* brand due to the increased market penetration, reflecting our strategy to expand from capital city to its surrounding urban areas and further to rural areas, and the appreciation of local currency in 2023.

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Our revenue from sales to customers in Western Africa remained stable at US\$197.3 million and US\$195.0 million in 2023 and 2024, respectively.

Our revenue from sales to customers in Ghana decreased from US\$73.8 million in 2023 to US\$66.0 million in 2024, primarily because of devaluation of local currency in 2024, despite increase in sales volume in 2024 compared to 2023.

Our revenue from sales to customers in Western Africa remain stable in both US\$63.7 million in the four months ended April 30, 2024 and in the same period of 2025, primarily because of (i) an increase in sales to customers in Ghana; offset by (ii) depreciation of local currencies such as Ghanaian cedi, Western African CFA franc and Central African CFA franc in the four months ended April 30, 2025 compared with the four months ended April 30, 2024.

Eastern Africa

Our revenue from sales to customers in Eastern Africa increased by 15.8% from US\$148.3 million in 2022 to US\$171.8 million in 2023, mainly reflecting:

- (i) an increase in sales to customers in Kenya from US\$60.4 million in 2022 to US\$70.2 million in 2023, primarily attributable to our improved brand recognition;
- (ii) an increase in sales to customers in Uganda from US\$24.6 million in 2022 to US\$30.7 million in 2023, primarily due to the increased market share; and
- (iii) an increase in sales to customers in Tanzania from US\$29.1 million in 2022 to US\$34.6 million in 2023, primarily attributable to further penetration to rural areas through expansion of our wholesaler and distributor network.

Our revenue from sales to customers in Eastern Africa increased by 20.3% from US\$171.8 million in 2023 to US\$206.7 million in 2024, mainly reflecting an increase in sales to customers in Kenya from US\$70.2 million in 2023 to US\$90.5 million in 2024, primarily attributable to our improved brand recognition supported by favorable market conditions.

Our revenue from sales to customers in Zambia decreased from US\$33.3 million in 2023 to US\$27.1 million in 2024, primarily because of devaluation of local currency in 2024, despite increase in sales volume in 2024 compared to 2023.

Our revenue from sales to customers in Eastern Africa increased by 21.3% from US\$61.8 million in the four months ended April 30, 2024 to US\$74.9 million in the same period of 2025, mainly because of (i) an increase in sales to customers in Kenya, Tanzania and Uganda due to expansion of sales network; (ii) the appreciation of local currency in Kenya, leading to an increase in revenue denominated in US\$; and (iii) an increase in export sales to customers in the surrounding regions of Zambia.

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Middle Africa

Our revenue from sales to customers in Middle Africa increased significantly from US\$6.0 million in 2022 to US\$37.1 million in 2023, mainly reflecting a significant increase in sales to customers in Cameroon from US\$5.0 million in 2022 to US\$35.4 million in 2023 as we generated revenue from full year of 2023, while we only entered into the Cameroon market in the fourth quarter of 2022.

Our revenue from sales to customers in Middle Africa increased by 16.3% from US\$37.1 million in 2023 to US\$43.2 million in 2024, mainly reflecting the expansion of our reach in various countries in Middle Africa.

Our revenue from sales to customers in Cameroon decreased from US\$35.4 million to US\$30.4 million in 2024, primarily because our sales volume decreased due to intensified competition with other market players and we adjusted our selling prices downwards to reinforce our market position.

Our revenue from sales to customers in Middle Africa increased by 47.9% from US\$11.7 million in the four months ended April 30, 2024 to US\$17.3 million in the same period of 2025, mainly reflecting (i) the increased sales to customers in the Democratic Republic of the Congo from US\$1.0 million in the four months ended April 30, 2024 to US\$5.9 million in the same period of 2025 driven by our business expansion; and (ii) the increased sales in Cameroon from US\$10.3 million in the four months ended April 30, 2024 to US\$11.0 million in the same period of 2025, driven by increased sales of baby diapers.

Latin America

Our revenue from sales to customers in Latin America increased significantly from US\$0.4 million in 2022 to US\$5.2 million in 2023; increased by 82.1% from US\$5.2 million in 2023 to US\$9.4 million in 2024; and increased from US\$2.4 million in the four months of April 30, 2024 to US\$5.3 million in the same period of 2025, mainly reflecting our efforts to penetrate into this market.

Central Asia

We recorded revenue from sales to customers in Kazakhstan in Central Asia of US\$0.1 million in 2024 and in the four months ended April 30, 2025, as we expanded to Kazakhstan during the year.

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Cost of Sales

During the Track Record Period, our cost of sales primarily consisted of (i) cost of materials for production, which primarily included purchase costs of our raw materials, as well as custom duties and freight and transportation costs directly related to these purchases and changes in inventories in the respective periods; (ii) depreciation arising from our production facilities and right-of-use assets; (iii) staff costs, which primarily represent salaries and wages, retirement benefits and staff welfare of our production personnel; and (iv) cost of OEM products sold. The following table sets forth a breakdown of our cost of sales for the periods indicated:

Year ended December 31,						Four months ended April 30,			
2022		2023		2024		2024		2025	
Amount	% of total	Amount	% of total	Amount	% of total	Amount	% of total	Amount	% of total

(US\$ in thousands, except percentages)

(unaudited)

Cost of

materials for

production . .	217,228	88.2	230,076	86.0	252,235	85.7	78,047	85.9	90,432	84.4
Depreciation . .	6,605	2.7	7,480	2.8	7,914	2.7	2,191	2.4	2,706	2.5
Staff costs . . .	6,270	2.5	8,071	3.0	9,475	3.2	2,810	3.1	3,178	3.0

Cost of OEM

products

sold	159	0.1	1,214	0.5	2,762	0.9	1,103	1.2	3,095	2.9
Others ⁽¹⁾	16,103	6.5	20,780	7.7	21,852	7.5	6,697	7.4	7,690	7.2
Total	246,365	100.0	267,621	100.0	294,238	100.0	90,848	100.0	107,101	100.0

Note:

- (1) Others primarily included utility expenses, short-term leases, repair and maintenance, quality control expenses, and other miscellaneous expenses incurred for our production.

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Gross Profit and Gross Profit Margin

The following table sets forth a breakdown of our gross profit and gross profit margin by product type for the periods indicated:

	Year ended December 31,						Four months ended April 30,			
	2022		2023		2024		2024		2025	
	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 (%)
<i>(US\$ in thousands, except percentages)</i>										
<i>(unaudited)</i>										
Baby diapers . .	57,701	23.0	115,249	35.6	117,112	34.3	37,487	35.2	38,074	32.9
Sanitary pads . .	8,119	18.8	18,742	30.4	29,713	38.4	8,101	33.6	10,496	35.1
Baby pants . . .	4,329	24.9	3,553	27.2	5,797	28.3	1,252	26.2	2,838	30.6
Wet wipes . . .	3,384	38.6	6,204	49.1	7,529	52.0	1,944	45.2	2,801	44.9
Total	73,533	23.0	143,748	34.9	160,151	35.2	48,784	34.9	54,209	33.6

In 2022, 2023 and 2024 and the four months ended April 30, 2025, our gross profit amounted to US\$73.5 million, US\$143.7 million, US\$160.2 million and US\$54.2 million, respectively, achieving a gross profit margin of 23.0%, 34.9%, 35.2% and 33.6% in the respective periods. Baby diapers had the largest contribution to our total gross profit among all product types.

The gross profit margins of our products are primarily influenced by our pricing ability, which is closely related to our brand recognition and market acceptance. For instance, our leading position in the African baby diaper market allows us to maintain our prices despite competitive challenges and even raise them depending on market conditions and our marketing strategies, thereby allowing us to achieve higher profit margins. Additionally, our gross profit margin is impacted by the market prices of major raw materials including fluff pulp, non-woven fabrics and SAP. We experienced a decrease in average procurement prices of fluff pulp, non-woven fabrics and SAP in 2023 and 2024, which was driven by the subsiding of supply chain disruption caused by the COVID-19 pandemic. Different products have different mix of raw materials. Therefore, changes in the market prices of raw materials may have varying degrees of impact on the gross profit margin of different products.

Baby Diapers

Gross profit margin of baby diapers increased from 23.0% in 2022 to 35.6% in 2023, primarily due to a decrease in average procurement price of fluff pulp, non-woven fabrics and SAP. In 2023, the average procurement prices of fluff pulp, non-woven fabrics and SAP decreased by approximately 15%, 15% and 30% in 2023, respectively, as compared to those in 2022, affected by market conditions.

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Gross profit margin of baby diapers decreased slightly from 35.6% in 2023 to 34.3% in 2024, primarily due to a decrease in ASP of our baby diapers, mainly attributable to a decrease in ASP in Ghana affected by the devaluation of local currency. Such impact was partially offset by a decrease in average procurement prices of fluff pulp, non-woven fabrics and SAP by approximately 4%, 6% and 8% in 2024, respectively, as compared to those in 2023.

Gross profit margin of baby diapers decreased slightly from 35.2% in the four months ended April 30, 2024 to 32.9% in the same period of 2025, primarily due to (i) a change in product mix, resulting in products with comparatively lower gross profit margin contributing to an increased proportion of our revenue during the four months ended April 30, 2025; (ii) Ghanaian cedi depreciated to a larger extent than the increase in unit price of our baby diapers in Ghana; and (iii) a decrease in unit price of our baby diapers in Benin and Cameroon as a promotion to boost our sales and strengthen our market position.

Sanitary Pads

Gross profit margin of sanitary pads increased from 18.8% in 2022 to 30.4% in 2023, primarily due to decreases in average procurement prices of both fluff pulp and non-woven fabrics by approximately 15% in 2023 as compared to those in 2022, affected by market conditions.

Gross profit margin of sanitary pads increased from 30.4% in 2023 to 38.4% in 2024, primarily due to (i) decreases in average procurement prices of fluff pulp and non-woven fabrics by approximately 4% and 6%, respectively; and (ii) appreciation of local currency in Kenya, which lead to an increase in revenue denominated in US\$. In 2023 and 2024, revenue from sales of sanitary pads to customers in Kenya accounted for 31.4% and 30.7%, respectively, of total revenue from sales of sanitary pads.

Gross profit margin of sanitary pads increased from 33.6% in the four months ended April 30, 2024 to 35.1% in the same period of 2025, primarily due to (i) an increase in the unit price of our sanitary pads in Kenya, Tanzania and Uganda, given our improving market position; and (ii) appreciation of local currency in Kenya, leading to an increase in revenue denominated in US\$.

Baby Pants

Gross profit margin of baby pants increased from 24.9% in 2022 to 27.2% in 2023, primarily due to decreases in average procurement prices of our fluff pulp, non-woven fabrics and SAP. Such increase in gross profit margin was partially offset by a decrease in the pre-tax selling price of baby pants sold in Uganda to counteract the impact of the new 18% VAT levy on baby diapers and baby pants sold to end consumers to maintain our competitiveness. Prior to the introduction of such VAT levy in 2023, there was no VAT levy on baby diapers or baby pants in Uganda. While we had decreased the pre-tax selling prices of both baby diapers and baby pants sold in Uganda to counteract the impact of such VAT levy, such price adjustment had a greater impact on the gross profit margin of baby pants than that of baby diapers,

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primarily because Uganda accounted for a substantially higher portion of our total revenue from sales of baby pants. In 2023, our revenue from sales of baby pants to customers in Uganda accounted for 37.2% of our total revenue from sales of baby pants, whereas our revenue from sales of baby diapers to customers in Uganda accounted for 5.9% of our total revenue from sales of baby diapers.

Gross profit margin of baby pants increased slightly from 27.2% in 2023 to 28.3% in 2024, primarily due to slight decreases in average procurement prices of fluff pulp, non-woven fabrics and SAP. Such increase in gross profit margin was partially offset by the impact of a larger proportion of *Cuettie* baby pants sold that had lower selling price.

Gross profit margin of baby pants increased from 26.2% in the four months ended April 30, 2024 to 30.6% in the same period of 2025, primarily due to the decrease of unit cost of baby pants, driven by the scale production we achieved in Uganda in 2025.

Wet Wipes

Gross profit margin of wet wipes increased from 38.6% in 2022 to 49.1% in 2023, primarily due to a decrease in average procurement price of non-woven fabrics by approximately 15% in 2023.

Gross profit margin of wet wipes increased from 49.1% in 2023 to 52.0% in 2024, mainly due to a decrease in average procurement price of non-woven fabrics by 6% in 2024.

Gross profit margin of wet wipes remained stable at 44.9% in April 30, 2025, compared with 45.2% in the same period of 2024.

Other Income

Our other income consists of interest income received from bank deposits. In 2022, 2023 and 2024 and the four months ended April 30, 2025, our other income amounted to US\$46,000, US\$0.4 million, US\$0.4 million and US\$0.1 million, respectively.

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Other Gains and Losses, Net

Our other net gains and losses primarily consist of (i) gain on fair value changes for financial assets at fair value through profit or loss; (ii) net loss or gain on disposal of plant and equipment; and (iii) impairment losses under expected credit loss (ECL) model, net of reversal, in respect of our trade receivables. The following table sets forth a breakdown of our other gains and losses for the periods indicated:

	Year ended December 31,			Four months ended April 30,	
	2022	2023	2024	2024	2025
	<i>(US\$ in thousands, except percentages)</i>				
	<i>(unaudited)</i>				
Gain on fair value changes for financial assets at fair value through profit or loss	32	252	665	63	147
(Loss)/gain on disposal of plant and equipment, net.	(10)	(3,318)	47	(9)	1
Impairment losses under ECL model, net of reversal	(206)	(2)	(71)	(47)	–
Others ⁽¹⁾	563	52	(290)	(79)	(6)
Total.	379	(3,016)	351	(72)	142

Note:

(1) Others primarily include the sale of scrap materials, donation and other taxes.

Our financial assets at fair value through profit or loss primarily represented our investments in wealth management products. We purchased wealth management products from reputable commercial banks from time to time with an aim to enhancing our income without materially interfering with our business operations or capital expenditures. We generally purchased only low-risk and short-term products from reputable commercial banks. Our finance department is responsible for selecting wealth management products, which is reviewed and approved by our chief financial officer. As of December 31, 2022, 2023 and 2024, we did not hold any wealth management products. As of April 30, 2025, our Group and company had bank deposits with original maturity less than 3 months amounting to US\$27,754,000 and US\$16,110,000, respectively, which carried interest at fixed rates ranging from 2.2% to 4.3% per annum.

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Selling and Distribution Expenses

Our selling and distribution expenses primarily consist of (i) transportation expenses in relation to the delivery and warehousing of our finished goods; (ii) staff costs, which primarily represent salaries and wages, retirement benefits and staff welfare of our sales personnel; (iii) integrated support service fees charged for logistics, warehousing and handling services provided by the Remaining Sunda Group. See “Connected Transactions” for details; (iv) advertising and marketing expenses incurred for promoting our brands and products; and (v) short-term leases, primarily arising from our sales offices. The following table sets forth a breakdown of our selling and distribution expenses for the periods indicated:

	Year ended December 31,						Four months ended April 30,			
	2022		2023		2024		2024		2025	
<i>(US\$ in thousands, except percentages)</i>										
<i>(unaudited)</i>										
Transportation expenses . . .	2,268	25.2	4,376	32.3	5,383	33.8	1,790	37.6	1,862	32.8
Staff costs	1,461	16.2	3,073	22.7	3,743	23.5	1,010	21.2	1,497	26.4
Integrated support service										
fees	2,219	24.7	2,581	19.1	2,990	18.8	850	17.8	1,312	23.1
Advertising and marketing										
expenses.	1,662	18.5	1,865	13.8	2,015	12.7	707	14.8	529	9.3
Short-term leases	1,241	13.8	1,247	9.2	1,208	7.6	378	7.9	290	5.1
Others	145	1.6	394	2.9	580	3.6	29	0.7	187	3.3
Total	8,996	100.0	13,536	100.0	15,919	100.0	4,764	100.0	5,677	100.0

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Administrative Expenses

Our administrative expenses primarily consist of (i) staff costs, which primarily represent salaries and wages, retirement benefits and staff welfare of our administrative personnel; (ii) integrated support service fees charged for certain administrative services provided by the Remaining Sunda Group. See “Connected Transactions”; (iii) IT support and maintenance service fees incurred for services provided by the Remaining Sunda Group. See “Connected Transactions”; (iv) traveling expenses; (v) professional service fees, which primarily include consultancy fees, legal fees and audit fees incurred in the normal course of our business; (vi) office expenses; (vii) bank charges; (viii) depreciation; and (ix) royalty fees, which represents fees we paid to the Remaining Sunda Group for the use of trademarks prior to Reorganization. The following table sets forth a breakdown of our administrative expenses for the periods indicated:

	Year ended December 31,						Four months ended April 30,			
	2022		2023		2024		2024		2025	
	(US\$ in thousands, except percentages)									
	(unaudited)									
Staff costs	7,841	27.2	8,164	22.9	10,104	35.8	2,990	33.2	4,372	38.4
Integrated support service fees	5,323	18.5	5,721	16.1	6,802	24.1	2,078	23.1	2,114	18.6
IT support and maintenance service fees	1,392	4.8	2,466	6.9	2,449	8.7	848	9.4	729	6.4
Traveling expenses	1,155	4.0	1,662	4.7	1,879	6.7	608	6.8	975	8.6
Professional service fees	353	1.2	2,479	7.0	1,766	6.3	992	11.0	1,503	13.2
Office expenses	948	3.3	888	2.5	1,384	4.9	426	4.7	329	2.9
Bank charges	671	2.3	1,088	3.1	1,200	4.2	307	3.4	496	4.4
Depreciation	553	1.9	545	1.5	354	1.3	136	1.5	209	1.8
Royalty fees	8,975	31.1	10,637	29.9	–	–	–	–	–	–
Others ⁽¹⁾	1,630	5.7	1,967	5.4	2,282	8.0	617	6.9	645	5.7
Total	28,841	100.0	35,617	100.0	28,220	100.0	9,002	100.0	11,372	100.0

Note:

(1) Others primarily include insurance expenses, short-term leases and maintenance costs.

Research Expenses

Our research expenses are primarily related to the research and development of new products and production process optimization. Our research expenses remained relatively stable at US\$0.2 million, US\$0.3 million, US\$0.5 million and US\$0.3 million in 2022, 2023 and 2024 and the four months ended April 30, 2025, respectively.

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Foreign Exchange Gains (Losses), Net

Our foreign exchange gains or losses result from the fluctuations of foreign currencies denominated monetary liabilities, which primarily include trade payables for purchases of raw materials denominated in U.S. dollar and Renminbi. We recorded foreign exchange losses of US\$4.4 million, US\$13.8 million, US\$0.1 million and foreign exchange gains of US\$1.7 million in 2022, 2023 and 2024 and the four months ended April 30, 2025, respectively.

Listing Expenses

Listing expenses represent professional and other expenses incurred in relation to the Listing. We recorded listing expenses of US\$2.6 million in 2024 and US\$1.4 million in the four months ended April 30, 2025.

Finance Costs

Our finance costs represent interest on loans from related companies, bank borrowings and interest on lease liabilities. See “—Indebtedness” for details of loans from related companies. The following table sets forth a breakdown of our finance costs for the periods indicated:

	Year ended December 31,			Four months ended April 30,	
	2022	2023	2024	2024	2025
	<i>(US\$ in thousands)</i>			<i>(unaudited)</i>	
Interest on loans from related companies .	6,770	222	307	167	—
Interest on bank borrowings	125	1,102	86	86	87
Interest on lease liabilities	87	64	71	17	35
Interest on other financial liability . .	—	—	—	—	321
Total	<u>6,982</u>	<u>1,388</u>	<u>464</u>	<u>270</u>	<u>443</u>

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Taxation

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. See Note 9 to the Accountants' Report set forth in Appendix I to this prospectus. We recorded taxation of US\$6.2 million, US\$11.8 million, US\$18.0 million and US\$5.8 million, respectively, with the effective tax rate, which is calculated by dividing income tax expense by profit before taxation, of 25.3%, 15.4%, 15.9% and 15.8%, respectively, in 2022, 2023 and 2024 and the four months ended April 30, 2025. Our effective tax rate decreased from 25.3% in 2022 to 15.4% in 2023, primarily due to our increasing presence and operations in jurisdictions that offer tax incentives and preferential tax rates, resulting in a decrease in the effective tax rate of our Group as a whole. Our effective tax rate remained relatively stable at 15.4%, 15.9% and 15.8% in 2023, 2024 and the four months ended 30 April, 2025, respectively.

During the Track Record Period, no provision for corporate income tax of our Company had been made as it did not have assessable profit which arose in, or was derived from, the Cayman Islands. Our profit is subject to taxation from the place of its operations where our profit is generated and is calculated at the rates prevailing in the relevant jurisdictions as follows:

Jurisdictions	Applicable Tax Rates
Kenya	30%
Zambia	30%
Tanzania	30%
Uganda	30%
Cameroon	38.5%
Peru	29.5%
Senegal	30%
Côte d'Ivoire	25%
Benin	25%
	25% and 8% on assessable profits attributable to
Ghana	local and export businesses, respectively
the PRC	25%
Hong Kong	16.5%
	9% and 0% on qualifying income for qualified free
	zone person according to local rules and
UAE	regulations
Kazakhstan	20%
El Salvador	30%

FINANCIAL INFORMATION

Certain of our subsidiaries enjoyed tax exemptions or preferential tax rates in respect of our operations, details of which are set forth as follows:

Name of Subsidiary	Jurisdictions	Details
Softcare (U) Uganda	Uganda	Tax holidays for 10 years commencing from 2022
Softcare Benin	Benin	Tax holidays for 8 years commencing from 2023
Softcare Cameroon	Cameroon	Preferential tax rates of 9.625% from 2023 to 2027, and 19.25% from 2028 to 2032
Softcare Zambia	Zambia	Preferential tax rates of 0% from 2021 to 2030, 15% from 2031 to 2033 and 22.5% from 2034 to 2035, on its assessable profits attributable to export businesses

During the Track Record Period, we had entered into certain intra-group transactions for purchases of raw materials, supply of raw materials, production of finished products and trading of finished products. Taking into consideration the findings identified by the Transfer Pricing Consultant based on the adopted TNMM and PSM, we have made voluntary adjustments to ensure our intra-group transactions align with arm's length principle. In light of the foregoing, having consulted the Transfer Pricing Consultant, our Directors are of the view that the entities of our Group involved in the Covered Transactions were consistent and in compliance with OECD Transfer Pricing Guidelines during the Track Record Period in material aspects. This is on the basis that the estimated tax exposures are not material from our Group's financial aspects. See "Business—Transfer Pricing Arrangement."

PERIOD TO PERIOD COMPARISON OF RESULTS OF OPERATIONS

Four Months Ended April 30, 2024 Compared to Four Months Ended April 30, 2025

Revenue

Our total revenue increased by 15.5% from US\$139.6 million in the four months ended April 30, 2024 to US\$161.3 million in the same period of 2025, primarily attributable to an increase in overall sales volume, driven by our continued effort in market expansion and increased demands of our products. See "—Description of Selected Items of Our Consolidated Statements of Profit or Loss—Revenue" for details.

FINANCIAL INFORMATION

Cost of Sales

Our cost of sales remained stable at US\$90.8 million and US\$107.1 million in the four months ended April 30, 2024 and 2025, respectively. The slight increase is in line with our increased sales volume.

Gross Profit and Gross Profit Margin

Gross profit increased by 11.1% from US\$48.8 million in the four months ended April 30, 2024 to US\$54.2 million in the same period of 2025. Gross profit margin remain relatively stable as 34.9% in the four months ended April 30, 2024 and 33.6% in the same period of 2025. The increase in gross profit is primarily driven by the increase in revenue. See “Description of Selected Items of Our Consolidated Statements of Profit or Loss—Gross Profit and Gross Profit Margin” for details.

Other Income

Our other income increased from US\$30 thousand in the four months ended 30 April 2024 to and US\$0.1 million in the four months ended April 30, 2025, primarily due to an increase in interest income from bank deposits.

Other Gains and Losses, Net

We recorded other net losses of US\$72 thousand in the four months ended April 30, 2024 and other net gains of US\$0.1 million in the same period of 2025. The other net gain in the four months ended April 30, 2025 was mainly attributable to the gain on fair value changes for financial assets at fair value through profit or loss.

Selling and Distribution Expenses

Our selling and distribution expenses increased from US\$4.8 million in the four months ended April 30, 2024 to US\$5.7 million in the same period of 2025, primarily attributable to an increase in the salaries of sales related employees and an increase in transportation expenses and integrated support service fees as our sales volume increased.

Administrative Expenses

Our administrative expenses increased by 26.3% from US\$9.0 million in the four months ended April 30, 2024 to US\$11.4 million in the same period of 2025, primarily due to an increase in staff cost as we recruited some senior management personnel, and increase in legal and professional fee for our listing preparation process in 2025.

FINANCIAL INFORMATION

Research Expenses

Our research expenses were US\$0.1 million and US\$0.3 million in the four months ended April 30, 2024 and 2025, respectively, which remained relatively stable.

Foreign Exchange Gain (Losses), Net

We recorded net foreign exchange losses of US\$0.7 million in the four months ended April 30, 2024 as compared to net foreign exchange gain of US\$1.7 million in the same period of 2025, primarily due to (i) appreciation in EUR as of April 30, 2025 compared with December 31, 2024, as we had bank deposits denominated in EUR; and (ii) appreciation in certain local statutory currencies such as Western African CFA franc and Central African CFA franc as of April 30, 2025 compared with December 31, 2024.

Finance Costs

Our finance costs increased 64.1% from US\$0.3 million in the four months ended April 30, 2024 to US\$0.4 million in the same period of 2025, primarily due to a combined impact of the interest on other financial liability and a decrease in interest on loans from related companies in 2025.

Taxation

Our income tax increased by 12.6% from US\$5.2 million in the four months ended April 30, 2024 to US\$5.8 million in the same period of 2025, primarily due to an increase in assessable profits. Our effective tax rate, which is calculated by dividing income tax expense by profit before taxation, remained relatively stable at 15.8% both in the four months ended April 30, 2024 and 2025, respectively.

Profit for the Period

As a result of the foregoing, our profit for the period was US\$27.7 million and US\$31.1 million in the four months ended April 30, 2024 and 2025, respectively, primarily due to our sales growth and an increase in our gross profit. Our net profit margin remained relatively stable as 19.8% in the four months ended April 30, 2024 and 19.3% in the same period of 2025.

2024 Compared to 2023

Revenue

Our total revenue increased by 10.5% from US\$411.4 million in 2023 to US\$454.4 million in 2024, primarily attributable to an increase in overall sales volume, driven by our continued effort in market expansion and increased demands of our products. See “—Description of Selected Items of Our Consolidated Statements of Profit or Loss—Revenue” for details.

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Cost of Sales

Our cost of sales increased by 9.9% from US\$267.6 million in 2023 to US\$294.2 million in 2024, which was generally in line with the increase in our revenue. The increase in cost of sales was mainly driven by (i) an increase in cost of materials for production by US\$22.2 million as a result of increased in sales volume; (ii) an increase in cost of OEM products sold by US\$1.5 million as our sales in Latin American and Central Asia increased in 2024.

Gross Profit and Gross Profit Margin

Gross profit increased by 11.4% from US\$143.7 million in 2023 to US\$160.2 million in 2024, which was generally in line with the increase in our sales volume. Gross profit margin increased from 34.9% in 2023 to 35.2% in 2024, primarily due to decreases in average procurement prices of our major raw materials including fluff pulp, non-woven fabrics and SAP. See “—Description of Selected Items of Our Consolidated Statements of Profit or Loss—Gross Profit and Gross Profit Margin” for details.

Other Income

Our other income remained stable at US\$0.4 million in both 2023 and 2024.

Other Gains and Losses, Net

We recorded other net losses of US\$3.0 million in 2023 and other net gains of US\$0.4 million in 2024. The other net gains in 2024 was mainly attributable to our gain on fair value for financial assets at fair value through profit or loss of US\$0.7 million, which were our investments in wealth management products due to our improved treasury management, partially offset by other losses recorded of US\$0.3 million, primarily represented other taxes paid to certain African countries to support local development and donations. The other net losses in 2023 was mainly attributable to the loss on disposal of plant and equipment of US\$3.3 million, arising from a newly purchased production line in Ghana being damaged during transit.

Selling and Distribution Expenses

Our selling and distribution expenses increased by 17.6% from US\$13.5 million in 2023 to US\$15.9 million in 2024, primarily attributable to an increase in transportation expenses by US\$1.0 million as our sales volume increased.

Administrative Expenses

Our administrative expenses decreased by 20.8% from US\$35.6 million in 2023 to US\$28.2 million in 2024, primarily due to a decrease in royalty fees by US\$10.6 million as ownerships of certain trademarks related to the brands had been transferred from the Remaining Sunda Group to us upon Reorganization. Such decrease was partially offset by increases in staff costs by US\$1.9 million and integrated support service fees by US\$1.1 million as a result of our business expansion.

FINANCIAL INFORMATION

Research Expenses

Our research expenses were US\$0.3 million and US\$0.5 million in 2023 and 2024, respectively, which remained relatively stable.

Foreign Exchange Gains (Losses), Net

Our foreign exchange losses decreased from US\$13.8 million in 2023 to US\$0.1 million in 2024, primarily due to the rebound of exchange rates of certain local currencies including Kenyan shillings.

Finance Costs

Our finance costs decreased by 66.6% from US\$1.4 million in 2023 to US\$0.5 million in 2024, primarily due to a decrease in interest from bank borrowings by US\$1.0 million as a result of the settlement of a working capital loan drawn down in 2023.

Taxation

Our income tax increased by 52.2% from US\$11.8 million in 2023 to US\$18.0 million in 2024, primarily due to an increase in assessable profits. Our effective tax rate, which is calculated by dividing income tax expense by profit before taxation, remained relatively stable at 15.4% and 15.9% in 2023 and 2024, respectively.

Profit for the Year

As a result of the foregoing, our profit for the year was US\$64.7 million and US\$95.1 million in 2023 and 2024, respectively. Our net profit margin increased from 15.7% in 2023 to 20.9% in 2024, primarily due to (i) an improvement in our gross profit margin; (ii) a decrease in foreign exchange losses; and (iii) a decrease in royalty fees recorded under administrative expenses following the transfer of trademarks from the Remaining Sunda Group to us as part of the Reorganization.

2023 Compared to 2022

Revenue

Our revenue increased by 28.6% from US\$319.9 million in 2022 to US\$411.4 million in 2023, primarily attributable to an increase in overall sales volume, driven by our continued effort in market expansion and increased demands of our products. See “—Description of Selected Items of Our Consolidated Statements of Profit or Loss—Revenue” for details.

FINANCIAL INFORMATION

Cost of Sales

Our cost of sales increased by 8.6% from US\$246.4 million in 2022 to US\$267.6 million in 2023, primarily attributable to an increase in cost of materials for production as our sales volume increased.

Gross Profit and Gross Profit Margin

Our gross profit increased by 95.5% from US\$73.5 million in 2022 to US\$143.7 million in 2023. Our overall gross profit margin increased from 23.0% in 2022 to 34.9% in 2023, primarily attributable to decreases in average procurement prices of our major raw materials including fluff pulp, non-woven fabrics and SAP in 2023. See “—Description of Selected Items of Our Consolidated Statements of Profit or Loss—Gross Profit and Gross Profit Margin” for details.

Other Income

Our other income increased from US\$46,000 in 2022 to US\$0.4 million in 2023, primarily due to an increase in interest income from bank deposits.

Other Gains and Losses, Net

We recorded other net losses of US\$3.0 million in 2023 as compared to other net gains of US\$0.4 million in 2022. The other net losses in 2023 was mainly attributable to the loss on disposal of plant and equipment of US\$3.3 million, arising from a newly purchased production line in Ghana being damaged during transit.

Selling and Distribution Expenses

Our selling and distribution expenses increased by 50.5% from US\$9.0 million in 2022 to US\$13.5 million in 2023, primarily due to (i) an increase in transportation expenses by US\$2.1 million, as our sales volume increased; and (ii) an increase in staff costs by US\$1.6 million as a result of an increase in the number of our sales personnel in line with our business expansion and salary increment.

Administrative Expenses

Our administrative expenses increased by 23.5% from US\$28.8 million in 2022 to US\$35.6 million in 2023, primarily attributable to (i) an increase in professional service fees by US\$2.1 million primarily due to consultancy fees to a global consultanting firm incurred for market studies and devising expansion strategies in relation to our expansion in Emerging Markets in 2023; (ii) an increase in royalty fees to the Remaining Sunda Group by US\$1.7 million in line with our business expansion; and (iii) an increase in IT support and maintenance service fees by US\$1.1 million as a result of the deployment of new systems for our operations.

FINANCIAL INFORMATION

Research Expenses

Our research expenses remained relatively stable at US\$0.2 million and US\$0.3 million in 2022 and 2023, respectively.

Foreign Exchange Losses, Net

Our foreign exchange losses increased from US\$4.4 million in 2022 to US\$13.8 million in 2023, primarily due to the devaluation of local statutory currencies in certain African countries such as Zambia and Kenya.

Finance Costs

Our finance costs decreased by 80.1% from US\$7.0 million in 2022 to US\$1.4 million in 2023, due to a decrease in interest on loans from related companies by US\$6.5 million as a result of the settlement of a loan from the Predecessor Company in Ghana in full in 2022, partially offset by an increase in interest from bank borrowings by US\$1.0 million mainly due to the drawdown of a new working capital loan in the PRC in 2023.

Taxation

Our income tax increased from US\$6.2 million in 2022 to US\$11.8 million in 2023, primarily due to an increase in assessable profits. Our effective tax rate, which is calculated by dividing income tax expense by profit before taxation, decreased from 25.3% in 2022 to 15.4% in 2023, primarily due to our increasing presence and operations in jurisdictions that offer tax incentives and preferential tax rates, resulting in a decrease in the effective tax rate of our Group as a whole.

Profit for the Year

As a result of the foregoing, our profit for the year was US\$18.4 million and US\$64.7 million in 2022 and 2023, respectively. Our net profit margin increased from 5.7% in 2022 to 15.7% in 2023, primarily due to (i) an improvement in our gross profit margin, partially offset by the foreign exchange losses incurred in 2023, reflecting a devaluation of certain African currencies against U.S. dollars.

FINANCIAL INFORMATION

DISCUSSION OF MAJOR ITEMS OF CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

The following table sets forth details of our summary of consolidated statements of financial position as of the dates indicated:

	As of December 31,			As of
	2022	2023	2024	April 30,
				2025
	<i>(US\$ in thousands)</i>			
Non-current assets				
Property, plant and equipment	52,441	39,518	54,658	61,288
Right-of-use assets	878	3,431	10,744	11,470
Prepayments	253	1,694	4,774	5,436
Deferred tax assets	7,414	8,820	7,491	8,910
	<u>60,986</u>	<u>53,463</u>	<u>77,667</u>	<u>87,104</u>
Current assets				
Inventories	114,689	107,746	119,375	119,711
Trade receivables	6,632	4,086	5,367	7,277
Other receivables, deposits and prepayments	40,508	46,803	17,323	17,914
Prepaid income tax	393	2,150	3,222	601
Bank balances and cash	21,725	30,439	31,112	84,526
	<u>183,947</u>	<u>191,224</u>	<u>176,399</u>	<u>230,029</u>
Current liabilities				
Trade payables	40,874	43,788	43,262	43,287
Other payables and accruals	3,598	9,973	12,192	14,164
Contract liabilities	4,235	4,597	9,747	7,961
Tax liabilities	1,757	3,635	8,688	9,594
Lease liabilities	409	438	491	578
Dividend payable	—	—	35,000	35,000
Borrowings	164,653	92,985	1,001	—
	<u>215,526</u>	<u>155,416</u>	<u>110,381</u>	<u>110,584</u>
Net current (liabilities)/assets	<u>(31,579)</u>	<u>35,808</u>	<u>66,018</u>	<u>119,445</u>
Total assets less current liabilities	<u>29,407</u>	<u>89,271</u>	<u>143,685</u>	<u>206,549</u>

FINANCIAL INFORMATION

	As of December 31,			As of April 30,
	2022	2023	2024	2025
	(US\$ in thousands)			
Non-current liabilities				
Lease liabilities	560	283	936	1,471
Borrowings	4,719	2,862	–	–
Deferred tax liabilities	1,378	728	2,863	3,129
Other financial liability	–	–	–	31,084
	<u>6,657</u>	<u>3,873</u>	<u>3,799</u>	<u>35,684</u>
Net assets	<u>22,750</u>	<u>85,398</u>	<u>139,886</u>	<u>170,865</u>
Capital and reserves				
Share capital/paid-up				
registered capital	3,751	3,851	50	52
Reserves	<u>18,999</u>	<u>81,547</u>	<u>139,836</u>	<u>170,813</u>
Total equity	<u>22,750</u>	<u>85,398</u>	<u>139,886</u>	<u>170,865</u>

Property, Plant and Equipment

Our property, plant and equipment consisted of machinery, owned properties, construction in progress, freehold land, motor vehicles and office equipment. The following table sets forth a breakdown of our property, plant and equipment as of the dates indicated:

	As of December 31,			As of April 30,
	2022	2023	2024	2025
	(US\$ in thousands)			
Machinery	40,570	32,312	34,414	35,212
Owned properties	3,476	4,854	8,466	10,852
Construction in progress	8,020	491	7,171	10,487
Freehold land	–	1,240	3,419	3,540
Motor vehicles	224	402	733	780
Office equipment	<u>151</u>	<u>219</u>	<u>455</u>	<u>417</u>
Total	<u>52,441</u>	<u>39,518</u>	<u>54,658</u>	<u>61,288</u>

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Our property, plant and equipment decreased by 24.6% from US\$52.4 million as of December 31, 2022 to US\$39.5 million as of December 31, 2023, primarily due to (i) fluctuations in exchange rates resulting in exchange realignment of US\$5.5 million; (ii) an annual depreciation charged during the year of US\$7.6 million; and (iii) disposal of construction in progress and machinery at cost amounting to US\$6.3 million, mainly related to a damaged production line in Ghana, that certain newly purchased production equipment tailored for this production line was damaged during transit in 2023. These decreases were partially offset by addition of properties and machinery in 2023 as we acquired a parcel of land and built a new warehouse.

Our property, plant and equipment increased by 38.3% from US\$39.5 million as of December 31, 2023 to US\$54.7 million as of December 31, 2024, primarily due to additions of (i) US\$7.9 million of construction in progress and US\$7.2 million of machinery mainly related to the expansion of production lines in various countries including Uganda, Zambia, Kenya and Ghana; (ii) US\$3.9 million of properties related to our offices and dormitory in Kenya; and (iii) US\$2.2 million of freehold land in Peru preparing for expanding our production capacity, partially offset by depreciation charged during the period of US\$7.7 million.

Our property, plant and equipment increased by 12.1% from US\$54.7 million as of December 31, 2024 to US\$61.3 million as of April 30, 2025, primarily due to additions of US\$3.0 million of machinery in Kenya, US\$2.6 million of owned factory properties in Kenya and Zambia and US\$3.4 million of plants construction-in-progress in Tanzania and Uganda for business expansion.

Right-of-use Assets

Our right-of-use assets primarily related to the leasehold land and leased properties used as our warehouses. As of December 31, 2022, 2023 and 2024 and April 30, 2025, we had right-of-use assets of US\$0.9 million, US\$3.4 million, US\$10.7 million and US\$11.5 million. The increases were mainly attributable to the additions of leasehold land in Uganda in 2023 and Tanzania, Kenya and Uganda in 2024.

FINANCIAL INFORMATION

Inventories

Our inventories comprised raw materials and spare parts, work-in-progress and finished goods. The following table sets forth a breakdown of our inventories as of the dates indicated:

	As of December 31,			As of April 30,
	2022	2023	2024	2025
	<i>(US\$ in thousands)</i>			
Raw materials and spare parts	92,110	82,989	84,240	83,683
Work-in-progress	161	209	607	606
Finished goods	22,418	24,548	34,528	35,422
Total	114,689	107,746	119,375	119,711

Our inventories decreased from US\$114.7 million as of December 31, 2022 to US\$107.7 million as of December 31, 2023, primarily due to a decrease in raw materials and spare parts due to consumption in our production to support increased sales, as well as the devaluation of local currencies in Kenya and Zambia in 2023. Our inventories increased from US\$107.7 million as of December 31, 2023 to US\$119.4 million as of December 31, 2024 in line with our business expansion that we maintained more inventories in our relatively newly established markets such as Peru, Kazakhstan and El Salvador. Our inventories remained relatively stable at US\$119.4 million and US\$119.7 million as of December 31, 2024 and April 30, 2025, respectively.

The following table sets forth an aging analysis of our inventories as of the dates indicated:

	As of December 31,			As of April 30,
	2022	2023	2024	2025
	<i>(US\$ in thousands)</i>			
Within one year	114,689	103,968	116,506	116,540
Over one year	—	3,778	2,869	3,171
Total	114,689	107,746	119,375	119,711

Our inventories aged over one year primarily represented spare parts and consumables that we keep for repair and maintenance of our production facilities.

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The following table sets forth the turnover days of our inventories for the periods indicated:

	Year ended December 31,			Four months ended April 30,
	2022	2023	2024	2025
Inventory turnover days ⁽¹⁾ . . .	140	152	141	134

Note:

- (1) Inventory turnover days for a period equals the average of the beginning and ending inventories balance divided by cost of sales for the relevant period and multiplied by the number of days in the relevant period, which is 365 days for each year and 120 days for four months.

Our inventory turnover days increased from 140 days in 2022 to 152 days in 2023, mainly due to a lower inventory balance at the beginning of 2022. We maintained a lower level of raw materials as we had fewer production lines and thus less production activities at that time. Our inventory turnover days decreased from 152 days in 2023 to 141 days in 2024, and further to 134 days as of April 30, 2025, primarily due to increased production capacity that our raw materials were consumed at a faster pace.

As of August 31, 2025, US\$93.4 million, or 78.0%, of our inventories as of April 30, 2025, had been subsequently used, consumed or sold. In view of the nature of our inventories, their aging and subsequent status, our Directors consider that no write-down of inventories is necessary for the Track Record Period.

Trade Receivables

Trade receivables are amounts due from customers for goods sold in the ordinary course of business. We generally make a settlement before or due upon delivery in respect of our sales to customers and may grant credit terms up to 90 days to certain customers on a case-by-case basis. We seek to maintain strict control over our outstanding receivables.

FINANCIAL INFORMATION

The following table sets forth our trade receivables as of the dates indicated:

	As of December 31,			As of April 30,
	2022	2023	2024	2025
	<i>(US\$ in thousands)</i>			
Trade receivables				
– Independent Third Parties	6,765	4,173	5,646	7,556
– Related companies	73	121	–	–
	6,838	4,294	5,646	7,556
Less: allowance for credit losses	(206)	(208)	(279)	(279)
Total	<u>6,632</u>	<u>4,086</u>	<u>5,367</u>	<u>7,277</u>

Our trade receivables decreased from US\$6.6 million as of December 31, 2022 to US\$4.1 million as of December 31, 2023, primarily reflecting our efforts to implement stricter collection practice and management.

Our trade receivables increased from US\$4.1 million as of December 31, 2023 to US\$5.4 million as of December 31, 2024, primarily attributable to an increase in our sales.

Our trade receivables increased from US\$5.4 million as of December 31, 2024 to US\$7.3 million as of April 30, 2025, which is in line with the increase in our sales.

The following table sets forth an aging analysis of our trade receivables as of the dates indicated:

	As of December 31,			As of April 30,
	2022	2023	2024	2025
	<i>(US\$ in thousands)</i>			
Within 1 month	4,976	3,342	4,751	6,404
In 2-3 months	445	659	545	609
In 4-6 months	314	6	18	264
In 7-12 months	897	79	53	–
Total	<u>6,632</u>	<u>4,086</u>	<u>5,367</u>	<u>7,277</u>

FINANCIAL INFORMATION

The following table sets forth the turnover days of our trade receivables for the periods indicated:

	Year ended December 31,			As of
	2022	2023	2024	April 30,
				2025
Trade receivable turnover days ⁽¹⁾	4	5	4	5

Note:

- (1) Trade receivable turnover days for a period equals the average of beginning and ending trade receivables balance divided by revenue for the relevant period and multiplied by the number of days in the relevant period, which is 365 days for each year and 120 days for four months.

Our trade receivable turnover days remained relatively stable at four days, five days, four days and five days in 2022, 2023 and 2024 and the four months ended April 30, 2025, respectively.

As of August 31, 2025, all of our trade receivables as of April 30, 2025 had been subsequently settled.

Other Receivables, Deposits and Prepayments

Our other receivables, deposits and prepayments comprise (i) prepayments, primarily represent prepayments for purchases of materials, and machinery and equipment; (ii) VAT recoverable, primarily representing input VAT arising from purchases of inventories and equipment pending deductions; (iii) amounts due from related companies, primarily representing advances made to the Remaining Sunda Group; (iv) other receivables and deposits, primarily represent advances to staff, suppliers deposits and guarantees; (v) deferred issue costs, which represents the portion of listing expenses that were capitalized which will be charged against equity upon Listing; and (vi) amount due from Century BVI. The abovementioned amounts due from related companies and amount due from Century BVI were non-trade in nature.

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The following table sets forth our other receivables, deposits and prepayments as of the dates indicated:

	As of December 31,			As of April 30,
	2022	2023	2024	2025
	<i>(US\$ in thousands)</i>			
Non-current				
Prepayments for purchases of machinery and equipment. .	253	1,694	4,774	5,436
Current				
Prepayments	2,441	9,643	8,735	8,590
VAT recoverable	17,888	11,092	7,429	6,515
Due from related companies .	18,079	24,687	–	–
Other receivables and deposits	406	1,381	720	1,575
Deferred issue costs.	–	–	439	1,234
Due from Century BVI	1,694	–	–	–
	40,508	46,803	17,323	17,914
Total	40,761	48,497	22,097	23,350

Our other receivables, deposits and prepayments increased from US\$40.8 million as of December 31, 2022 to US\$48.5 million as of December 31, 2023, primarily due to (i) an increase in prepayments for purchases of materials, as we made more prepayments for purchase of fluff pulp; (ii) an increase in amounts due from related companies, as we made more advances to the Remaining Sunda Group. Such increases were partially offset by a decrease in VAT recoverable, which was set off against VAT collected from our sales in 2023.

Our other receivables, deposits and prepayments decreased from US\$48.5 million as of December 31, 2023 to US\$22.1 million as of December 31, 2024, primarily due to (i) a decrease in amounts due from related companies, as we received settlements from our related companies. As of the Latest Practicable Date, the amounts due from related companies as of December 31, 2024 had been fully settled; and (ii) a decrease in VAT recoverable as it continued to be set off against VAT collected from our sales.

Our other receivables, deposits and prepayments increased from US\$22.1 million as of December 31, 2024 to US\$23.4 million as of April 30, 2025, primarily due to (i) an increase in prepayments for purchases of machinery and equipment due to our business expansion; (ii) an increase in other receivables and deposits; and (iii) an increase in deferred issue costs.

As of August 31, 2025, US\$17.5 million, or 75.0%, of our other receivables, deposits and prepayments as of April 30, 2025 had been subsequently settled.

FINANCIAL INFORMATION

Trade Payables

Our trade payables primarily represent (i) trade balances due to our suppliers for materials purchases; and (ii) amounts payable to related companies primarily arising from integrated support services provided by the Remaining Sunda Group of trade nature. We are normally granted credit terms of up to 90 days by our raw material suppliers.

The following table sets forth our trade payables as of the dates indicated:

	As of December 31,			As of April 30,
	2022	2023	2024	2025
	<i>(US\$ in thousands)</i>			
Trade payables				
– Due to Independent Third Parties	30,628	38,396	39,831	41,497
– Due to related companies	10,246	5,392	3,431	1,790
Total	40,874	43,788	43,262	43,287

Our trade payables increased from US\$40.9 million as of December 31, 2022 to US\$43.8 million as of December 31, 2023, primarily due to an increase in trade payables to Independent Third Parties as we made certain purchases close to the year end of 2023. Our trade payables decreased to US\$43.3 million as of December 31, 2024, primarily due to (i) a decrease in trade payables to Independent Third Parties as we made more purchases of raw materials from suppliers who granted us shorter credit terms in 2024. Our trade payables remained relatively stable at both US\$43.3 million as of December 31, 2024 and April 30, 2025, respectively.

The following table sets forth an aging analysis of our trade payables as of the dates indicated:

	As of December 31,			As of April 30,
	2022	2023	2024	2025
	<i>(US\$ in thousands)</i>			
Within 3 months	33,400	41,991	42,088	42,986
In 4-6 months	2,714	849	1,171	220
Over 6 months	4,760	948	3	81
Total	40,874	43,788	43,262	43,287

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The following table sets forth the turnover days of our trade payables for the periods indicated:

	Year ended December 31,			Four months ended April 30,
	2022	2023	2024	2025
Trade payable turnover days ⁽¹⁾	30	58	54	48

Note:

- (1) Trade payable turnover days for a period equals average of beginning and the ending trade payables balance divided by cost of sales for the relevant period and multiplied by the number of days in the relevant period, which is 365 days for each year and 120 days for four months.

Our trade payable turnover days increased from 30 days in 2022 to 58 days in 2023, primarily as we made certain purchases close to the year end of 2023. We recorded a significant decrease in trade payable turnover days from 58 days in 2023 to 54 days in 2024, primarily as we settled trade payables due to Independent Third Parties as we made more purchases of raw materials from suppliers who granted us shorter credit terms for more favorable price in 2024. Our trade payable turnover days further decreased from 54 days in 2024 to 48 days as of April 30, 2025, which is in line with the increased of our purchases from suppliers in 2025, as we maintained stable credit period with our suppliers.

As of August 31, 2025, US\$42.4 million, or 98.0%, of our trade payables as of April 30, 2025 had been subsequently settled.

Other Payables and Accruals

Our other payables and accruals comprise (i) staff costs payable, primarily represents payables to employees including salaries, bonuses, insurances and housing provident funds; (ii) other taxes payables, primarily represents withholding tax, levy tax and VAT payable arising from sales; (iii) other payables and accrued expenses, primarily represent payables for operating expenses and professional fees in related to IT systems; (iv) accrued listing expenses; and (v) consideration payable for a freehold land due to a related company.

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The following table sets forth a breakdown of our other payables and accruals as of the dates indicated:

	As of December 31,			As of April 30,
	2022	2023	2024	2025
	<i>(US\$ in thousands)</i>			
Staff costs payable	1,638	3,119	4,981	5,672
Other taxes payables	1,373	4,556	2,662	3,382
Other payables and accrued expenses	587	1,058	3,740	1,438
Accrued listing expenses and share issue costs	—	—	809	1,863
Payables for purchasing property, plant and equipment	—	—	—	1,809
Consideration payable for a freehold land due to a related company	—	1,240	—	—
Total	<u>3,598</u>	<u>9,973</u>	<u>12,192</u>	<u>14,164</u>

Our other payables and accruals increased from US\$3.6 million as of December 31, 2022 to US\$10.0 million as of December 31, 2023, primarily due to (i) an increase in staff costs payable due to an increase in headcounts and salary increment; and (ii) an increase in other taxes payables as a result of additional withholding tax on royalty fees recorded in 2023 and increased levy tax generally in line with our business expansion. Our other payables and accruals increased further to US\$12.2 million as of December 31, 2024, primarily due to (i) an increase in staff costs payables, mainly related to business expansion throughout the year; (ii) an increase in accrued listing expenses; and (iii) an increase in other payables and accrued expenses as a result of our business expansion. Our other payables and accruals increased from US\$12.2 million as of December 31, 2024 to US\$14.2 million as of April 30, 2025, primarily due to (i) an increase in other tax payables due to increased profits; (ii) an increase of payables for purchasing property, plant and equipment; (iii) an increase in staff costs payable, accrued listing expenses and share issue costs and professional service fees payable for listing process; and (iv) offset by the decrease of other payables and accrued expenses.

As of August 31, 2025, US\$8.6 million, or 60.5%, of our other payable as of April 30, 2025 had been subsequently settled.

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Contract Liabilities

Our contract liabilities represent prepayments received from our customers and rebates to be settled with our customers. Our contract liabilities increased from US\$4.2 million as of December 31, 2022 to US\$4.6 million as of December 31, 2023, primarily due to an increase in rebates to our customers as our sales increased. Our contract liabilities increased further to US\$9.7 million as of December 31, 2024, primarily due to an increase in prepayments received from sales of products. Our contract liabilities decreased from US\$9.7 million as of December 31, 2024 to US\$8.0 million of April 30, 2025, primarily due to more deliveries of products.

As of August 31, 2025, US\$7.6 million, or 95.1%, of our contract liabilities as of April 30, 2025, had been recognized as revenue.

Deferred Taxation

The following sets forth a breakdown of our deferred taxation as of the dates indicated:

	As of December 31,			As of
	2022	2023	2024	April 30,
				2025
	(US\$ in thousands)			
Deferred tax assets	7,414	8,820	7,491	8,910
Deferred tax liabilities	(1,378)	(728)	(2,863)	(3,129)

Our deferred taxation mainly arose from the unrealized profits in inventories and accelerated depreciation of our property, plant and equipment as compared to our depreciation allowance claims under income tax laws and regulations prevailing in the countries that we operate. For the movements of our deferred tax assets and liabilities, see Note 27 to Accountants' Report set forth in Appendix I to this prospectus.

LIQUIDITY AND CAPITAL RESOURCES

During the Track Record Period, our primary use of cash was to pay for raw materials and capital expenditure. We have historically funded our working capital and other capital requirements principally from our operating activities, advances or loans from related parties and bank borrowings. After the Global Offering, we intend to finance our future capital requirements through proceeds from our operations, bank borrowings and the net proceeds from the Global Offering. We do not anticipate any changes to the availability of financing to fund our operations in the future.

We had bank balances and cash of US\$21.7 million, US\$30.4 million, US\$31.1 million and US\$84.5 million as of December 31, 2022, 2023 and 2024 and April 30, 2025, respectively.

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Cash Flow

The table below sets forth the condensed summary of the consolidated statements of cash flows for the periods indicated:

	Year ended December 31,			Four months ended April 30,	
	2022	2023	2024	2024	2025
	(US\$ in thousands)			(unaudited)	
Net cash generated from					
operating activities	13,575	95,977	109,533	27,186	32,332
Net cash generated from/(used					
in) investing activities	(51,061)	(10,874)	(5,720)	18,418	(7,960)
Net cash generated from/(used					
in) financing activities	<u>58,555</u>	<u>(75,601)</u>	<u>(102,984)</u>	<u>(13,595)</u>	<u>28,517</u>
Net increase in cash and cash					
equivalents	21,069	9,502	829	32,009	52,889
Cash and cash equivalents at					
beginning of year/period	554	21,725	30,439	30,439	31,112
Effect of foreign exchange rate					
changes	<u>102</u>	<u>(788)</u>	<u>(156)</u>	<u>(82)</u>	<u>525</u>
Cash and cash equivalents at					
end of year/period	<u>21,725</u>	<u>30,439</u>	<u>31,112</u>	<u>62,366</u>	<u>84,526</u>

Net Cash Generated from Operating Activities

Cash flows from operating activities reflects (i) profit before taxation adjusted for non-cash and non-operating items, such as finance costs, bank interest income, gains on fair value of financial assets at fair value through profit or loss, deemed distribution in relation to profits derived from our principal business of the Predecessor Companies, depreciation of property, plant and equipment, and right-of-use assets, net loss on disposal of property, plant and equipment and net impairment losses under expected credit losses model; (ii) movements in working capital, such as changes in inventories, trade receivables, other receivables, deposits and prepayments, in trade payables, and other payables and accruals; and (iii) other cash item consisting of income taxes paid.

In the four months ended April 30, 2025, we had net cash from operating activities of US\$32.3 million, primarily reflecting (i) profit before taxation of US\$36.9 million; (ii) positive adjustment for depreciation of property, plant and equipment of US\$2.8 million, offset by (iii) decrease in inventories of US\$0.4 million, (iv) increase in trade receivables of US\$1.8 million, (v) increase in contract liabilities of US\$1.8 million, (vi) decrease in other payables and accruals of US\$1.5 million, and (vii) tax paid of US\$3.4 million.

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In 2024, we had net cash from operating activities of US\$109.5 million, primarily reflecting (i) profit before taxation of US\$113.1 million; (ii) positive total adjustments before movements in working capital of US\$7.8 million, which in turn primarily reflected US\$7.7 million of positive adjustment for depreciation of property, plant and equipment; and (iii) tax paid of US\$10.7 million.

In 2023, net cash from operating activities amounted to US\$96.0 million, primarily reflecting (i) profit before taxation of US\$76.5 million; (ii) positive total adjustments before movements in working capital of US\$11.8 million, which in turn primarily reflected US\$7.6 million of positive adjustment for depreciation of property, plant and equipment and US\$3.3 million of positive adjustment for loss on disposal of property, plant and equipment; (iii) positive movements in working capital of US\$21.4 million, which primarily reflected US\$16.4 million of increase in trade payables as we made certain purchases close to the year end of 2023; and (iv) tax paid of US\$13.7 million.

In 2022, we had net cash from operating activities of US\$13.6 million, primarily reflecting (i) profit before taxation of US\$24.6 million; (ii) positive total adjustments before movements in working capital of US\$9.9 million, which in turn primarily reflected US\$6.8 million of positive adjustment for depreciation of property, plant and equipment, and US\$7.0 million of positive adjustment for finance costs, partially offset by US\$4.4 million of negative adjustment for deemed distribution in relation to profits derived from our principal business of the Predecessor Companies; and (iii) negative movements in working capital of US\$11.8 million, which primarily reflected US\$39.9 million of increase in inventories to cater for our business expansion and US\$13.0 million of increase in other receivables, deposits and prepayments as prepayments for purchases of products and other receivables from related parties, as partially offset by US\$41.9 million of increase in trade payables due to our increase in purchases.

Net Cash (Used in)/Generated from Investing Activities

Investing activities consist primarily of purchases and disposal of property, plant and equipment, purchases and disposal of financial assets at fair value through profit or loss, which mainly represented our wealth management products, bank interest received and advances, or repayments of advances, from related companies.

In the four months ended April 30, 2025, our net cash flows used in investing activities were US\$8.0 million, primarily reflecting (i) US\$194.5 million of proceeds from disposals of our wealth management products classified as financial assets at fair value through profit or loss, partially offset by (ii) US\$194.3 million used to purchase wealth management products classified as financial assets at fair value through profit or loss, and (iii) US\$8.0 million of purchase of property, plant and equipment.

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In 2024, our net cash used in investing activities were US\$5.7 million, primarily reflecting (i) US\$368.8 million of proceeds from disposals of our wealth management products classified as financial assets at fair value through profit or loss; and (ii) US\$26.3 million of repayment of advances from related companies, as partially offset by (iii) US\$368.1 million used to purchase wealth management products classified as financial assets at fair value through profit or loss; and (iv) US\$26.5 million used to purchase property, plant and equipment, reflecting the additions of freehold land, properties and construction in progress for expansion of production capacity.

In 2023, our net cash used in investing activities amounted to US\$10.9 million, primarily reflecting (i) US\$112.5 million used to purchase wealth management products classified as financial assets at fair value through profit or loss; and (ii) US\$19.4 million of advances made to related companies, as partially offset by (iii) US\$112.8 million of proceeds from disposals of our wealth management products classified as financial assets at fair value through profit or loss; and (iv) US\$14.4 million of repayments of advances to related companies.

In 2022, our net cash used in investing activities were US\$51.1 million, primarily reflecting (i) US\$19.8 million of advances to related companies; (ii) US\$19.3 million used to purchase wealth management products classified as financial assets at fair value through profit or loss; and (iii) US\$31.4 million used to purchase property, plant and equipment mainly in relation to the Reorganization, as partially offset by (iv) US\$19.3 million of proceeds from disposals of our management products.

Net Cash Generated from/(Used in) Financing Activities

Financing activities primarily include advances from related parties and repayments to related parties, bank and other borrowings and repayments of such borrowings. Our financing activities also included acquisitions of subsidiaries pursuant to the Reorganization.

In the four months ended April 30, 2025, our net cash flows generated from financing activities were US\$28.5 million, primarily reflecting (i) US\$30.0 million of proceeds from issue of Pre-IPO Investor Shares; (ii) US\$10.0 million of bank and other borrowings raised; offset by (iii) US\$1.0 million repayments to related parties; and (iv) US\$10.0 million of repayments of bank and other borrowings.

In 2024, our net cash used in financing activities amounted to US\$103.0 million, primarily reflecting US\$112.4 million of repayments to related parties, which was partially offset by US\$20.3 million from advances from related parties.

In 2023, our net cash used in financing activities amounted to US\$75.6 million, primarily reflecting (i) US\$112.1 million of repayments to related parties; and (ii) US\$21.3 million of repayments of bank and other borrowings, as partially offset by (iii) US\$41.9 million of advances from related parties; and (iv) US\$17.6 million of bank and other borrowings raised.

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In 2022, our net cash from financing activities amounted to US\$58.6 million, primarily reflecting (i) US\$199.1 million of advances from related parties; (ii) US\$40.1 million of bank and other borrowings raised as partially offset by (iii) US\$107.1 million of cash outflows in relation to Reorganization; (iv) US\$36.9 million of repayments to related parties; and (v) US\$33.0 million of repayments of bank and other borrowings.

SUFFICIENCY OF WORKING CAPITAL

Our Directors are of the opinion that, taking into account the net proceeds from the Global Offering upon Listing and the financial resources available to us, including cash and cash equivalents, cash flows from operating activities and facilities, we have sufficient working capital for our present requirements, that is for at least 12 months from the date of this prospectus.

NET CURRENT (LIABILITIES)/ASSETS

The following table sets forth our current assets and liabilities as of the dates indicated:

	As of December 31,			As of	As of
	2022	2023	2024	April 30,	August 31,
				2025	2025
	(US\$ in thousands)				(unaudited)
Current assets					
Inventories	114,689	107,746	119,375	119,711	122,301
Trade receivables	6,632	4,086	5,367	7,277	9,752
Other receivables, deposits and prepayments	40,508	46,803	17,323	17,914	22,941
Prepaid income tax	393	2,150	3,222	601	154
Bank balances and cash	21,725	30,439	31,112	84,526	95,381
Total current assets	183,947	191,224	176,399	230,029	250,529
Current liabilities					
Trade payables	40,874	43,788	43,262	43,287	49,181
Other payables and accruals	3,598	9,973	12,192	14,164	17,632
Contract liabilities	4,235	4,597	9,747	7,961	8,377
Tax liabilities	1,757	3,635	8,688	9,594	10,985
Lease liabilities	409	438	491	578	698
Dividend payable	—	—	35,000	35,000	—
Borrowings	164,653	92,985	1,001	—	13,998
Total current liabilities	215,526	155,416	110,381	110,584	100,871
Net current (liabilities)/assets . .	(31,579)	35,808	66,018	119,445	149,658

We had net current liabilities of US\$31.6 million as of December 31, 2022 and net current assets of US\$35.8 million, US\$66.0 million, US\$119.4 million and US\$149.7 million as of December 31, 2023 and 2024, April 30, 2025 and August 31, 2025, respectively.

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Our net current assets increased from US\$119.4 million as of April 30, 2025 to US\$149.7 million as of August 31, 2025, primarily due to appreciation of local currencies and net cash generated from operating activities.

Our net current assets increased from US\$66.0 million as of December 31, 2024 to US\$119.4 million as of April 30, 2025, primarily due to an increase in bank balances and cash from the Pre-IPO Investor of US\$30.0 million received in February 2025 and net cash generated from operating activities.

Our net current assets increased from US\$35.8 million as of December 31, 2023 to US\$66.0 million as of December 31, 2024, primarily due to a decrease in current borrowings of US\$92.0 million, mainly reflecting the settlement of advances from our related parties; partially offset by a decrease in other receivables, deposits and prepayments of US\$29.5 million, primarily reflecting the settlement from related companies.

We recorded net current liabilities of US\$31.6 million as of December 31, 2022 and net current assets of US\$35.8 million as of December 31, 2023, primarily due to (i) a decrease of current borrowings of US\$71.7 million, reflecting the settlement to related companies; and (ii) an increase of bank balances and cash of US\$8.7 million generated from our operations. Our net current liabilities as of December 31, 2022 was primarily as a result of the significant borrowings recorded as of December 31, 2022 arising from the capital needs for the one-off acquisition of assets as part of the Reorganization.

INDEBTEDNESS

The following table sets forth the details of our indebtedness as of the dates indicated:

	As of December 31,			As of	As of
	2022	2023	2024	April 30,	August 31,
				2025	2025
	<i>(US\$ in thousands)</i>				
					<i>(unaudited)</i>
Bank borrowings	6,787	2,817	—	—	13,998
Advances from Century BVI . . .	1,511	2,012	—	—	—
Advances from related companies (other than Century BVI)	151,256	83,356	—	—	—
Loans from Century BVI	—	7,662	—	—	—
Loans from related companies (other than Century BVI)	9,657	—	—	—	—
Loan from Chaoyuet Holding . .	—	—	1,001	—	—
Other borrowings	161	—	—	—	—
Lease liabilities	969	721	1,427	2,049	2,085
Other financial liability	—	—	—	31,084	31,535
Total	170,341	96,568	2,428	33,133	47,618

FINANCIAL INFORMATION

Bank Borrowings

As of December 31, 2022, 2023 and 2024, April 30, 2025 and August 31, 2025, we had outstanding bank borrowings of US\$6.8 million, US\$2.8 million, nil, nil and US\$14.0 million, respectively.

As of December 31, 2022, our outstanding bank borrowings comprised (i) unsecured and unguaranteed bank loan of US\$0.4 million bore a fixed interest rate of 8.8% per annum. Such amount had been fully repaid in 2023; and (ii) bank loan of US\$6.4 million secured by floating charges of certain property, plant and equipment, inventories and trade receivables totaling at US\$7.9 million as of the same date and bore a variable interest rate of 7.5% per annum. Such loan was early-repaid in 2023.

As of December 31, 2023, our outstanding bank borrowings of US\$2.8 million were secured by certain properties held by a related company and certain intra-group receivables amounting to US\$4.7 million, and jointly guaranteed by certain related companies and a subsidiary. Such bank loan bore a fixed interest rate of 3.9% per annum and was repaid in 2024. As of the Latest Practicable Date, all of the guarantees provided by related companies had been released.

As of August 31, 2025, the unsecured and unguaranteed bank borrowings were US\$14.0 million.

The bank borrowings arose from suppliers finance arrangements that our Group issued letters of credit, with settlement due dates of twelve months from issuance, to suppliers for purchasing of inventories and, pursuant to tripartite agreements among a bank, our Group and each supplier, the letters of credit were discounted to the bank which paid the full amounts under the letters of credit to the suppliers while our Group assumes for all risks and liabilities (including the obligation to repay the bank the full amounts under the letters of credit and all associated financing costs) and the suppliers are fully discharged from any obligation upon discounting. These bank borrowings, in substance, bear effective fixed interest rates ranging from 1.8% per annum to 2.6% per annum and are repayable before September 2026.

Our bank borrowing agreements contain standard terms, conditions and covenants that customary for commercial bank loans. Our Directors confirm that we are not subject to other material covenants under any agreements with respect to any bank loans or other borrowings. Our Directors also confirm that we did not experience any difficulty in obtaining bank borrowings, default in payment of bank borrowings or breach of covenants during the Track Record Period and up to the Latest Practicable Date.

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Advances and Loans from Related Companies

As of December 31, 2022, 2023 and 2024, April 30, 2025 and August 31, 2025, we had outstanding advances from related companies (including Century BVI) of US\$152.8 million, US\$85.4 million, nil, nil and nil, respectively. Our advances from related companies were non-trade in nature, unsecured, interest-free and repayable on demand. As of the Latest Practicable Date, such balances had been fully settled.

As of December 31, 2022, 2023 and 2024, April 30, 2025 and August 31, 2025, we had loans from related companies (including Century BVI and Chaoyuet Holding) of US\$9.7 million, US\$7.7 million, US\$1.0 million, nil and nil, respectively. Our loans from related companies were non-trade in nature, unsecured, interest-free and repayable on demand. As of the Latest Practicable Date, such balances had been fully settled.

For details, see Note 25 of the Accountants' Report set out in Appendix I to this prospectus.

Lease Liabilities

As of December 31, 2022, 2023 and 2024, April 30, 2025 and August 31, 2025, we had lease liabilities of US\$1.0 million, US\$0.7 million, US\$1.4 million, US\$2.0 million and US\$2.1 million, respectively, arising from the leases of land and properties in relation to our production facilities, office premises and warehouses.

Our Group's lease liabilities are unguaranteed while certain of these lease liabilities are secured by our Group's deposits paid.

As of August 31, 2025, our Group had unsecured and unguaranteed lease liabilities and secured and unguaranteed lease liabilities amounting to US\$0.2 million and US\$1.9 million, respectively.

In September and October, 2025, our Group replaced its existing short-term leases with the Remaining Sunda Group by entering into new leases with terms ranging between one and three years, at an average monthly rental approximately US\$0.2 million, resulting in recognition of right-of-use assets, together with lease liabilities, of US\$5.7 million at inception.

Other Borrowings

As of December 31, 2022, we had outstanding other borrowing of US\$0.2 million, representing a working capital loan provided by a non-financial institution to support our working capital when we entered into the Benin market. Such loan bore a fixed interest rate of 3.0% per annum and was fully repaid in 2023.

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Other financial liability

As of December 31, 2022, 2023 and 2024, April 30, 2025 and August 31, 2025, the put option under the Pre-IPO Investment granted to our Pre-IPO Investor is accounted for as a financial liability with carrying amount of approximately nil, nil, nil, US\$31.1 million and US\$31.5 million, respectively. As the Pre-IPO Investor can require either our Company or Sunda Enterprise to settle this obligation, the other financial liability is, in substance, guaranteed by Sunda Enterprise. Such put option will be terminated and reclassified to equity upon Listing. For the detailed terms of the Put Option Agreement, please refer to the paragraph headed “History, Reorganization and Corporate Structure—Pre-IPO Investment” in this prospectus.

As the Pre-IPO Investor can require either our Company or Sunda Enterprise to settle the put option obligation, the other financial liability is, in substance, guaranteed by Sunda Enterprise. As of August 31, 2025, our Group’s unsecured and guaranteed other financial liability was US\$31.5 million.

Except as disclosed in this section and apart from intra-group liabilities, as of the close of business on August 31, 2025, being the latest practicable date for determining our indebtedness, we did not have any debt securities issued and outstanding, and authorized or otherwise created but unissued, bank loans, bank overdrafts, other borrowings and debts, liabilities under acceptance (other than normal trade bills), acceptance credits or other similar indebtedness, hire purchase commitments, mortgages, charges, guarantees or contingent liabilities.

After due and careful consideration, our Directors confirm that, save as aforesaid, since August 31, 2025 and up to the date of this prospectus, there has been no material change in our indebtedness.

CONTINGENT LIABILITIES

As of August 31, 2025, being the latest practicable date for the purpose of the indebtedness statement, we did not have any material contingent liabilities, guarantees of any litigations or claims of material importance, pending or threatened against any member of our Company. Our Directors have confirmed that there has not been any material change in our contingent liabilities since August 31, 2025 and up to the Latest Practicable Date.

FINANCIAL INFORMATION

KEY FINANCIAL RATIOS

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

	Year ended/As of December 31,			Four months ended/As of April 30,
	2022	2023	2024	2025
Gross profit margin ⁽¹⁾	23.0%	34.9%	35.2%	33.6%
Net profit margin ⁽²⁾	5.7%	15.7%	20.9%	19.3%
Return on equity ⁽³⁾	80.8%	75.7%	68.0%	N/A ⁽⁷⁾
Return on total assets ⁽⁴⁾	7.5%	26.4%	37.4%	N/A ⁽⁷⁾
Current ratio ⁽⁵⁾	0.9	1.2	1.6	2.1
Quick ratio ⁽⁶⁾	0.3	0.5	0.5	1.0

Notes:

- (1) Gross profit margin is calculated based on gross profit for the period divided by revenues for the period and multiplied by 100%.
- (2) Net profit margin is calculated based on the profit for the period divided by total revenue and multiplied by 100%.
- (3) Return on equity is calculated based on the profit for the period divided by the shareholders' equity as of the end of the period and multiplied by 100%.
- (4) Return on total assets is calculated based on the profit for the period divided by total assets at the end of the period and multiplied by 100%.
- (5) Current ratio is calculated based on the total current assets divided by the total current liabilities as of the end of the period.
- (6) Quick ratio is calculated based on the total current assets minus inventories divided by the total current liabilities as of the end of the period.
- (7) The ratios are not presented for incomplete years.

Gross Profit Margin

See “—Period to Period Comparison of Results of Operations” for a discussion of the factors affecting our gross profit margin during the Track Record Period.

Net Profit Margin

See “—Period to Period Comparison of Results of Operations” for a discussion of the factors affecting our net profit margin during the Track Record Period.

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Return on Equity

Our return on equity decreased from 80.8% in 2022 to 75.7% in 2023 and further to 68.0% in 2024, primarily reflecting a faster increase in total equity mainly from profit generated compared to an increase in our profit.

Return on Total Assets

Our return on total assets increased from 7.5% in 2022 to 26.4% in 2023 and further to 37.4% in 2024, primarily reflecting an increase in our profit.

Current Ratio and Quick Ratio

Our current ratio and quick ratio increased from 0.9 times and 0.3 times, respectively, as of December 31, 2022 to 1.2 times and 0.5 times, respectively, as of December 31, 2023, primarily reflecting a decrease in current borrowings upon the settlement of advances from related companies. Our current ratio further increased to 1.6 times as of December 31, 2024 and increased to 2.1 times as of 30 April, 2025, primarily reflecting an increase in cash and cash equivalents as we received investment funds from International Finance Corporation (“IFC”) in 2025. Our quick ratio remained stable at 0.5 times and 0.5 times as of December 31, 2023 and 2024, and increased to 1.0 times as of 30 April, 2025, primarily reflecting an increase in cash and cash equivalents as we received investment funds from IFC in 2025.

CAPITAL EXPENDITURES

Our capital expenditures comprise payment for the purchase of property, plant and equipment, and land use rights, primarily used to open new production facilities or upgrade existing production facilities. Our capital expenditures in 2022, 2023 and 2024 and the four months ended April 30, 2025 amounted to US\$31.4 million, US\$8.6 million, US\$32.9 million and US\$8.2 million, respectively.

We funded these expenditures during the Track Record Period mainly from cash flow generated from operating activities and borrowings.

Following the Global Offering, we will continue to incur capital expenditures to grow our business. We plan to fund our planned capital expenditures primarily with cash flows generated from our operations, bank borrowings, proceeds from the Pre-IPO Investment and the net proceeds received from the Global Offering. See “Future Plans and Use of Proceeds.”

CAPITAL COMMITMENTS

As of December 31, 2022, 2023 and 2024 and April 30, 2025, the total amount of our capital expenditure contracted for but not yet provided was nil, US\$4.3 million, US\$13.3 million and US\$14.6 million, respectively.

FINANCIAL INFORMATION

RELATED PARTY TRANSACTIONS

During the Track Record Period, we entered into a number of related party transactions with certain related companies, pursuant to which:

- (i) we purchased materials, spare parts and equipment from related companies in the ordinary course of business;
- (ii) we incurred royalty fees for the use of trademarks held by the Remaining Sunda Group prior to the Reorganization and we purchased the trademarks as part of the Reorganization. No royalty fees were incurred after such transfer;
- (iii) we purchased integrated support services from the Remaining Sunda Group in relation to support and processing services to our supply chain under our directions, including logistics, warehousing and handling services and labor support services. See “Connected Transactions”;
- (iv) we purchased IT support and maintenance services from the Remaining Sunda Group. See “Connected Transactions”;
- (v) we sold materials, spare parts, products and equipment to Predecessor Companies or other related companies;
- (vi) we incurred interest expenses in relation to certain loans for operating capital;
- (vii) we leased certain production facilities, warehouses, offices, and dormitories;
- (viii) we purchased agency and other services primarily represent transportation services and network services;
- (ix) we purchased water and utilities in relation to usage in our production facilities primarily in Tanzania and Senegal;
- (x) we purchased certain freehold and leasehold land and properties; and
- (xi) we licensed certain trademarks.

As of the Latest Practicable Date, all of our amounts due to related companies that were non-trade in nature had been settled. For details, see Note 31 to the Accountants’ Report set out in Appendix I to this prospectus.

FINANCIAL INFORMATION

OFF-BALANCE SHEET COMMITMENTS AND ARRANGEMENTS

As of the Latest Practicable Date, we did not have any material off-balance sheet commitments or arrangements.

FINANCIAL RISKS DISCLOSURE

Our financial instruments include trade and other receivables, due from related companies, deposits, bank balances and cash, trade and other payables and borrowings. Details of these financial instruments are disclosed in respective notes to the Accountants' Report in Appendix I to this prospectus. The risks associated with these financial instruments include market risk (currency risk and interest rate risk), credit risk and liquidity risk. Our policies on how to mitigate these risks are set out below. We manage and monitor these exposures to ensure appropriate measures are implemented on a timely and effective manner.

Market Risk

Currency Risk

We have foreign currency sales and purchases, which are transactions denominated in currencies other than the respective functional currencies of the subsidiaries. The major foreign currency denominated monetary assets and liabilities, including trade and other receivables, amounts due from/to intra-group companies, deposits, bank balances and cash, trade and other payables and borrowings, expose us to foreign currency risk arising from U.S. dollars, Euros, Renminbi and Ghanaian Cedi.

During the Track Record Period and up to the Latest Practicable Date, we had not experienced any difficulties in currency conversion, remittance of profits or repatriation of capital into China and/or Hong Kong, and we were not exposed to any restriction or control in any country in terms of total assets, revenue and profit.

Interest Rate Risk

Our interest rate risk arises primarily from interest-bearing financial instruments. These financial instruments issued at variable rates and at fixed rates expose us to cash flow interest rate risk and fair value interest rate risk, respectively. We do not have any specific interest rate hedging policy except that we would regularly review the market interest rates to capture the potential opportunities to reduce the cost of borrowings.

- *Fair value interest rate risk.* Our fair value interest rate risk relates primarily to fixed-rate lease liabilities and borrowings.
- *Cash flow interest rate risk.* Our cash flow interest rate risk relates primarily to its variable-rate borrowings.

FINANCIAL INFORMATION

Credit Risk and Impairment Assessment

Credit risk refers to the risk that our counterparties default on their contractual obligations resulting in financial losses of us. Our maximum exposure to credit risk in the event of the counterparties' failure to perform their obligations in relation to each class of recognized financial assets is the carrying amount of those assets as stated in the consolidated statements of financial position.

Trade Receivables Arising from Contracts with Customers

Before accepting any new customer, we assess the potential customer's credit quality by internal credit rating and define credit limits by customer. We review credit limits attributed to customers regularly. We also implement other monitoring procedures to ensure that follow-up action is taken to recover overdue debts.

We have applied simplified approach to determine allowance for credit losses on not credit-impaired trade receivables due from third-party customers based on aging analysis of debtors, whereas credit-impaired trade receivables due from third-party customers and trade receivables due from related companies are assessed individually with reference to historical observed default rates and forward-looking information, and reassess such rates and information at the end of each period. In this regard, We consider that our credit risk is significantly reduced.

As of December 31, 2022, 2023 and 2024 and April 30, 2025, allowance of credit losses of US\$206,000, US\$208,000, US\$279,000 and US\$279,000 were made for trade receivables due from third-party customers, respectively.

As of December 31, 2022, 2023 and 2024 and April 30, 2025, we had trade receivables due from related companies with gross carrying amounts of US\$73,000, US\$121,000, nil and nil, respectively, that exposed us with concentration of credit risk and their ECL were assessed individually.

We consider that the credit risk on trade receivables due from related companies is limited because the creditability of these related companies remains high and their financial information is available that we can closely monitor their repayments.

Other Receivables (including Amounts Due from Related Companies) and Deposits

We had concentration of credit risk in amounts due from related companies (whose creditability remain high) amounting to US\$19,773,000, US\$24,687,000, nil and nil as of December 31, 2022, 2023 and 2024 and April 30, 2025, respectively. We closely monitor the outstanding amounts of other receivables (including amounts due from related companies) and deposits and identify any credit risk in a timely manner in order to reduce the risk of a credit related loss. In this regard, we consider our credit risk is significantly reduced. The amounts due from the related companies were repaid in 2024. No allowance of credit losses was made as ECL.

FINANCIAL INFORMATION

Bank Balances

The credit risk of bank balances as of December 31, 2022, 2023 and 2024 and April 30, 2025 were considered as not material because such amounts were placed in banks with good external and/or internal credit ratings. We assessed 12-month ECL on these balances and concluded that the ECLs were insignificant and, therefore, no impairment loss was recognized.

Liquidity Risk

In management of the liquidity risk, we prepare forecast for future cash requirements that takes into account the cash flows from operations, bank facilities and borrowings available, the liquidity risk and future capital commitments aiming at keeping our operation with sufficient cash to meet the liabilities due at any time. Based on such forecast, should we require additional cash to fund our operation/expansion projects, our management may decide to obtain additional borrowings or additional capital.

DIVIDEND POLICY

Currently, we do not have a formal dividend policy or a fixed or predetermined dividend distribution ratio. In determining or recommending the frequency, amount and form of any declaration and payment of dividend in any financial year/period, the Board shall consider factors including, but not limited to, our actual and expected results of operations and financial performance of our Group, current and future working capital and cash position, future business and earnings and capital requirement of our Group, our business strategies, development, operations and prospects, economic outlook, cash flow and financial position, general business conditions and business strategies, and other factors that our Board deems to be appropriate. There is no assurance that dividends will be declared and paid in the amount set out in any plan of the Board or at all. As we are a holding company incorporated under the laws of the Cayman Islands, the payment and amount of any future dividends will be subject to certain restrictions under Cayman Islands law, namely that our Company may only pay dividends either out of profits and/or share premium account, and provided always that in no circumstances may a dividend be paid out of share premium if this would result in our Company being unable to pay its debts as they fall due in the ordinary course of business. Our future declarations of dividends may or may not reflect our historical declarations of dividends.

On January 12, 2024, our subsidiary, Softcare Kenya declared and paid an interim dividend of US\$353,000 to its then shareholder, Century BVI. On December 23, 2024, our Company declared interim dividends of US\$35.0 million to its shareholders, which had been fully paid to such shareholders using funds generated from operations and internal resources. Save as the above, no dividends have been paid or declared by the Group during the Track Record Period.

DISTRIBUTABLE RESERVES

As of April 30, 2025, our Company had retained profit available for distribution to our Shareholders of US\$3.2 million.

FINANCIAL INFORMATION

LISTING EXPENSES

Based on the mid-point of the indicative Offer Price range and assuming the Over-allotment Option is not exercised, we estimate that our listing expenses will be approximately HK\$149.3 million, which constitute approximately 6.5% of the gross proceeds from the Global Offering. Our total listing expenses consist of (i) underwriting-related fees and expenses (including underwriting commissions, Stock Exchange trading fee, and SFC and AFRC transaction levy) of HK\$80.4 million; and (ii) non-underwriting-related expenses of HK\$68.9 million, including (a) fees payable to Joint Sponsors, legal advisors and Reporting Accountants of HK\$49.8 million and (b) other fees and expenses of HK\$19.1 million. During the Track Record Period, we incurred listing expenses of US\$4.0 million, of which US\$2.6 million and US\$1.4 million was recognized in our consolidated statements of profit or loss and other comprehensive income in 2024 and the four months ended April 30, 2025, respectively. As of April 30, 2025, we recorded US\$1.2 million as deferred issue costs under other receivables, deposits and prepayments in our consolidated statements of financial position, to be accounted for as a deduction from equity upon the Listing. The remaining listing expenses of US\$14.0 million is expected to be incurred after the Track Record Period. Upon the Listing, a total of US\$11.6 million (comprising the deferred issued costs of US\$1.2 million already incurred as of April 30, 2025 and partial listing expenses of US\$10.4 million incurred after the Track Record Period) is expected to be accounted for as a deduction from equity in accordance with the relevant accounting standard, and the other listing expenses of US\$3.7 million incurred after the Track Record Period is expected to be charged to our consolidated statements of profit or loss and other comprehensive income. The listing expenses above are the latest practicable estimate for reference only, and the actual amount may differ from this estimate. Our Directors do not expect such expenses to materially impact our results of operations in 2025.

UNAUDITED PRO FORMA STATEMENT OF ADJUSTED NET TANGIBLE ASSETS

See “Appendix II—Unaudited Pro Forma Financial Information.”

NO MATERIAL ADVERSE CHANGE

Our Directors have confirmed that, up to the date of this prospectus, there has been no material adverse change in our financial or trading position since April 30, 2025, and there has been no event since April 30, 2025 that would materially affect the information shown in the Accountants’ Report set out in Appendix I to this prospectus.

DISCLOSURE UNDER RULES 13.13 TO 13.19 OF THE LISTING RULES

Our Directors confirm that, as of the Latest Practicable Date, there are no circumstances that would give rise to a disclosure requirement under Rules 13.13 to 13.19 of the Listing Rules.

FUTURE PLANS AND USE OF PROCEEDS

FUTURE PLANS

See “Business—Our Strategies” for a detailed discussion of our future plans.

USE OF PROCEEDS

Assuming an Offer Price of HK\$25.20 per Offer Share (being the mid-point of the stated range of the Offer Price of between HK\$24.20 and HK\$26.20 per Offer Share) and that the Over-allotment Option is not exercised, we estimate that we will receive net proceeds of approximately HK\$2,141.0 million from the Global Offering after deducting the underwriting commissions and other estimated expenses in connection with the Global Offering. In line with our strategies, we intend to use our proceeds from the Global Offering for the purposes and in the amounts set forth below:

- Approximately 71.4%, or HK\$1,526.9 million, is expected to be used to expand our overall production capacity and upgrade our production lines, including:
 - (i) approximately 32.1%, or HK\$686.4 million, is expected to be used to build new production plants or expand our existing production plants in Ghana, Côte d’Ivoire, Senegal, Benin, Kenya, Zambia, Peru, El Salvador, Kazakhstan and Mexico. These production plants are expected to manufacture baby diapers, baby pants, sanitary pads and/or wet wipes. Details of this plan are set forth below:

Country	Products to be manufactured	Expected allocation of net proceeds					Expected year of completion of construction
		2026	2027	2028	2029	Total	
(HK\$ in millions)							
Ghana	Baby diapers, baby pants, sanitary pads and wet wipes	–	89.7	–	–	89.7	2027
Côte d’Ivoire	Baby diapers and sanitary pads	–	53.8	–	–	53.8	2027
Senegal	Baby diapers, baby pants, sanitary pads and wet wipes	28.1	–	–	–	28.1	2026
Benin	Baby diapers and sanitary pads	31.2	–	–	–	31.2	2026
Kenya	Baby diapers, baby pants, sanitary pads and wet wipes	–	42.1	–	–	42.1	2027
Zambia.	Baby diapers, baby pants, sanitary pads and wet wipes	–	28.1	–	–	28.1	2027
Peru	Baby diapers, baby pants, sanitary pads and wet wipes	–	53.8	–	–	53.8	2027
El Salvador.	Baby diapers, baby pants, sanitary pads and wet wipes	62.4	–	35.9	–	98.3	First phase by 2026 and second phase by 2028

FUTURE PLANS AND USE OF PROCEEDS

Country	Products to be manufactured	Expected allocation of net proceeds					Expected year of completion of construction
		2026	2027	2028	2029	Total	
(HK\$ in millions)							
Kazakhstan	Baby diapers, baby pants, sanitary pads and wet wipes	58.5	–	–	–	58.5	2026
Mexico.	Baby diapers, baby pants, sanitary pads and wet wipes	–	163.8	–	39.0	202.8	First phase by 2027 and second phase by 2029

- (ii) approximately 34.5%, or HK\$737.8 million, is expected to be used to build new production lines at our production plants in Ghana, Senegal, Cameroon, Tanzania, Kenya, Uganda, Zambia, Benin, Peru, El Salvador, Kazakhstan and Mexico for manufacturing baby diapers, baby pants, sanitary pads and/or wet wipes. Upon completion of this plan, the new production lines are expected to increase our designed production capacity by 6,278.4 million pieces of baby diapers, 1,883.5 million pieces of baby pants, 3,407.0 million pieces of sanitary pads and 3,639.2 million pieces of wet wipes per annum, resulting in a total designed production capacity of 12,579.6 million pieces of baby diapers, 2,235.6 million pieces of baby pants, 6,261.1 million pieces of sanitary pads and 12,942.7 million pieces of wet wipes per annum. Details of this plan are set forth below:

Country	Type of production lines	Number of new production lines	Designed production capacity ¹	Expected allocation of net proceeds					Expected year of completion of construction
				2026	2027	2028	2029	Total	
				(HK\$ in millions)					
			(million pieces)						
Ghana	(i) baby diapers	2	418.6	–	10.7	–	10.7	21.4	2027 to 2029
	(ii) baby pants	1	209.3	–	12.8	–	–	12.8	
	(iii) sanitary pads	2	486.7	–	11.6	–	11.6	23.1	
Senegal	(i) baby diapers	2	418.6	10.7	–	10.7	–	21.4	2026 to 2028
	(ii) baby pants	1	209.3	12.8	–	–	–	12.8	
	(iii) sanitary pads	1	243.4	11.6	–	–	–	11.6	
Cameroon	(i) baby diapers	1	209.3	–	–	10.7	–	10.7	2026 to 2028
	(ii) baby pants	1	209.3	12.8	–	–	–	12.8	
	(iii) sanitary pads	1	243.4	–	–	11.6	–	11.6	
Tanzania	(i) baby diapers	2	418.6	–	10.7	–	10.7	21.4	2027 to 2029
	(ii) sanitary pads	1	243.4	–	–	11.6	–	11.6	
Kenya	(i) baby diapers	1	209.3	–	–	10.7	–	10.7	2028
Uganda	(i) baby diapers	1	209.3	–	10.7	–	–	10.7	2026 to 2027
	(ii) sanitary pads	1	243.4	11.6	–	–	–	11.6	
Zambia	(i) baby diapers	2	418.6	10.7	–	10.7	–	21.4	2026 to 2028
	(ii) baby pants	1	209.3	–	12.8	–	–	12.8	

FUTURE PLANS AND USE OF PROCEEDS

Country	Type of production lines	Number of new production lines	Designed production capacity ¹	Expected allocation of net proceeds					Expected year of completion of construction
				2026	2027	2028	2029	Total	
			(million pieces)	(HK\$ in millions)					
	(iii) sanitary pads	1	243.4	11.6	-	-	-	11.6	
Benin	(i) baby diapers	1	209.3	10.7	-	-	-	10.7	2026
	(ii) sanitary pads	1	243.4	11.6	-	-	-	11.6	
Peru	(i) baby diapers	2	418.6	-	-	12.8	12.8	25.7	2027 to 2029
	(ii) sanitary pads	2	486.7	-	14.4	-	14.4	28.9	
El Salvador	(i) baby diapers	3	627.8	12.8	-	12.8	12.8	38.5	2026 to 2029
	(ii) baby pants	1	209.3	-	-	28.9	-	28.9	
	(iii) sanitary pads	1	243.4	14.4	-	-	-	14.4	
	(iv) wet wipes	1	1,213.1	1.1	-	-	-	1.1	
Kazakhstan	(i) baby diapers	4	837.1	12.8	12.8	12.8	12.8	51.4	2026 to 2029
	(ii) baby pants	2	418.6	28.9	-	-	28.9	57.8	
	(iii) sanitary pads	1	243.4	14.4	-	-	-	14.4	
	(iv) wet wipes	1	1,213.1	1.1	-	-	-	1.1	
Mexico	(i) baby diapers	9	1,883.5	-	64.2	25.7	25.7	115.6	2027 to 2029
	(ii) baby pants	2	418.6	-	28.9	28.9	-	57.8	
	(iii) sanitary pads	2	486.7	-	14.4	14.4	-	28.9	
	(iv) wet wipes	1	1,213.1	-	1.1	-	-	1.1	

Note:

- The designed production capacity is the maximum number of pieces of products which can be produced annually based on the following assumptions: (i) the production lines are operating at full capacity; (ii) there are two shifts per day, with each shift lasting for 10 hours; and (iii) production is scheduled for 26 days per month.

Pursuant to the above plan, we expect to build a total of three new wet wipes production lines, one each in El Salvador, Kazakhstan and Mexico. Notwithstanding the relatively low utilization rate of our existing wet wipes production lines during the Track Record Period, all of our existing wet wipes production lines are located in Africa, and we currently do not have any wet wipes production lines in these three countries, which are located in Latin America and Central Asia. Building a wet wipes production line in each of these countries will enable us to establish localized manufacturing capabilities and gain a strong foothold for our expansion into the wet wipes market in these countries. Having considered (i) the cost of building a new wet wipes production line (which is expected to be approximately HK\$1.1 million) is relatively low; (ii) it would be cost-ineffective to transport wet wipes manufactured in Africa to Latin America and Central Asia; (iii) the new production lines can focus on manufacturing products with localized specifications that suit the preferences of local consumers; and (iv) our sales

FUTURE PLANS AND USE OF PROCEEDS

volume of wet wipes saw a substantial growth from 841.8 million pieces in 2022 to 1,231.6 million pieces in 2023 and 1,497.5 million pieces in 2024 at a CAGR of 33.4%, we are of the view that building the new wet wipe production lines will be beneficial to our expansion into the wet wipes market in these countries.

- (iii) approximately 4.8%, or HK\$102.7 million, is expected to be used to purchase a total of 12 sets of production equipment in Ghana, Kenya, Senegal, Zambia, Peru, Kazakhstan and Mexico from 2026 to 2029 for manufacturing ultra-thin baby diapers and sanitary pads, which feature an integrated absorbent core that makes the product thinner, lighter, more breathable and more comfortable. We plan to launch ultra-thin baby diapers and sanitary pads in these markets in the future in order to satisfy the increasing consumers' expectation and enhance their user experience. The average cost of each set of such production equipment is approximately HK\$8.6 million.

As of the Latest Practicable Date, we had acquired a parcel of land with our internal resources for the construction of the new production plant in Peru. The first phase of construction is expected to be funded by our internal resources and is expected to be completed by 2025. The second phase of construction is expected to be funded by the net proceeds from the Global Offering as mentioned above and is expected to be completed in 2027. Save for that, as of the Latest Practicable Date, we had not commenced any construction work or incurred any expenses for the abovementioned expansion plan.

While the exact regulatory approvals required for the abovementioned expansion plan may vary from country to country, such approvals primarily include environmental approvals, planning approvals, building permits, authorizations for establishing production facilities and licenses in respect of operating production facilities. As advised by our legal advisors as to the laws of Ghana, Côte d'Ivoire, Senegal, Cameroon, Tanzania, Kenya, Uganda, Zambia, Benin, Peru, El Salvador and Kazakhstan, there is no material legal impediment to obtaining such approvals.

We believe that the abovementioned expansion plan is supported by sufficient demand on the following grounds:

- (a) **Growing market size.** The market size of baby diapers, baby pants and sanitary pads in the Emerging Markets is expected to see a steady growth. According to Frost & Sullivan, the market size in Africa is expected to grow from US\$4.1 billion in 2025 to US\$5.6 billion in 2029 at a CAGR of 7.9%; the market size in Latin America is expected to grow from US\$7.9 billion in 2025 to US\$9.0 billion by 2029 at a CAGR of 3.0%; and the market size in Central Asia is expected to grow from US\$0.5 billion in 2025 to US\$0.6 billion by 2029 at a CAGR of 4.8%. We believe that such growth in market size will continue to drive the sales of our products.

FUTURE PLANS AND USE OF PROCEEDS

- (b) **Population growth.** The Emerging Markets that we target are characterized by fast population growth. The number of births in Africa has been growing at a globally highest CAGR of 1.8% from 2020 to 2024, and its demographic structure has over 50% of its population under the age of 20. According to Frost & Sullivan, the new birth population in Africa, Latin America and Central Asia in 2024 was 48.2 million, 10.1 million and 2.0 million, representing 36.5%, 7.7% and 1.4% of the global new birth population in 2024, respectively. We believe that such population growth will continue to create new demand for our products.
- (c) **Growing market penetration rate.** According to Frost & Sullivan, the Emerging Markets have seen sustained growth in the market penetration rates of baby and feminine hygiene products, with considerable room for further growth compared to developed countries. For example, in 2024, the market penetration rate of baby diapers and baby pants in Africa was around 20%, lower than that in the European, North American and Chinese markets, which ranged from around 70% to 86%, and the market penetration rate of sanitary pads in Africa was around 30%, lower than the market penetration rates of similar products in the European, North American and Chinese markets, which ranged from around 86% to 92%.
- (d) **Increasing consumer awareness.** According to Frost & Sullivan, with the increasingly effective dissemination of information and the widespread expansion of brand marketing, consumer awareness of baby diapers and sanitary pads in the Emerging Markets has been gradually increasing, which in turn will create greater consumer demand for these products.
- (e) **Gradual expansion.** We expect to implement the expansion plan in a gradual and orderly manner. The construction work of the new production facilities is expected to be completed gradually from 2026 to 2029. For example, the production lines in Ghana are expected to be built in two phases, the first phase to be completed by 2027 and the second phase by 2029. It is expected that by the time the new production facilities are completed and commence production, the market demand will have grown substantially as discussed above and will drive our sales and require enhanced production capacity to cope with.

We believe that we will be able to capture the market demand and compete with existing and potential players on the following grounds:

- (a) **Leading market position.** We are a leading corporation of baby and feminine hygiene products in Africa. According to Frost & Sullivan, in terms of sales volume in 2024, (i) we ranked first in both the baby diapers market and the sanitary pads market in Africa, with a market share of 20.3% and 15.6%, respectively; and (ii) in terms of revenue in 2024, we ranked second in both the baby diapers market and the sanitary pads market in Africa, with a market share of 17.2% and 11.9%, respectively. With our strong market position, we believe we will be able to capture the growing market demand.

FUTURE PLANS AND USE OF PROCEEDS

- (b) ***Sustained growth in revenue and sales volume.*** According to Frost & Sullivan, the market size of the baby diapers, baby pants and sanitary pads markets in Africa, Latin America and Central Asia in aggregate grew at a CAGR of 3.9% from 2022 to 2024. By contrast, we outperformed the industry significantly and recorded growth in revenue attributable to these product categories at a CAGR of 18.9% from US\$311.1 million in 2022 to US\$439.9 million in 2024. We also recorded growth in overall sales volume attributable to these product categories at a CAGR of 20.6% from 4.1 billion pieces in 2022 to 6.0 billion pieces in 2024. In light of our sales performance during the Track Record Period, we believe we are well positioned to compete with existing and potential competitors.
 - (c) ***Extensive sales network.*** According to Frost & Sullivan, in the Emerging Markets, sales network is key to success in the baby and feminine hygiene product industry. According to Frost & Sullivan, our sales network covers all administrative regions in our core operating countries and reaches over 80% of the local population of these countries. As of April 30, 2025, we had 18 sales branches in 12 countries, and an extensive sales network covering over 2,800 wholesalers, distributors, supermarkets and other retailers in total. Through our extensive sales network, our products can reach our target consumers quickly and efficiently, which we believe gives us a competitive advantage over our competitors.
 - (d) ***Successful expansion experience.*** During the Track Record Period, we had established a total of three production plants, one in Cameroon, one in Uganda and one in Benin, all of which commenced production in 2022. Our revenue in these countries in aggregate has since recorded considerable growth from US\$33.3 million in 2022 to US\$73.6 million in 2024, representing a CAGR of 48.6%. We believe that our expansion strategy has proven to be successful and that we will be able to replicate our successful expansion experience in other new markets in the future.
- Approximately 11.6%, or HK\$247.4 million, is expected to be used for marketing and promotion activities in Africa, Latin America and Central Asia from 2026 to 2029, including:
 - (i) approximately 2.1%, or HK\$44.1 million, for promoting our brands and products through engaging celebrities with positive image to be our brand ambassadors and endorse our products;
 - (ii) approximately 6.2%, or HK\$132.0 million, for promoting our brands and products through placing advertisements on television channels; and
 - (iii) approximately 3.3%, or HK\$71.3 million, for hiring promotion staff, producing promotion materials and renting venues for organizing marketing events;

FUTURE PLANS AND USE OF PROCEEDS

- Approximately 4.7%, or HK\$101.2 million, is expected to be used for strategic acquisitions of businesses in the hygiene product industry. We currently focus on identifying potential acquisition targets based on the following criteria: (i) located in the emerging markets in Africa, Latin America and Central Asia, including but not limited to Peru, South Africa, Kazakhstan and El Salvador; (ii) having a mature sales network with stable business relationships of over three years with key accounts; (iii) having a track record of stable operation of over five years and owning reputable brand(s); and (iv) annual revenue amounting to approximately HK\$300 million. In the event that the acquisition cost exceeds HK\$101.2 million, we expect to finance the extra amount by our internal resources. According to Frost & Sullivan, based on the abovementioned criteria, it is estimated that there are over 30 potential acquisition targets in these regions. While we will continue to evaluate potential acquisition targets, as of the Latest Practicable Date, we had not identified any specific acquisition target, and we had not formed any concrete plan as to the investment format, which will be subject to negotiation with the potential acquisition targets;
- Approximately 0.4%, or HK\$9.5 million, is expected to be used for upgrading our CRM system and gradually implementing it across our operations in various countries from 2026 to 2029;
- Approximately 2.6%, or HK\$56.0 million, is expected to be used for engaging reputable management consulting firms for conducting analysis on new markets (such as Peru, Mexico, El Salvador and Kazakhstan) and new products (such as hygiene products and tissue products) and providing advices on strategy execution and corporate management from 2026 to 2029. The scope of consulting services is expected to cover, among others, (i) analysis of industry trend, including product types and sales channels; (ii) analysis of competitive landscape, including market concentration, business model and market share of key competitors, and characteristics of popular products; (iii) research on consumers, including their preferences in terms of product features, sales channels and brands; and (iv) research on sales channels and acquisition targets. The service fee is expected to be charged based on the estimated time cost and workload, which may vary from case to case, subject to negotiations with the management consulting firms to be engaged by us. We believe that engaging management consulting firms to advise on strategy execution and corporate management is a common practice adopted by many global leading enterprises (including some of the top 10 FMCG enterprises in the world) and could benefit us in the following ways: (i) we plan to engage those management consulting firms that have long-term experience in advising global leading FMCG enterprises, with strong business resources in markets such as Latin America and Central Asia, which could help us better formulate expansion strategies and locate the resources we need for our expansion plan; (ii) the management consulting firms are expected to have comprehensive database and expert resources, which could help us forecast industry development more accurately to support our strategic

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decision making; and (iii) the management consulting firms are expected to have seasoned consulting teams in major regions around the world, which could provide us with critical market insights and advices to optimize our business strategies in a timely manner; and

- Approximately 9.3%, or HK\$200.0 million, is expected to be used for working capital and general corporate purposes.

The above allocation of the net proceeds from the Global Offering will be adjusted on a pro rata basis in the event that the Offer Price is fixed at a higher or lower level compared to the mid-point of the estimated Offer Price range.

If the Over-allotment Option is exercised in full, the net proceeds that we will receive will be approximately HK\$2,472.5 million, assuming an Offer Price of HK\$25.20 per Share (being the mid-point of the indicative Offer Price range). In the event that the Over-allotment Option is exercised, we intend to apply the additional net proceeds to the above purposes on a pro rata basis.

If the net proceeds of the Global Offering are not immediately applied to the above purposes, we will only deposit those net proceeds into short-term interest-bearing accounts at licensed commercial banks and/or other authorized financial institutions (as defined under the SFO or applicable laws and regulations in other jurisdictions).

THE CORNERSTONE PLACING

We have entered into cornerstone investment agreements (each a “**Cornerstone Investment Agreement**”, and together the “**Cornerstone Investment Agreements**”) with the cornerstone investors set out below (each a “**Cornerstone Investor**”, and together the “**Cornerstone Investors**”), pursuant to which the Cornerstone Investors have agreed to, subject to certain conditions, subscribe at the Offer Price for such number of Offer Shares (rounded down to the nearest whole board lot of 200 Shares) that may be subscribed for with an aggregate amount of approximately US\$139 million (equivalent to approximately HK\$1,080 million) (exclusive of brokerage fee, the SFC transaction levy, the AFRC transaction levy and the Stock Exchange trading fee) (the “**Cornerstone Placing**”). The number of Offer Shares to be subscribed for by the Cornerstone Investors are subject to the determination of the final Offer Price.

Assuming an Offer Price of HK\$24.20, being the low-end of the indicative Offer Price range set out in this prospectus, the total number of Offer Shares to be subscribed by the Cornerstone Investors would be 44,613,600 Offer Shares, representing approximately 49.09% of the Offer Shares pursuant to the Global Offering (assuming the Over-allotment Option is not exercised).

Assuming an Offer Price of HK\$25.20, being the mid-point of the indicative Offer Price range set out in this prospectus, the total number of Offer Shares to be subscribed by the Cornerstone Investors would be 42,842,400 Offer Shares, representing approximately 47.14% of the Offer Shares pursuant to the Global Offering (assuming the Over-allotment Option is not exercised).

Assuming an Offer Price of HK\$26.20, being the high-end of the indicative Offer Price range set out in this prospectus, the total number of Offer Shares to be subscribed by the Cornerstone Investors would be 41,207,400 Offer Shares, representing approximately 45.34% of the Offer Shares pursuant to the Global Offering (assuming the Over-allotment Option is not exercised).

Our Company is of the view that, (i) the Cornerstone Placing will ensure a reasonable size of solid commitment at the beginning of the marketing period of the Global Offering and will provide confidence to the market; and (ii) by leveraging on the Cornerstone Investors’ industry reputation and investment experience, the Cornerstone Placing will help raise the profile of our Company and to signify that such investors have confidence in our business and prospect. Our Company became acquainted with each of the Cornerstone Investors through the business network of our Group or through introduction by business partners of our Company or the Underwriters.

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The Cornerstone Placing will form part of the International Offering, and save as otherwise obtained consent from the Stock Exchange, Fullgoal Fund Management Co., Ltd, E Fund Management Co., Ltd. and China Southern Asset Management Co., Ltd., who will subscribe for our Offer Shares through qualified domestic institutional investors (“**QDIIs**”), the Cornerstone Investors, the QDIIs will not subscribe for any Offer Shares under the Global Offering (other than pursuant to the Cornerstone Investment Agreements). The Offer Shares to be subscribed by the Cornerstone Investors (and for Fullgoal Fund Management Co., Ltd, E Fund Management Co., Ltd. and China Southern Asset Management Co., Ltd., who will subscribe for our Offer Shares through QDIIs, the QDIIs) will rank *pari passu* in all respects with the fully paid Shares in issue following the Global Offering and will be counted towards the public float of our Company under Rule 8.08 of the Listing Rules. Immediately following the completion of the Global Offering, the Cornerstone Investors will not, by virtue of their cornerstone investments, have any Board representation in our Company; and none of the Cornerstone Investors will become a substantial Shareholder of our Company. Other than a guaranteed allocation of the relevant Offer Shares at the final Offer Price, the Cornerstone Investors do not have any preferential rights under each of their respective Cornerstone Investment Agreements, as compared with other public Shareholders. There are no side arrangements or agreements between our Company and the Cornerstone Investors or any benefit, direct or indirect, conferred on the Cornerstone Investors by virtue of or in relation to the Listing, other than a guaranteed allocation of the relevant Offer Shares at the final Offer Price, following the principles as set out in Chapter 4.15 of the Guide for New Listing Applicants.

Pursuant to the Administrative Measures for the Overseas Investment of Enterprises (《企業境外投資管理辦法》) promulgated by the National Development and Reform Commission and Administrative Measures for Overseas Investment Management (《境外投資管理辦法》) promulgated by the MOFCOM (the “**ODI Rules**”), a domestic institution shall undergo registration procedure for foreign investment in accordance with the provisions of the ODI Rules, which require the domestic institution to register with relevant authorities prior to its overseas direct investment and obtain relevant recordation, approval, certificate or permit. Each of our Cornerstone Investors which requires to complete the overseas direct investment registration, has completed the overseas direct investment registration with relevant authorities pursuant to the ODI Rules in relation to their respective offshore investments as domestic institutions.

To the best knowledge of our Company after making reasonable enquiries, (i) each of the Cornerstone Investors is an Independent Third Party; (ii) none of the Cornerstone Investors is accustomed to take instructions from our Company, our Directors, chief executive of our Company, our subsidiaries, Controlling Shareholders, substantial Shareholders, existing Shareholders or their respective close associates in relation to the acquisition, disposal, voting, or other disposition of Shares registered in its name or otherwise held by it; and (iii) none of the subscription of the relevant Offer Shares by any of the Cornerstone Investors is financed by our Company, our Directors, chief executive of our Company, Controlling Shareholders, substantial Shareholders, existing Shareholders or any of their respective close associates. As confirmed by each of the Cornerstone Investors, their subscription under the Cornerstone

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Placing would be financed by their own internal resources. Each of the Cornerstone Investors has confirmed that all necessary approvals have been obtained with respect to the Cornerstone Placing and that no specific approval from any stock exchange (if relevant) or its shareholders is required for the relevant cornerstone investment. There are no side arrangements or agreements between our Company and the Cornerstone Investors or any benefit, direct or indirect, conferred on the Cornerstone Investors by virtue of or in relation to the Cornerstone Placing, other than a guaranteed allocation of the relevant Offer Shares at the final Offer Price.

All of the Cornerstone Investors have confirmed that they have sufficient funds to settle the investment amounts and they will pay and settle in full for the relevant Offer Shares that they have subscribed before dealings in the Offer Shares commence on the Stock Exchange. There will be no delayed delivery of the Offer Shares and no deferred settlement of payment of the investment amounts for all of the Cornerstone Investors under the Cornerstone Investment Agreements.

Details of the actual number of Offer Shares to be allocated to the Cornerstone Investors will be disclosed in the allotment results announcement of our Company to be published on or around November 7, 2025.

To the best knowledge of the Company and the Overall Coordinators, and based on the indicative interest of investment of the Cornerstone Investors and/or their close associates as of the date of this prospectus, certain Cornerstone Investors and/or their close associates may participate in the International Offering as placees and subscribe for further Offer Shares in the Global Offering. The Company will seek the Stock Exchange's consent and/or waiver to allow the Cornerstone Investors and/or their close associates to participate in the International Offering as placees pursuant to Chapter 4.15 of the Guide for New Listing Applicants. Whether such Cornerstone Investors and/or their close associates will place orders in the International Offering are uncertain and will be subject to the final investment decisions of such investors and the terms and conditions of the Global Offering.

THE CORNERSTONE INVESTORS

The information about our Cornerstone Investors set forth below has been provided by our Cornerstone Investors in connection with the Cornerstone Placing.

BA Capital

BA HM Limited and BA Sprout Limited

BA HM Limited is a limited liability company incorporated in the British Virgin Islands on July 21, 2020, primarily focusing on investment opportunities in consumer industries and other related industries in China and global markets. BA HM Limited is controlled by BA Capital Fund III, L.P. BA Capital Fund III, L.P. is a private equity investment fund investing in high growth consumer brands with innovative business model and high market potential in China and global markets. It has BA Capital Limited as its general partner, which is ultimately

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controlled by He Yu (何愚), an Independent Third Party, and more than 30 limited partners. These limited partners of BA Capital Fund III, L.P. are mostly institutional investors, include leading global asset management funds, renowned consumer corporates and family offices. None of these limited partners holds more than 30% of equity interest in BA Capital Fund III, L.P.

BA Sprout Limited is a limited liability company incorporated in the British Virgin Islands on March 14, 2025, primarily focusing on investment opportunities in consumer industries and other related industries in China and global markets. BA Sprout Limited has Xiamen Yishu Enterprise Management Partnership (Limited Partnership) (廈門翼舒企業管理合夥企業(有限合夥)) (“**Xiamen Yishu**”) as its controlling shareholder, which is ultimately controlled by He Yu. Xiamen Heiyi No. 3 Equity Investment Partnership (Limited Partnership) (廈門黑蟻三號股權投資合夥企業(有限合夥)) (“**Xiamen Heiyi**”) holds approximately 99.97% interest of Xiamen Yishu as limited partner. Xiamen Heiyi is a limited partnership established in the PRC having Xiamen Yiyuan Investment Partnership (Limited Partnership) (廈門逸源投資合夥企業(有限合夥)) (“**Xiamen Yiyuan**”) as general partner and more than 20 limited partners. None of the limited partners are interested in 30% or more of the limited partnership interest in Xiamen Heiyi. Xiamen Heiyi invests in high growth enterprises in consumer section, especially those with innovative business model and high market potential in the PRC and global markets. The ultimate beneficial owner of Xiamen Yiyuan holding 30% or more of its interest is He Yu (何愚), an Independent Third Party.

Arc Avenue

Arc Avenue Asset Management Pte. Ltd. (“**Arc Avenue**”) is a fund management company registered in Singapore and regulated by the Monetary Authority of Singapore (“**MAS**”). The company holds an Accredited/Institutional Licensed Fund Management Company (A/I LFMC) license, authorized to manage investment funds exclusively for accredited and institutional investors. The company focuses on asset management, with its core business being the management of equity investment funds. Arc Avenue has a market-renowned investment team, focusing on investments in industries such as AI, TMT, consumer, healthcare, and advanced manufacturing, aiming to identify outstanding companies that transform industry business models and the most forward-thinking entrepreneurs through in-depth industry analysis and accurate grasp of emerging technology and consumer trends. Arc Avenue serves as the discretionary investment manager for Enreal China Master Fund and Forreal China Value Fund, both of which are Great China focused long-only funds investing in Hong Kong and mainland China stock markets as well as Chinese ADRs. The ultimate beneficial owner of Enreal China Master Fund and Forreal China Value Fund holding 30% or more of its interest is a global institutional investor with several hundred billion USD in assets under management rather than an individual investor.

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Arcane Nexus

Arcane Nexus Limited (“**Arcane Nexus**”) is a company incorporated under the laws of the Cayman Islands and a controlled subsidiary of Boyu Capital Opportunities Master Fund. Boyu Capital Opportunities Master Fund is an exempted company incorporated under the laws of the Cayman Islands and an investment fund managed by Boyu Capital Management (Singapore) Pte. Ltd. (“**Boyu**”). Boyu holds a capital markets services license and is regulated by the MAS. Boyu provides growth and transformational capital for leading companies in sectors including high technology, healthcare, consumer and business services. Boyu is indirectly wholly-owned by Boyu Group, LLC, which in turn is ultimately controlled by Mr. Xiaomeng Tong, an Independent Third Party. There is no single investor holding 30% or more interest in Arcane Nexus through Boyu Capital Opportunities Master Fund.

Beijing Shunao

Beijing Shunao Business Information Consulting Partnership (Limited Partnership) (北京順澳商務信息諮詢合夥企業(有限合夥)) (“**Beijing Shunao**”) is a limited partnership established in the PRC on January 10, 2024, of which Hangzhou Morgan Stanley Chanson Enterprise Management Consulting Partnership (Limited Partnership) (杭州摩根士丹利長巡企業管理諮詢合夥企業(有限合夥)) (“**Morgan Stanley Chanson**”), a limited partnership established in the PRC on January 21, 2021, is the general partner. The ultimate beneficial owner of Morgan Stanley Chanson holding 30% or more of its interest is Xu Jun (徐俊), an Independent Third Party. Limited partner of Beijing Shunao is Hangzhou Long River Equity Investment Partnership (Limited Partnership) (杭州長津股權投資合夥企業(有限合夥)) (“**Long River**”), of which Morgan Stanley Chanson is the general partner. Morgan Stanley (China) Private Equity Investment Management Co., Ltd. (摩根士丹利(中國)股權投資管理有限公司) (“**MSPE China**”) is the fund manager of Long River and the general partner of Morgan Stanley Chanson. There is no limited partner who holds 30% or more beneficial interest in Long River. MSPE China operates as a fund manager controlled by Morgan Stanley and is part of the investment management business of Morgan Stanley (“**MSIM**”). MSIM has US\$1.8 trillion in assets under management or supervision as of September 30, 2025. MSIM strives to provide outstanding long-term investment performance, service and a comprehensive suite of investment management solutions to a diverse client base, which includes governments, institutions, corporations and individuals worldwide.

CDH Emerging Markets

CDH Emerging Markets Fund II, L.P. is an exempted limited partnership established under the laws of Cayman Islands and none of its limited partners holds 30% or more partnership interests. CDH Emerging Markets Fund II, L.P. is managed by CDH Investments (鼎暉投資) that is ultimately controlled by Wu Shangzhi (吳尚志), an Independent Third Party. CDH Investment was established in 2002 with over US\$20 billion of assets under management and invests across the alternative asset classes in private equity, venture & growth, private credit, public equities and real estate assets. CDH Investments primarily focuses on long-term investments in consumer goods. CDH Investments has invested in a number of companies

listed on various stock exchanges, including Giant Biogene Holding Co., Ltd (listed on the Hong Kong Stock Exchange, stock code: 2367), Grab Holdings Limited (listed on NASDAQ, stock code: GRAB) and Eternal Ltd (listed on National Stock Exchange of India, stock code: Eternal) etc. CDH Emerging Markets Fund II, L.P. is an investment fund focusing on investments in emerging markets.

HCEP

Each of HCEP Master Fund and HCEP Long Only Master Fund is an exempted company with limited liability incorporated under the laws of the Cayman Islands. The investment manager of them is HCEP Management Limited (“**HCEP**”), which is in turn wholly-owned by HCEP Management Holding Limited. Each of HCEP Master Fund and HCEP Long Only Master Fund is a discretionary investment fund that holds the underlying shares on behalf of Independent Third Parties and whose primary purpose is to make China-related equity investments. HCEP was incorporated under the laws of Hong Kong in 2020. There is no single ultimate beneficial owner holding 30% or more participating interests in HCEP Master Fund or HCEP Long Only Master Fund.

NewTrails

NewTrails Capital and NewTrails Forest

NewTrails Capital L.P. (“**NewTrails Capital**”), an exempted limited partnership incorporated in the Cayman Islands on November 16, 2021, is an investment fund primarily focusing on the investments of Belt and Road Initiative and emerging markets. NewTrails Capital is dedicated to helping entrepreneurs and business leaders with a broad strategic vision expand into global markets. NewTrails Capital is managed and controlled by NewTrails Limited as general partner and has five limited partners. Save for TRANSSION TECHNOLOGY LIMITED holding approximately 34.86% of interest therein, none of other limited partners holds 30% or more interest in NewTrails Capital. TRANSSION TECHNOLOGY LIMITED is a wholly-owned subsidiary of Shenzhen Transsion Holdings Co., Ltd. (深圳傳音控股股份有限公司), a company listed on the Shanghai Stock Exchange (stock code: 688036.SH). The ultimate beneficial owner of NewTrails Limited holding 30% or more of its interest is Ou Weizhe (歐偉哲), an Independent Third Party.

NEWTRAILS FOREST L.P. (“**NewTrails Forest**”, together with NewTrails Capital, “**NewTrails**”) is an exempted limited partnership incorporated in the British Virgin Islands on August 21, 2025, dedicating to maximizing long-term capital growth through active investment in the financial markets. NewTrails Forest is managed and controlled by NewTrails Capital Management Company Ltd. as general partner and has three limited partners. Save for Asio Tao Investment Inc. hold 34.55% of interest, none of other limited partners holds 30% or more interest in NewTrails Forest. Asio Tao Investment Inc. is a wholly-owned by Liu Tao. The ultimate beneficial owner of NewTrails Capital Management Company Ltd. holding 30% or more of its interest is Ou Weizhe (歐偉哲), an Independent Third Party.

China Southern

China Southern Asset Management Co., Ltd. (南方基金管理股份有限公司) was established in the PRC on March 6, 1998 approved by the CSRC and was converted into a joint stock limited company under the name of China Southern Asset Management Co., Ltd. (“**China Southern**”) on January 4, 2018. China Southern is headquartered in Shenzhen. The shareholders of China Southern include (i) Huatai Securities Co., Ltd. (華泰證券股份有限公司) (holding 41.16% of China Southern), a company listed on the Stock Exchange (stock code: 6886.HK), Shanghai Stock Exchange (stock code: 601688.SH) and London Stock Exchange (stock code: HTSC.UK); and (ii) Industrial Securities Co., Ltd. (興業證券股份有限公司) (holding 9.15% of China Southern), a company listed on the Shanghai Stock Exchange (stock code: 601377.SH). Other than Huatai Securities Co., Ltd., there is no other shareholder holding 30% or more interest in China Southern.

As confirmed by China Southern, the subscription of the Offer Shares as a cornerstone investor will be made by it in its capacity as the manager of certain mutual funds under its discretionary management. Such funds are discretionary funds that hold the underlying shares on behalf of Independent Third Parties. No one holds 30% or more interest in any of such funds.

Fullgoal Fund***Fullgoal Fund and Fullgoal HK***

Fullgoal Fund Management Co., Ltd. (富國基金管理有限公司) (“**Fullgoal Fund**”) is a fund management company established in the PRC in April 1999, and is one of the first ten fund management companies authorized by the CSRC and other regulatory authorities to obtain full licenses to provide asset management services in the PRC. Fullgoal Fund has a registered capital of RMB520 million and its main scope of business includes the provision of traditional fund management services, fund raising, fund sale and asset management solutions to both domestic and overseas clients. Fullgoal Fund is a QDII approved by the relevant PRC authority and is also the first fund management company with foreign equity participation among the first ten fund management companies in China. The relevant funds proposed to subscribe for the Offer Shares under the management of Fullgoal Fund are open-ended publicly raised securities investment funds registered with the CSRC. Such funds are discretionary funds that hold the underlying shares on behalf of Independent Third Parties. No one holds 30% or more interest in any of such funds.

Fullgoal Fund is owned as to (i) 27.775% by Guotai Haitong Securities Co., Ltd. (國泰海通證券股份有限公司); (ii) 27.775% by Shenwan Hongyuan Securities Co., Ltd. (申萬宏源證券股份有限公司); (iii) 27.775% by Bank of Montreal, and (iv) 16.675% by Shandong Financial Asset Management Co., Ltd. (山東省金融資產管理股份有限公司).

Fullgoal Asset Management (HK) Limited (“**Fullgoal HK**”) is a limited liability company incorporated in Hong Kong in 2012 and wholly-owned by Fullgoal Fund. Fullgoal HK has Type 1 (Dealing in Securities), Type 4 (Advising on Securities) and Type 9 (Asset Management) licenses issued by the SFC. The relevant funds proposed to subscribe for the Offer Shares under the management of Fullgoal HK are discretionary funds that hold the underlying shares on behalf of Independent Third Parties. No one holds 30% or more interest in any of such funds.

E Fund

E Fund Management and E Fund HK

E Fund Management Co., Ltd. (易方達基金管理有限公司) (“**E Fund Management**”), is a leading comprehensive asset management company in the PRC. E Fund Management is a QDII approved by the relevant PRC authority and targets at companies with competitive edge over its competitors. E Fund Management is a fund manager managing assets on behalf of its underlying clients. The shareholders of E Fund Management include (i) Guangdong Finance Trust Co., Ltd. (廣東粵財信託有限公司), which is ultimately owned by The People’s Government of Guangzhou Municipality (廣東省人民政府), (ii) GF Securities Co., Ltd. (廣發証券股份有限公司) (“**GF Securities**”), a company listed on the Stock Exchange (stock code: 1776) and the Shenzhen Stock Exchange (stock code: 000776.SZ), and (iii) Infore Group Co., Ltd (盈峰集團有限公司), which is ultimately owned by He Jianfeng (何劍鋒), each holding 22.65% therein and being an Independent Third Party. None of the remaining shareholders of E Fund Management owns 30% or more equity interest therein.

E Fund Management (Hong Kong) Co., Ltd. (易方達資產管理(香港)有限公司) (“**E Fund HK**”, together with E Fund Management, “**E Fund**”), a company incorporated in Hong Kong in August 2008, is a wholly-owned subsidiary of E Fund Management. E Fund HK is licensed for Type 1 (Dealing in Securities), Type 4 (Advising on Securities) and Type 9 (Asset Management) regulated activities by the SFC. E Fund HK serves as the global investment and business platform for its parent company, E Fund Management. As E Fund Management’s window company overseas E Fund HK strategically connects China and the overseas market. E Fund HK leverages the investment and research capabilities of E Fund Management and its competitive advantage in the overseas market to provide comprehensive quality service to its clients.

The Offer Shares to be allocated and issued to E Fund Management and E Fund HK in their capacity as investment managers acting as agents on behalf of certain clients will be held on a discretionary basis for and on behalf of clients who are independent third parties to the best knowledge of the Company, E Fund Management and E Fund HK. No one holds 30% or more interest in any of the underlying funds of E Fund Management and E Fund HK.

GF Securities holds 22.65% of the issued share capital of E Fund Management and is the holding company of GF Securities (Hong Kong) Brokerage Limited, one of the Overall Coordinators and Underwriters of the Global Offering. E Fund HK is a wholly-owned subsidiary of E Fund Management. Each of E Fund Management and E Fund HK is a member of the same group of companies as GF Securities (Hong Kong) Brokerage Limited and

therefore is a “connected client” of GF Securities (Hong Kong) Brokerage Limited. The Company has applied to the Stock Exchange for, and the Stock Exchange has granted, its consent under paragraph 1C(1) of Appendix F1 to the Listing Rules to permit E Fund Management and E Fund HK to participate in the Global Offering as cornerstone investors subject to certain conditions. See “Waivers from Strict Compliance with the Requirements under the Listing Rules” for details.

Charisma Mega

Charisma Mega Limited (“**Charisma Mega**”) was incorporated in the British Virgin Islands on December 4, 2024, with limited liability and is principally engaged in equity investments. Charisma Mega is controlled and managed by Charisma Partner Consumer Fund II, L.P. (“**Charisma Partners**”) holding 50% of equity interest therein. Charisma Partners has Charisma Partner Consumer Fund GP, Ltd as its general partner, which is ultimately controlled by Yinuo Weng, an Independent Third Party, and 15 limited partners, none of which holds 30% or more interest in Charisma Partners. Concord Capital (HK) Limited, a company wholly-owned by To Kit, an Independent Third Party, is the other shareholder of Charisma Mega, holding 50% of equity interest therein. Charisma Partners is a leading private equity firm in China focusing on investments in consumer brands, retail, consumer health service and internet businesses. The investments of Charisma Partners range from early-stage growth, late-stage growth, and pre-IPO investments to partnered small and middle market buyouts. Charisma Partners uses a research-driven, hands-on approach combined with wide-reaching entrepreneurial and industry expertise. Charisma team strives to create value through investments in companies across different stages, including early growth, late-stage growth, pre-IPO, and selective mid-cap buyout opportunities.

TruMed

TruMed Healthcare Master Fund and TruMed Health Innovation Fund LP

TruMed Healthcare Master Fund (“**TruMed Healthcare**”), a limited liability company incorporated in the Cayman Islands, is a healthcare focused pooled investment fund whose investment manager is TruMed Investment Management Limited. TruMed Investment Management Limited is controlled by Ms. Ting Wang. Save as Ms. Ting Wang who ultimately beneficially owns more than 30% interest in TruMed Healthcare Master Fund and is an Independent Third Party, none of the remaining investors hold more than 30% interest in TruMed Healthcare Master Fund.

TruMed Health Innovation Fund LP (“**TruMed Innovation Fund**”, together with TruMed Healthcare, “**TruMed**”) is a limited partnership incorporated in the Cayman Islands, and it is a pooled investment fund primarily focusing on the field of healthcare. The general partner is TruMed Health Innovation Fund GP Limited, which is controlled by Ms. Ting Wang. No other party holds more than 30% shareholding interest in TruMed Health Innovation Fund GP Limited. TruMed Health Innovation Fund LP has over 20 limited partners. None of the limited partners holds 30% or more equity interest in TruMed Health Innovation Fund LP.

Qihui Runjin

Qihui Runjin (Qingdao) Private Equity Investment Fund Partnership (Limited Partnership) (啟匯潤金(青島)私募股權投資基金合夥企業(有限合夥)) (“**Qihui Runjin**”), an investment fund established in the PRC on July 2, 2021, is managed by Henan CICC Huirong Private Equity Fund Management Co., Ltd. (河南中金匯融私募基金管理有限公司) (“**CICC Huirong**”) as its general partner and investment manager. CICC Huirong, a fund management company established in the PRC in August 2017, was jointly founded by CICC Capital Operation Co., Ltd. (中金資本運營有限公司) and Henan Innovation Investment Group Co., Ltd. (河南創新投資集團有限公司), each holding 50% equity interest therein. As the investment manager of Henan Emerging Industry Investment Guidance Fund and Henan Digital Economy Guidance Fund, CICC Huirong is responsible for the investment operation of the fund of funds and direct investment fund. Focusing on new energy, new materials, new mobility, new consumption, new digital economy and new manufacturing, CICC Huirong has directly invested in nearly 60 high-quality enterprises, indirectly invested in over 200 domestic and foreign companies via funds, and supported over 20 enterprises in successful initial public offering. Henan Innovation Investment Group Co., Ltd. is wholly owned by Henan Investment Group Co., Ltd. (河南投資集團有限公司), which in turn is wholly-owned by the Henan Provincial Department of Finance (河南省財政廳).

Qihui Runjin has 19 limited partners. Save for Henan Zhanxin Industry Investment Fund (Limited Partnership) (河南省戰新產業投資基金(有限合夥)) (“**Zhanxin Industry Investment**”) holding approximately 35.09% of interest therein, none of other limited partners holds 30% or more interest in Qihui Runjin. Zhanxin Industry Investment is a limited partnership established in the PRC in December 2017 and managed and owned as to approximately 0.07% by CICC Huirong as general partner primarily responsible for management and investment operation and 99.93% by Henan Innovation Investment Group Co., Ltd.

CICC Capital Operation Co., Ltd. is a wholly-owned subsidiary of China International Capital Corporation Limited, a company listed on the Shanghai Stock Exchange (stock code: 601995.SH) and the Stock Exchange (stock code: 3908), the holding company of China International Capital Corporation Hong Kong Securities Limited, one of the Joint Sponsors, Overall Coordinators and Underwriters of the Global Offering.

Qihui Runjin is managed by CICC Huirong which CICC Capital Operation Co., Ltd. has interests in 20% or more and a member of the same group of companies as China International Capital Corporation Hong Kong Securities Limited. Therefore, Qihui Runjin is a “connected client” of China International Capital Corporation Hong Kong Securities Limited, holding securities on behalf of independent third parties. The Company has applied to the Stock Exchange for, and the Stock Exchange has granted, its consent under paragraph 1C(1) of Appendix F1 to the Listing Rules to permit Qihui Runjin to participate in the Global Offering as cornerstone investor subject to certain conditions. See “Waivers from Strict Compliance with the Requirements under the Listing Rules” for details.

ChinaAMC (HK)

China Asset Management (Hong Kong) Limited (“**ChinaAMC (HK)**”) is a wholly-owned subsidiary of China Asset Management Co., Ltd., (“**ChinaAMC**”), which is owned as to 62.2% by CITIC Securities Company Limited (a company listed on the Shanghai Stock Exchange with stock code 600030 and on the Hong Kong Stock Exchange with stock code 6030). No other shareholder holds 30% or more equity interest in ChinaAMC. ChinaAMC (HK) will hold the Offer Shares subscribed through the Cornerstone Placing on behalf of independent third parties on a discretionary basis. No one holds 30% or more interest in any of the underlying funds of ChinaAMC (HK). As a top Chinese fund management company in Hong Kong, ChinaAMC (HK) is committed to developing offshore and cross-border asset management businesses by leveraging the expertise of its experienced investment and research teams and its shareholder companies’ resources, services and connections in Mainland China. ChinaAMC provides a full range of services to retail and institutional investors home and abroad, covering equity, fixed income, money markets, etc. ChinaAMC is one of the largest asset managers in China and provides services to National Social Security Fund, corporate pensions, separate accounts, sovereign funds in Europe, America, and Asia, central banks, pensions, banks, asset managers, securities companies and other overseas institutional clients.

CITIC Securities Company Limited is the holding company of CLSA Limited, one of the Overall Coordinators and Underwriters of the Global Offering. ChinaAMC (HK) is a member of the same group of companies as CLSA Limited and therefore is a “connected client” (as defined under Appendix F1 to the Listing Rules) of CLSA Limited. The Company has applied to the Stock Exchange for, and the Stock Exchange has granted, its consent under paragraph 1C(1) of Appendix F1 to the Listing Rules to permit ChinaAMC (HK) to participate in the Global Offering as cornerstone investor subject to certain conditions. See “Waivers from Strict Compliance with the Requirements under the Listing Rules” for details.

Jane Street

Jane Street Asia Trading Limited (“**Jane Street**”) is a private company limited by shares incorporated in Hong Kong and principally engages in securities investment and trading activities. Its ultimate controlling shareholder is Jane Street Group, LLC, which is a limited liability company incorporated in Delaware, holding 100% in Jane Street. There is no individual who has a beneficial ownership interest of 30% or greater in Jane Street Group, LLC.

CORNERSTONE INVESTORS

The table below sets forth details of the Cornerstone Placing:

Based on the Offer Price of HK\$24.20 (being the low-end of the indicative Offer Price range)

Cornerstone Investor	Total investment amount (US\$) ⁽¹⁾	Number of Offer Shares to be Subscribed ⁽²⁾	Assuming the Over-allotment Option is not exercised ⁽³⁾		Assuming the Over-allotment Option is fully exercised ⁽³⁾	
			Approximate % of the Offer Shares	Approximate % of the Shares in issue upon completion of the Global Offering	Approximate % of the Offer Shares	Approximate % of the Shares in issue upon completion of the Global Offering
BA Capital						
BA Sprout Limited . .	15,000,000	4,814,600	5.30%	0.79%	4.61%	0.78%
BA HM Limited . . .	5,000,000	1,604,800	1.77%	0.26%	1.54%	0.26%
Arc Avenue	20,000,000	6,419,400	7.06%	1.06%	6.14%	1.04%
Arcane Nexus	10,000,000	3,209,600	3.53%	0.53%	3.07%	0.52%
Beijing Shunao	10,000,000	3,209,600	3.53%	0.53%	3.07%	0.52%
CDH Emerging						
Markets	10,000,000	3,209,600	3.53%	0.53%	3.07%	0.52%
HCEP	10,000,000	3,209,600	3.53%	0.53%	3.07%	0.52%
NewTrails						
NewTrails Capital . .	4,500,000	1,444,200	1.59%	0.24%	1.38%	0.23%
NewTrails Forest . .	5,500,000	1,765,200	1.94%	0.29%	1.69%	0.28%
China Southern	8,000,000	2,567,800	2.83%	0.42%	2.46%	0.41%
Fullgoal Fund						
Fullgoal Fund	5,870,000	1,884,000	2.07%	0.31%	1.80%	0.30%
Fullgoal HK	2,130,000	683,600	0.75%	0.11%	0.65%	0.11%
E Fund						
E Fund Management.	7,000,000	2,246,800	2.47%	0.37%	2.15%	0.36%
E Fund HK.	1,000,000	320,800	0.35%	0.05%	0.31%	0.05%
Charisma Mega	5,000,000	1,604,800	1.77%	0.26%	1.54%	0.26%
TruMed						
TruMed Healthcare						
Master Fund	500,000	160,400	0.18%	0.03%	0.15%	0.03%
TruMed Health						
Innovation Fund						
LP	4,500,000	1,444,200	1.59%	0.24%	1.38%	0.23%
Qihui Runjin	5,000,000	1,604,800	1.77%	0.26%	1.54%	0.26%
ChinaAMC (HK) . . .	5,000,000	1,604,800	1.77%	0.26%	1.54%	0.26%
Jane Street.	5,000,000	1,604,800	1.77%	0.26%	1.54%	0.26%
Total:	139,000,000	44,613,400	49.09%	7.36%	42.69%	7.20%

CORNERSTONE INVESTORS

Based on the Offer Price of HK\$25.20 (being the mid-point of the indicative Offer Price range)

Cornerstone Investor	Total investment amount (US\$) ⁽¹⁾	Number of Offer Shares to be Subscribed ⁽²⁾	Assuming the Over-allotment Option is not exercised ⁽³⁾		Assuming the Over-allotment Option is fully exercised ⁽³⁾	
			Approximate % of the Offer Shares	Approximate % of the Shares in issue upon completion of the Global Offering	Approximate % of the Offer Shares	Approximate % of the Shares in issue upon completion of the Global Offering
BA Capital						
BA Sprout Limited	15,000,000	4,623,400	5.09%	0.76%	4.42%	0.75%
BA HM Limited	5,000,000	1,541,000	1.70%	0.25%	1.47%	0.25%
Arc Avenue	20,000,000	6,164,600	6.78%	1.02%	5.90%	1.00%
Arcane Nexus	10,000,000	3,082,200	3.39%	0.51%	2.95%	0.50%
Beijing Shunao	10,000,000	3,082,200	3.39%	0.51%	2.95%	0.50%
CDH Emerging						
Markets	10,000,000	3,082,200	3.39%	0.51%	2.95%	0.50%
HCEP	10,000,000	3,082,200	3.39%	0.51%	2.95%	0.50%
NewTrails						
NewTrails Capital	4,500,000	1,387,000	1.53%	0.23%	1.33%	0.22%
NewTrails Forest	5,500,000	1,695,200	1.87%	0.28%	1.62%	0.27%
China Southern	8,000,000	2,465,800	2.71%	0.41%	2.36%	0.40%
Fullgoal Fund						
Fullgoal Fund	5,870,000	1,809,200	1.99%	0.30%	1.73%	0.29%
Fullgoal HK	2,130,000	656,400	0.72%	0.11%	0.63%	0.11%
E Fund						
E Fund Management.	7,000,000	2,157,600	2.37%	0.36%	2.06%	0.35%
E Fund HK.	1,000,000	308,200	0.34%	0.05%	0.29%	0.05%
Charisma Mega	5,000,000	1,541,000	1.70%	0.25%	1.47%	0.25%
TruMed						
TruMed Healthcare						
Master Fund	500,000	154,000	0.17%	0.03%	0.15%	0.02%
TruMed Health						
Innovation Fund						
LP	4,500,000	1,387,000	1.53%	0.23%	1.33%	0.22%
Qihui Runjin	5,000,000	1,541,000	1.70%	0.25%	1.47%	0.25%
ChinaAMC (HK)	5,000,000	1,541,000	1.70%	0.25%	1.47%	0.25%
Jane Street.	5,000,000	1,541,000	1.70%	0.25%	1.47%	0.25%
Total:	139,000,000	42,842,200	47.14%	7.07%	40.99%	6.92%

CORNERSTONE INVESTORS

Based on the Offer Price of HK\$26.20 (being the high-end of the indicative Offer Price range)

Cornerstone Investor	Total investment amount (US\$) ⁽¹⁾	Number of Offer Shares to be Subscribed ⁽²⁾	Assuming the Over-allotment Option is not exercised ⁽³⁾		Assuming the Over-allotment Option is fully exercised ⁽³⁾	
			Approximate % of the Offer Shares	Approximate % of the Shares in issue upon completion of the Global Offering	Approximate % of the Offer Shares	Approximate % of the Shares in issue upon completion of the Global Offering
BA Capital						
BA Sprout Limited . . .	15,000,000	4,447,000	4.89%	0.73%	4.25%	0.72%
BA HM Limited . . .	5,000,000	1,482,200	1.63%	0.24%	1.42%	0.24%
Arc Avenue	20,000,000	5,929,400	6.52%	0.98%	5.67%	0.96%
Arcane Nexus	10,000,000	2,964,600	3.26%	0.49%	2.84%	0.48%
Beijing Shunao	10,000,000	2,964,600	3.26%	0.49%	2.84%	0.48%
CDH Emerging Markets	10,000,000	2,964,600	3.26%	0.49%	2.84%	0.48%
HCEP	10,000,000	2,964,600	3.26%	0.49%	2.84%	0.48%
NewTrails						
NewTrails Capital . . .	4,500,000	1,334,000	1.47%	0.22%	1.28%	0.22%
NewTrails Forest . . .	5,500,000	1,630,600	1.79%	0.27%	1.56%	0.26%
China Southern	8,000,000	2,371,600	2.61%	0.39%	2.27%	0.38%
Fullgoal Fund						
Fullgoal Fund	5,870,000	1,740,200	1.91%	0.29%	1.66%	0.28%
Fullgoal HK	2,130,000	631,400	0.69%	0.10%	0.60%	0.10%
E Fund						
E Fund Management. . .	7,000,000	2,075,200	2.28%	0.34%	1.99%	0.33%
E Fund HK.	1,000,000	296,400	0.33%	0.05%	0.28%	0.05%
Charisma Mega	5,000,000	1,482,200	1.63%	0.24%	1.42%	0.24%
TruMed						
TruMed Healthcare						
Master Fund	500,000	148,200	0.16%	0.02%	0.14%	0.02%
TruMed Health						
Innovation Fund						
LP	4,500,000	1,334,000	1.47%	0.22%	1.28%	0.22%
Qihui Runjin	5,000,000	1,482,200	1.63%	0.24%	1.42%	0.24%
ChinaAMC (HK)	5,000,000	1,482,200	1.63%	0.24%	1.42%	0.24%
Jane Street.	5,000,000	1,482,200	1.63%	0.24%	1.42%	0.24%
Total:	<u>139,000,000</u>	<u>41,207,400</u>	<u>45.34%</u>	<u>6.80%</u>	<u>39.43%</u>	<u>6.65%</u>

Notes:

- (1) The investment amount excludes brokerage, SFC transaction levy, AFRC transaction levy and Stock Exchange trading fee, and is calculated based on the exchange rate set out in the section headed “Information about this Prospectus and the Global Offering—Exchange Rate Conversion” in this prospectus for illustrative purpose. The actual number of Offer Shares to be subscribed may change due to the exchange rate to be used as prescribed in the relevant Cornerstone Investment Agreements.
- (2) Subject to rounding down to the nearest whole board lot of 200 Shares.
- (3) Assuming no Shares which may be issued upon exercise of any options which have been granted under the Pre-IPO Share Option Scheme or may be granted under the Post-IPO Share Option Scheme.

CLOSING CONDITIONS

The obligation of the Cornerstone Investors to acquire the Offer Shares under the Cornerstone Investment Agreements is subject to, among other things, the following closing conditions:

- (a) the Underwriting Agreements being entered into and having become effective and unconditional (in accordance with their respective original terms or as subsequently waived or varied by agreement of the parties thereto) by no later than the time and date as specified in the Underwriting Agreements, and neither the Underwriting Agreements having been terminated;
- (b) the Offer Price having been agreed pursuant to the Underwriting Agreements and the Price Determination Agreement to be entered into by, amongst others, our Company and the Overall Coordinators (for themselves and on behalf of the other Underwriters);
- (c) the Listing Committee of the Stock Exchange having granted the approval for the listing of, and permission to deal in, the Shares (including the Shares under the Cornerstone Placing as well as other applicable waivers and approvals and those in connection with the subscription of the Shares under the Cornerstone Placing) and such approval, permission or waiver having not been revoked prior to the commencement of dealings in the Shares on the Stock Exchange;
- (d) no laws shall have been enacted or promulgated by any governmental authority which prohibits the consummation of the transactions contemplated in the Global Offering or the Cornerstone Investment Agreements, and there shall be no orders or injunctions from a court of competent jurisdiction in effect precluding or prohibiting consummation of such transactions;
- (e) the CSRC having accepted the CSRC Filings and published the filing results in respect of the CSRC Filings on its website, and such notice of acceptance and/or filing results published not having otherwise been rejected, withdrawn, revoked or invalidated prior to the commencement of dealings in the Shares on the Stock Exchange; and
- (f) the respective representations, warranties, undertakings, confirmations and acknowledgements of the Cornerstone Investors under their respective Cornerstone Investment Agreements are (as of the date of the Cornerstone Investment Agreements) and will be (as of the date of closing of the Cornerstone Investment Agreements) accurate and true in all material respects and not misleading and that there is no material breach of the Cornerstone Investment Agreements on the part of the Cornerstone Investors.

RESTRICTIONS ON THE CORNERSTONE INVESTORS

Each of the Cornerstone Investors has agreed that without the prior written consent of each of the Company, the Overall Coordinators and the Joint Sponsors, it will not, whether directly or indirectly, at any time during the period commencing from (and inclusive of) the Listing Date and ending on (and inclusive of) the date falling six (6) months after the Listing Date (the “**Lock-up Period**”), (i) dispose of, in any way, any of the Offer Shares it has subscribed for or any interest in any company or entity holding any of such Offer Shares pursuant to the relevant Cornerstone Investment Agreements; (ii) allow itself to undergo a change of control (as defined in the Takeovers Code) at the level of its ultimate beneficial owner; (iii) enter into any transactions directly or indirectly with the same economic effect as any aforesaid transaction, or (iv) agree or contract to, or publicly announce any intention to, enter into any such transaction described in (i), (ii) or (iii) above, or save for certain circumstances, such as transfers by certain Cornerstone Investor(s) or respective affiliates from conducting trading activities (including swaps) directly or indirectly involving the Shares which have been subscribed for by relevant Cornerstone Investors in ordinary course of business, provided that such trading activities shall not result in a transfer of the legal or beneficial interest in such Shares during the Lock-up Period, or transfers to any of its wholly-owned subsidiaries which will be bound by the same obligations of such Cornerstone Investor, including the Lock-up Period restriction.

UNDERWRITING

HONG KONG UNDERWRITERS

China International Capital Corporation Hong Kong Securities Limited
CLSA Limited
GF Securities (Hong Kong) Brokerage Limited

HONG KONG UNDERWRITING ARRANGEMENTS

Hong Kong Public Offering

Hong Kong Underwriting Agreement

Pursuant to the Hong Kong Underwriting Agreement, our Company is offering initially 9,088,400 Hong Kong Offer Shares (subject to reallocation) for subscription by the public in Hong Kong at the Offer Price on and subject to the terms and conditions of this prospectus.

Subject to (a) the Stock Exchange granting approval for the listing of, and permission to deal in, the Shares in issue and to be issued pursuant to the Global Offering (including any Shares which may be issued upon the exercise of the Over-allotment Option and any Shares which may be issued upon the exercise of any options which have been granted under the Pre-IPO Share Option Scheme or may be granted under the Post-IPO Share Option Scheme) as mentioned in this prospectus and (b) to certain other conditions set out in the Hong Kong Underwriting Agreement, the Hong Kong Underwriters have severally agreed to subscribe or procure subscriptions for their respective applicable proportions of the Hong Kong Offer Shares now being offered but which are not taken up under the Hong Kong Public Offering on the terms and conditions set out in this prospectus and the Hong Kong Underwriting Agreement.

The Hong Kong Underwriting Agreement is conditional on and subject to the International Underwriting Agreement having been signed and becoming unconditional and not having been terminated in accordance with its terms.

Grounds for Termination

The Joint Sponsors and the Overall Coordinators (for themselves and on behalf of the other Hong Kong Underwriters) shall be entitled by notice (in writing) to our Company to terminate the Hong Kong Underwriting Agreement with immediate effect if prior to 8:00 a.m. on the Listing Date:

- (a) there shall develop, occur, exist or come into effect:
 - (i) any new law or regulation or any change or development involving a prospective change or any event or series of events or circumstances likely to result in a change or a development involving a prospective change in existing laws or regulations, or the interpretation or application thereof by any court or

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any competent Authority (as defined in the Hong Kong Underwriting Agreement) in or affecting Hong Kong, the Cayman Islands, the PRC, the United States, the United Kingdom, the European Union (or any member thereof) or other jurisdictions relevant to the Group (each a “**Relevant Jurisdiction**” and collectively, the “**Relevant Jurisdictions**”); or

- (ii) any change or development involving a prospective change, resulting in a change or prospective change, in any local, national, regional or international financial, political, military, industrial, economic, fiscal, regulatory, currency, credit or market conditions, Taxation (as defined in the Hong Kong Underwriting Agreement), equity securities or currency exchange rate or controls or any monetary or trading settlement system or other financial markets (including, without limitation, conditions and sentiments in stock and bond markets, money and foreign exchange markets, the inter-bank markets and credit markets) in or affecting any Relevant Jurisdictions, or affecting an investment in the Offer Shares; or
- (iii) any event or series of events, or circumstances in the nature of force majeure (including, without limitation, any acts of government, declaration of a regional, national or international emergency or war, calamity, crisis, sanctions, strikes, other industrial actions, lock-outs, fire, explosion, flooding, tsunami, earthquake, volcanic eruption, civil commotion, riots, public disorder, paralysis in government operations, acts of war, epidemic, pandemic, outbreak or escalation, mutation or aggravation of diseases, accident or interruption local, national, regional or international outbreak or escalation of hostilities, act of God or act of terrorism (whether or not responsibility has been claimed)) in or affecting any of the Relevant Jurisdictions; or
- (iv) the imposition of any moratorium, suspension or limitation (including without limitation, any imposition of or requirement for any minimum or maximum price limit or price range but excluding such requirement already in place as of the date of the Hong Kong Underwriting Agreement) on the trading in shares or securities generally on the Stock Exchange, the Shanghai Stock Exchange, the Shenzhen Stock Exchange, the New York Stock Exchange, the NASDAQ Global Market or the London Stock Exchange; or
- (v) the imposition of any general moratorium on banking activities in or affecting any of the Relevant Jurisdictions or any disruption in commercial banking or foreign exchange trading or securities settlement or clearing services, procedures or matters in or affecting any of the Relevant Jurisdictions; or

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- (vi) the issue or requirement to issue by our Company of a supplement or amendment to this prospectus or other documents in connection with the offer and sale of the Offer Shares pursuant to the Companies (Winding up and Miscellaneous Provisions) Ordinance or the Listing Rules or upon any requirement or request of the Stock Exchange and/or the SFC; or
- (vii) the commencement by any Authority (as defined in the Hong Kong Underwriting Agreement) or other regulatory or political body or organization of any public action or investigation against a member of our Group or a Director or a senior management of our Company or announcing an intention to take any such action; or
- (viii) the imposition of economic sanctions or export controls in whatever form, on any member of our Group or any of our Controlling Shareholders by or in any Relevant Jurisdiction; or
- (ix) any valid demand by creditors for payment or repayment of indebtedness of any member of our Group or in respect of which any member of our Group is liable prior to its stated maturity; or
- (x) any non-compliance of this prospectus (or any other documents used in connection with the contemplated offering, allotment, issue, subscription or sale of any of the Offer Shares), the CSRC Filings (as defined in the Hong Kong Underwriting Agreement) or any aspect of the Global Offering with the Listing Rules or any other applicable laws; or
- (xi) any litigation, dispute, legal action or claim or regulatory or administrative investigation or action being threatened, instigated or announced against any member of our Group or any Controlling Shareholder or any Director or senior management members as named in this prospectus; or
- (xii) the chairman of our Board, Directors or any member of senior management of our Company as named in this prospectus vacating his or her office; or
- (xiii) any contravention by any member of our Group or any Director of the Listing Rules or applicable laws; or any change or prospective change, or a materialization of, any of the risks set out in the section headed “Risk Factors” in this prospectus,

which, individually or in the aggregate, in the sole and absolute opinion of the Joint Sponsors and Overall Coordinators (for themselves and on behalf of the other Hong Kong Underwriters), (1) has or will have a Material Adverse Effect (as defined in the Hong Kong Underwriting Agreement), whether directly or indirectly, on the assets, liabilities, business, general affairs, management, prospects, shareholders’ equity, profits, losses, results of operations, position or condition, financial or

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otherwise, or performance of our Company or our Group as a whole; or (2) has or will have a Material Adverse Effect (as defined in the Hong Kong Underwriting Agreement) on the success of the Global Offering or the level of applications under the Hong Kong Public Offering or the level of indications of interest under the International Offering; or (3) makes or will make it impracticable, inadvisable, inexpedient or incapable for any material part of the Hong Kong Underwriting Agreement, the Hong Kong Public Offering or the Global Offering to be performed or implemented as envisaged, or for the Hong Kong Public Offering and/or the Global Offering to proceed, or to market the Global Offering or the delivery or distribution of the Offer Shares on the terms and in the manner contemplated by the Offering Documents (as defined in the Hong Kong Underwriting Agreement); or (4) has or will have the effect of making any part of the Hong Kong Underwriting Agreement (including underwriting) incapable of performance in accordance with its terms or preventing the processing of applications and/or payments pursuant to the Global Offering or pursuant to the underwriting thereof; or

- (b) there has come to the notice of Joint Sponsors or Overall Coordinators:
 - (i) any statement contained in any of the Offering Documents (as defined in the Hong Kong Underwriting Agreement), the CSRC Filings (as defined in the Hong Kong Underwriting Agreement) and/or any notices, announcements, advertisements, communications or other documents issued or used by or on behalf of our Company in connection with the Hong Kong Public Offering (including any supplement or amendment thereto) (the “**Global Offering Documents**”) was, when it was issued, or has become untrue, incorrect, inaccurate in any material respect or misleading; or that any estimate, forecast, expression of opinion, intention or expectation contained in any such documents, was, when it was issued, or has become unfair or misleading in any respect or based on untrue, dishonest or unreasonable assumptions or given in bad faith; or
 - (ii) any matter has arisen or has been discovered which would, had it arisen or been discovered immediately before the date of this prospectus, constitute a material omission or misstatement in any Global Offering Document; or
 - (iii) any breach of, or any event or circumstance rendering untrue or incorrect or misleading in any respect, any of the representations, warranties and undertakings given by our Company or our Controlling Shareholders in the Hong Kong Underwriting Agreement or the International Underwriting Agreement; or
 - (iv) any event, act or omission which gives rise or is likely to give rise to any liability of any of the Indemnifying Parties (as defined in the Hong Kong Underwriting Agreement) pursuant to the indemnities in the Hong Kong Underwriting Agreement; or

UNDERWRITING

- (v) any material breach of any of the obligations or undertakings imposed upon our Company or any member of our Controlling Shareholders to the Hong Kong Underwriting Agreement, the International Underwriting Agreement or the Cornerstone Investment Agreements; or
- (vi) there is any change, constituting or having a Material Adverse Effect (as defined in the Hong Kong Underwriting Agreement); or
- (vii) any Director or any member of senior management of our Company named in this prospectus is being charged with an indictable offence or prohibited by operation of law or otherwise disqualified from taking part in the management or taking directorship of a company; or
- (viii) our Company withdraws this prospectus (and/or any other documents used in connection with the subscription or sale of any of the Offer Shares pursuant to the Global Offering) or the Global Offering; or
- (ix) that the approval by the Listing Committee of the listing of, and permission to deal in, the Shares in issue and to be issued pursuant to the Global Offering (including pursuant to any exercise of the Over-allotment Option) is refused or not granted, other than subject to customary conditions, on or before the Listing Date, or if granted, the approval is subsequently withdrawn, cancelled, qualified (other than by customary conditions), revoked or withheld; or
- (x) any expert whose consent is required for the issue of this prospectus with the inclusion of its reports, letters, opinions and references to its name in the form and context in which it appears has withdrawn its consent to the issue of this prospectus with the inclusion of its reports, letters and/or legal opinions (as the case may be) and references to its name included in the form and context in which it respectively appears; or
- (xi) any prohibition on our Company for whatever reason from offering, allotting, issuing or selling any of the Offer Shares pursuant to the terms of the Global Offering; or
- (xii) an order or petition is presented for the winding-up or liquidation of any member of the Group makes any composition or arrangement with its creditors or enters into a scheme of arrangement or any resolution is passed for the winding-up of any member of the Group or a provisional liquidator, receiver or manager is appointed over all or part of the assets or undertaking of any member of the Group or anything analogous thereto occurs in respect of any member of the Group; or

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- (xiii) that (a) the notice of acceptance of the CSRC Filings (as defined in the Hong Kong Underwriting Agreement) issued by the CSRC and/or the results of the CSRC Filings published on the website of the CSRC is rejected, withdrawn, revoked or invalidated; or (b) any non-compliance of the CSRC Filings with the CSRC Rules (as defined in the Hong Kong Underwriting Agreement) or any other applicable laws; or
- (xiv) that (a) a material portion of the orders placed or confirmed in the bookbuilding process or (b) any investment commitment made by any cornerstone investors under the Cornerstone Investment Agreements signed with such cornerstone investors, have been withdrawn, terminated or cancelled, as a result of the payment of the relevant investment amount not being received or settled in the stipulated time and manner or otherwise.

UNDERTAKINGS TO THE STOCK EXCHANGE PURSUANT TO THE LISTING RULES

Undertakings by our Controlling Shareholders

In accordance with Rule 10.07(1) of the Listing Rules, each of our Controlling Shareholders has undertaken to the Stock Exchange and our Company that, except pursuant to the Global Offering (including the Stock Borrowing Agreement, the exercise of the Over-allotment Option and the exercise of any options which have been granted under the Pre-IPO Share Option Scheme or may be granted under the Post-IPO Share Option Scheme), he/she/it shall not and shall procure that the relevant registered holder (if any) of our Shares in which any of us has a beneficial interest shall not, without the prior written consent of the Stock Exchange or unless otherwise in compliance with the requirements of the Listing Rules:

- (a) in the period commencing on the date by reference to which disclosure of his/her/its shareholding in our Company is made in this prospectus and ending on the date which is six months from the Listing Date (the “**LR First Six-month Period**”), dispose of, nor enter into any agreement to dispose of, or otherwise create any options, rights, interests or encumbrances in respect of, any of our Shares in respect of which he/she/it is shown to be the beneficial owner (the “**Relevant Shares**”) in this prospectus; and
- (b) in the period of six months commencing from the expiry of the LR First Six-month Period (the “**LR Second Six-month Period**”), dispose of, nor enter into any agreement to dispose of, or otherwise create any options, rights, interests or encumbrances in respect of, any of the Relevant Shares if, immediately following such disposal or upon the exercise or enforcement of such options, rights, interests or encumbrances, he/she/it would cease to be the controlling shareholder (as defined in the Listing Rules) of our Company.

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In accordance with Note 3 to Rule 10.07(2) of the Listing Rules, each of our Controlling Shareholders has also undertaken to the Stock Exchange and our Company that during the LR First Six-month Period and the LR Second Six-month Period, he/she/it shall:

- (a) when he/she/it pledges or charges any Shares or securities of our Company beneficially owned by him/her/it in favor of an authorized institution (as defined in the Banking Ordinance, Chapter 155 of the Laws of Hong Kong) for a bona fide commercial loan, immediately inform us in writing of such pledge or charge together with the number of such Shares or securities so pledged or charged; and
- (b) when he/she/it receives any indications, either verbal or written, from the pledgee or chargee that any of the pledged or charged Shares or securities of our Company will be disposed of, immediately inform our Company in writing of such indications.

We will inform the Stock Exchange as soon as we have been informed of the matters referred to in paragraphs (a) and (b) above by our Controlling Shareholders and make a public disclosure in relation to such information by way of an announcement in accordance with the Listing Rules.

UNDERTAKINGS PURSUANT TO THE HONG KONG UNDERWRITING AGREEMENT

Undertakings by our Company

Except for the offer and sale of the Offer Shares pursuant to the Global Offering (including pursuant to the Over-allotment Option, the exercise of the options which were granted under the Pre-IPO Share Option Scheme, the exercise of the options which have been or may be granted under the Post-IPO Share Option Scheme) and/or otherwise pursuant to the Listing Rules, during the period commencing on the date of the Hong Kong Underwriting Agreement and ending on, and including, the date that is six months after the Listing Date (the “**First Six-Month Period**”), our Company hereby undertakes to each of the Joint Sponsors, the Sponsor-Overall Coordinators, the Overall Coordinators, the Joint Global Coordinators, the Joint Bookrunners, the Joint Lead Managers, the Capital Market Intermediaries and the other Hong Kong Underwriters not to, without the prior written consent of the Joint Sponsors and the Sponsor-Overall Coordinators (for themselves and on behalf of the Hong Kong Underwriters) and unless in compliance with the requirements of the Listing Rules:

- (a) allot, issue, sell, accept subscription for, offer to allot, issue or sell, contract or agree to allot, issue or sell, assign, mortgage, charge, pledge, hypothecate, lend, grant or sell any option, warrant, contract or right to subscribe for or purchase, grant or purchase any option, warrant, contract or right to allot, issue or sell, or otherwise transfer or dispose of or create an encumbrance (as defined in the Hong Kong Underwriting Agreement) over, or agree to transfer or dispose of or create an encumbrance over, either directly or indirectly, conditionally or unconditionally, the Shares or any other securities of the Company or any interest in any of the foregoing

UNDERWRITING

(including, without limitation, any securities convertible into or exchangeable or exercisable for or that represent the right to receive, or any warrants or other rights to purchase any Shares or other securities of the Company, as applicable), or deposit any Shares or other securities of the Company, as applicable, with a depositary in connection with the issue of depositary receipts; or

- (b) enter into any swap or other arrangement that transfers to another, in whole or in part, any of the economic consequences of ownership (legal or beneficial) of the Shares or any other securities of the Company, any securities convertible into or exchangeable or exercisable for or that represent the right to receive, or any warrants or other rights to purchase, any Shares; or
- (c) enter into any transaction with the same economic effect as any transaction specified in (a) or (b) above; or
- (d) offer to or agree to or announce any intention to effect any transaction specified in (a), (b) or (c) above,

in each case, whether any of the transactions specified in paragraphs (a), (b) or (c) above is to be settled by delivery of Shares or other securities of our Company, or in cash or otherwise (whether or not the issue of such Shares or other shares or securities will be completed within the First Six-Month Period).

In the event that, during the period of six months commencing on the date on which the First Six-Month Period expires (the “**Second Six-Month Period**”), our Company enters into any of the transactions specified in paragraphs (a), (b) or (c) above or offers to or agrees to or announces any intention to effect any such transaction, our Company shall take all reasonable steps to ensure that it will not create a disorderly or false market in the Shares or any other securities of our Company. Each of our Controlling Shareholders undertakes to each of the Joint Sponsors, the Sponsor-Overall Coordinators, the Overall Coordinators, the Joint Global Coordinators, the Joint Lead Managers, the Joint Bookrunners, the Capital Market Intermediaries and the Hong Kong Underwriters to procure our Company to comply with the undertakings herein.

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Undertakings by our Controlling Shareholders

Each of the Controlling Shareholders jointly and severally undertakes to each of our Company, the Joint Sponsors, the Sponsor-Overall Coordinators, the Overall Coordinators, the Joint Global Coordinators, the Joint Bookrunners, the Joint Lead Managers, the Capital Market Intermediaries and the Hong Kong Underwriters that, unless in compliance with the requirements of the Listing Rules, the Stock Borrowing Agreement and the grant, vesting and exercise of options under the Pre-IPO Share Option Scheme, without the prior written consent of the Joint Sponsors and the Overall Coordinators (for themselves and on behalf of the other Hong Kong Underwriters):

- (a) he/she/it will not, and will procure that the relevant registered holder(s), any nominee or trustee holding on trust for it/him/her and the companies controlled by he/she/it will not, at any time during the First Six-Month Period, (i) dispose of, or enter into any agreement to dispose of or otherwise create any options, rights, interests or encumbrances (as defined in the Hong Kong Underwriting Agreement) in respect of, any of the Shares in respect of which such person is shown to be the beneficial owner in this prospectus, either directly or indirectly, conditionally or unconditionally, or (ii) enter into any swap or other arrangement that transfers to another, in whole or in part, any of the economic consequences of ownership (legal or beneficial) of any Shares, or (iii) enter into any transaction with the same economic effect as any transaction specified in (a)(i) or (a)(ii) in this paragraph, or (iv) offer to or agree to or announce any intention to effect any transaction specified in (a)(i), (a)(ii) or (a)(iii) in this paragraph, in each case, whether any of the transactions specified in (a)(i), (a)(ii) or (a)(iii) in this paragraph is to be settled by delivery of Shares or other securities of the Company or in cash or otherwise, and whether or not the transactions will be completed within the First Six-Month Period;
- (b) he/she/it will not, during the Second Six-Month Period, enter into any of the transactions specified in (a)(i), (a)(ii) or (a)(iii) above or offer to or agree to or contract to or publicly announce any intention to effect any such transaction if, immediately following any sale, transfer or disposal or upon the exercise or enforcement of any option, right, interest or encumbrance (as defined in the Hong Kong Underwriting Agreement) pursuant to such transaction, he/she/it will cease to be a Controlling Shareholder of the Company or a member of a group of the Controlling Shareholders of the Company or would together with the other Controlling Shareholders cease to be a “controlling shareholder” (as defined in the Listing Rules) of the Company;
- (c) until the expiry of the Second Six-Month Period, in the event that he/she/it enters into any of the transactions specified in (a)(i), (a)(ii) or (a)(iii) above or offer to or agrees to or contract to or publicly announce any intention to effect any such transaction, he/she/it will take all reasonable steps to ensure that such a disposal will not create a disorderly or false market in the securities of the Company; and

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- (d) at any time during the First Six-Month Period and the Second Six-Month Period, he/she/it or the relevant registered holder(s) will (i) if and when he/she/it pledges or charges any Shares or other securities of the Company beneficially owned by he/she/it, immediately inform the Company and the Overall Coordinators in writing of such pledge or charge together with the number of Shares or other securities of the Company so pledged or charged and (ii) when he/she/it receives indications, either verbal or written, from the pledgee or chargee of any Shares that any of the pledged or charged Shares or other securities of the Company will be disposed of, immediately inform the Company and the Overall Coordinators of such indications.

INTERNATIONAL OFFERING

International Underwriting Agreement

In connection with the International Offering, it is expected that we will enter into the International Underwriting Agreement with, among others, the Overall Coordinators and the International Underwriters. Under the International Underwriting Agreement, the International Underwriters, subject to certain conditions set out therein, will agree severally to purchase, or procure subscribers or purchasers for, the International Offer Shares being offered pursuant to the International Offering. Please refer to the paragraph headed “Structure of the Global Offering—The International Offering” in this prospectus.

We expect to grant the Over-allotment Option to the International Underwriters, exercisable by the Overall Coordinators (on behalf of the International Underwriters) at any time from the Listing Date until 30 days after the last day for lodging applications under the Hong Kong Public Offering, to require us to allot and issue, up to an aggregate of 13,632,600 Shares, representing in aggregate approximately 15% of Offer Shares initially available under the Global Offering at the Offer Price to cover over-allocations, if any, in the International Offering. Please refer to the paragraph headed “Structure of the Global Offering—The International Offering—Over-allotment Option” in this prospectus.

COMMISSIONS AND EXPENSES

Our Company will pay an underwriting commission of 2.5% of the aggregate Offer Price of all the Offer Shares, including Offer Shares to be issued pursuant to the Over-allotment Option (the “**Fixed Fees**”). Our Company may, at our sole and absolute discretion, pay an incentive fee of up to 1.0% of the Offer Price in respect of all the Offer Shares (including Offer Shares to be issued pursuant to the Over-allotment Option) (the “**Discretionary Fees**”). For the purpose of disclosure of the ratio of fixed and discretionary fees payable (the “**Fee Split Ratio**”) as required under paragraph 3B of Appendix D1A to the Listing Rules, the Fee Split Ratio will be approximately 47.86%:52.14% (on the basis that the Discretionary Fees will be fully paid). For unsubscribed Hong Kong Offer Shares reallocated to the International Offering, we will pay an underwriting commission at the rate applicable to the International Offering and such commission will be paid to the relevant International Underwriters and not the Hong Kong Underwriters.

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The aggregate commissions and fees, together with the listing fees, SFC transaction levy, the Stock Exchange trading fee and AFRC transaction levy, legal and other professional fees, printing and other expenses payable by us relating to the Global Offering are estimated to amount to approximately HK\$149.3 million in total (based on the Offer Price of HK\$25.20 per Offer Share which is the mid-point of the Offer Price range and assuming the Over-allotment Option is not exercised).

HONG KONG UNDERWRITERS' INTERESTS IN OUR COMPANY

Save for its obligations under the Hong Kong Underwriting Agreement, none of the Hong Kong Underwriters has any shareholding in any member of our Group or any right or option (whether legally enforceable or not) to purchase or subscribe for or to nominate persons to purchase or subscribe for securities in any member of our Group.

Following the completion of the Global Offering, the Hong Kong Underwriters and their affiliated companies may hold a certain portion of the Shares as a result of fulfilling their obligations under the Hong Kong Underwriting Agreement and/or the International Underwriting Agreement.

JOINT SPONSORS' INDEPENDENCE

Each of the Joint Sponsors satisfies the independence criteria applicable to sponsors as set out in Rule 3A.07 of the Listing Rules.

ACTIVITIES BY SYNDICATE MEMBERS

The Hong Kong Underwriters and the International Underwriters (together, the “**Syndicate Members**”) and their affiliates may each individually undertake a variety of activities (as further described below) which do not form part of the underwriting or stabilizing process.

The Syndicate Members and their affiliates are diversified financial institutions with relationships in countries around the world. These entities engage in a wide range of commercial and investment banking, brokerage, funds management, trading, hedging, investing and other activities for their own account and for the account of others. In the ordinary course of their various business activities, the Syndicate Members and their respective affiliates may purchase, sell or hold a broad array of investments and actively trade securities, derivatives, loans, commodities, currencies, credit default swaps and other financial instruments for their own account and for the accounts of their customers. Such investment and trading activities may involve or relate to assets, securities and/or instruments our Company and/or persons and entities with relationships with our Company and may also include swaps and other financial instruments entered into for hedging purposes in connection with our Group's loans and other debt.

UNDERWRITING

In relation to the Shares, the activities of the Syndicate Members and their affiliates could include acting as agent for buyers and sellers of the Shares, entering into transactions with those buyers and sellers in a principal capacity, including as a lender to initial purchasers of the Shares (which financing may be secured by the Shares) in the Global Offering, proprietary trading in the Shares, and entering into over the counter or listed derivative transactions or listed or unlisted securities transactions (including issuing securities such as derivative warrants listed on a stock exchange) which have as their underlying assets, assets including the Shares. Such transactions may be carried out as bilateral agreements or trades with selected counterparties. Those activities may require hedging activity by those entities involving, directly or indirectly, the buying and selling of the Shares, which may have a negative impact on the trading price of the Shares. All such activities could occur in Hong Kong and elsewhere in the world and may result in the Syndicate Members and their affiliates holding long and/or short positions in the Shares, in baskets of securities or indices including the Shares, in units of funds that may purchase the Shares, or in derivatives related to any of the foregoing.

In relation to issues by Syndicate Members or their affiliates of any listed securities having the Shares as their underlying securities, whether on the Stock Exchange or on any other stock exchange, the relevant rules of the exchange may require the issuer of those securities (or one of its affiliates or agents) to act as a market maker or liquidity provider in the security, and this will also result in hedging activity in the Shares in most cases.

All such activities may occur both during and after the end of the stabilizing period described in “Structure of the Global Offering” in this prospectus. Such activities may affect the market price or value of the Shares, the liquidity or trading volume in the Shares and the volatility of the price of the Shares, and the extent to which this occurs from day to day cannot be estimated.

It should be noted that when engaging in any of these activities, the Syndicate Members will be subject to certain restrictions, including the following:

- (a) the Syndicate Members (other than the Stabilizing Manager or any person acting for it) must not, in connection with the distribution of the Offer Shares, effect any transactions (including issuing or entering into any option or other derivative transactions relating to the Offer Shares) whether in the open market or otherwise, with a view to stabilizing or maintaining the market price of any of the Offer Shares at levels other than those which might otherwise prevail in the open market; and
- (b) the Syndicate Members must comply with all applicable laws and regulations, including the market misconduct provisions of the SFO, including the provisions prohibiting insider dealing, false trading, price rigging and stock market manipulation.

Certain of the Syndicate Members or their respective affiliates have provided from time to time, and expect to provide in the future, investment banking, derivative and other services to our Company and its affiliates for which such Syndicate Members or their respective affiliates have received or will receive customary fees and commissions.

STRUCTURE OF THE GLOBAL OFFERING

THE GLOBAL OFFERING

This prospectus is published in connection with the Hong Kong Public Offering as part of the Global Offering. China International Capital Corporation Hong Kong Securities Limited, CLSA Limited and GF Securities (Hong Kong) Brokerage Limited are the Overall Coordinators of the Global Offering.

The Listing of the Shares on the Stock Exchange is sponsored by the Joint Sponsors. The Joint Sponsors have made an application on behalf of our Company to the Stock Exchange for the listing of, and permission to deal in, the Shares in issue and to be issued as mentioned in this prospectus.

The Global Offering consists of:

- (i) the Hong Kong Public Offering of 9,088,400 Shares (subject to reallocation as mentioned below) in Hong Kong as described in the paragraph headed “The Hong Kong Public Offering” in this section; and
- (ii) the International Offering of 81,795,600 Shares (subject to reallocation and the Over-allotment Option as mentioned below) outside the United States in offshore transactions in reliance on Regulation S.

The Offer Shares will represent approximately 15.00% of the total issued share capital of our Company immediately after completion of the Global Offering, assuming the Over-allotment Option is not exercised and without taking into account any Shares which may be issued upon the exercise of the options which have been or may be granted under the Pre-IPO Share Option Scheme and the Post-IPO Share Option Scheme. If the Over-allotment Option is exercised in full and assuming no Shares will be issued pursuant to the Pre-IPO Share Option Scheme and the Post-IPO Share Option Scheme, the Offer Shares will represent approximately 16.87% of the total issued share capital immediately after completion of the Global Offering and the exercise of the Over-allotment Option as set out in the paragraph headed “The International Offering—Over-allotment Option” in this section.

Investors may either:

- (i) apply for Hong Kong Offer Shares under the Hong Kong Public Offering; or
- (ii) apply for or indicate an interest, if qualified to do so, for International Offer Shares under the International Offering,

but may not do both.

STRUCTURE OF THE GLOBAL OFFERING

The Hong Kong Public Offering is open to members of the public in Hong Kong as well as to institutional and professional investors in Hong Kong. The International Offering will involve selective marketing of the International Offer Shares to institutional and professional investors and other investors expected to have a sizable demand for the International Offer Shares in Hong Kong and other jurisdictions outside the United States in offshore transactions in reliance on Regulation S. The International Underwriters and the Joint Bookrunners are soliciting from prospective investors' indications of interest in acquiring the International Offer Shares. Prospective investors will be required to specify the number of International Offer Shares under the International Offering they would be prepared to acquire either at different prices or at a particular price.

The number of Hong Kong Offer Shares and International Offer Shares to be offered under the Hong Kong Public Offering and the International Offering respectively may be subject to reallocation as described in the paragraph headed "The Hong Kong Public Offering—Reallocation" in this section.

THE HONG KONG PUBLIC OFFERING

Number of Shares Initially Offered

Subject to reallocation as mentioned below, our Company is initially offering 9,088,400 Shares at the Offer Price under the Hong Kong Public Offering for subscription by the public in Hong Kong, representing 10% of the 90,884,000 Shares initially available under the Global Offering. Subject to reallocation as mentioned below, the number of Shares initially offered under the Hong Kong Public Offering will represent approximately 1.50% of our total issued share capital immediately after completion of the Global Offering, assuming that the Over-allotment Option is not exercised and without taking into account any Shares which may be issued upon the exercise of the options which have been or may be granted under the Pre-IPO Share Option Scheme and the Post-IPO Share Option Scheme.

In Hong Kong, individual retail investors are expected to apply for the Hong Kong Offer Shares through the Hong Kong Public Offering and individual retail investors, including individual investors in Hong Kong applying through banks and other institutions, seeking International Offer Shares will not be allotted International Offer Shares in the International Offering.

The Overall Coordinators (for themselves and on behalf of the other Underwriters) and the Joint Sponsors may require any investor who has been offered Shares under the International Offering, and who has made an application under the Hong Kong Public Offering to provide sufficient information to the Overall Coordinators and the Joint Sponsors so as to allow them to identify the relevant applications under the Hong Kong Public Offering and to ensure that it is excluded from any application for the International Offering.

Completion of the Hong Kong Public Offering is subject to the conditions set out in the paragraph headed "Conditions of the Global Offering" in this section.

STRUCTURE OF THE GLOBAL OFFERING

Allocation

For allocation purposes only, the 9,088,400 Shares initially being offered for subscription under the Hong Kong Public Offering (after taking into account any reallocation in the number of Offer Shares allocated between the Hong Kong Public Offering and the International Offering) will be divided equally (with any odd lots being allocated to pool A) into two pools: Pool A and Pool B, both of which are available on an equitable basis to successful applicants. All valid applications that have been received for the Hong Kong Offer Shares with an aggregate subscription price (excluding brokerage, SFC transaction levy, the Stock Exchange trading fee and AFRC transaction levy) of HK\$5 million or below will fall into Pool A and all valid applications that have been received for the Hong Kong Offer Shares with an aggregate subscription price (excluding brokerage, SFC transaction levy, Stock Exchange trading fee and AFRC transaction levy) of over HK\$5 million and up to the total value of Pool B, will fall into Pool B.

Applicants should be aware that applications in Pool A and Pool B are likely to receive different allocation ratios. If the Hong Kong Offer Shares in one pool (but not both pools) are under-subscribed, the surplus Hong Kong Offer Shares will be transferred to the other pool to satisfy demand in that other pool and be allocated accordingly. Applicants can only receive an allocation of Hong Kong Offer Shares from either Pool A or Pool B but not from both pools and only apply for Hong Kong Offer Shares in either Pool A or Pool B. When there is over-subscription, allocation of Hong Kong Offer Shares to investors under the Hong Kong Public Offering, both in relation to Pool A and Pool B, will be based on the level of valid applications received under the Hong Kong Public Offering. The basis of allocation in each pool may vary, depending on the number of Hong Kong Offer Shares validly applied for by each applicant. The allocation of Hong Kong Offer Shares could, where appropriate, consist of balloting, which would mean that some applicants may receive a higher allocation than others who have applied for the same number of Hong Kong Offer Shares and those applicants who are not successful in the ballot may not receive any Hong Kong Offer Shares.

Reallocation

The Offer Shares to be offered in the Hong Kong Public Offering and the International Offering may, in certain circumstances, be reallocated as between these offerings at the discretion of the Overall Coordinators and the Joint Global Coordinators. Subject to the allocation cap described in the subsequent paragraph, the Overall Coordinators and the Joint Global Coordinators may in their discretion reallocate Offer Shares from the International Offering to the Hong Kong Public Offering to satisfy valid applications under the Hong Kong Public Offering. In addition, if the Hong Kong Public Offering is not fully subscribed, the Overall Coordinators and the Joint Global Coordinators will have the discretion (but shall not be under any obligation) to reallocate to the International Offering all or any unsubscribed Hong Kong Offer Shares in such amounts as they deem appropriate.

STRUCTURE OF THE GLOBAL OFFERING

In each case, the additional Offer Shares reallocated to the Hong Kong Public Offering will be allocated between pool A and pool B and the number of Offer Shares allocated to the International Offering will be correspondingly reduced in such manner as the Overall Coordinators deem appropriate.

In the event of reallocation of Offer Shares between the International Offering and the Hong Kong Public Offering in the circumstances where (a) the International Offer Shares are fully subscribed or oversubscribed and the Hong Kong Offer Shares are fully subscribed or oversubscribed irrespective of the number of times, or (b) the International Offer Shares are undersubscribed and the Hong Kong Offer Shares are fully subscribed or oversubscribed irrespective of the number of times, then up to 4,544,200 Offer Shares may be reallocated from the International Offering to the Hong Kong Public Offering, so that the total number of Offer Shares available for subscription under the Hong Kong Public Offering will increase up to 13,632,600 Offer Shares, representing 15% of the number of Offer Shares initially available under the Global Offering (before any exercise of the Over-allotment Option) and the Offer Price shall be fixed at the low-end of the indicative Offer Price range in accordance with Chapter 4.14 of the Guide.

Given the initial allocation of the Offer Shares to the Hong Kong Public Offering and the International Offering follows the provision of Paragraph 4.2(b) of Practice Note 18 of the Listing Rules, no mandatory clawback or reallocation mechanism is required to increase the number of Offer Shares under the Hong Kong Public Offering to a certain percentage of the total number of Offer Shares offered under the Global Offering.

Details of any reallocation of Offer Shares between the Hong Kong Public Offering and the International Offering will be disclosed in the results announcement of the Global Offering expected to be published on Friday, November 7, 2025.

Applications

Each applicant under the Hong Kong Public Offering will also be required to give an undertaking and confirmation in the application submitted by him or her that he or she and any person(s) for whose benefit he or she is making the application have not applied for or taken up, or indicated an interest for, and will not apply for or take up, or indicate an interest for, any Offer Shares under the International Offering, and such applicant's application will be rejected if the said undertaking and/or confirmation is breached and/or untrue (as the case may be) or it has been or will be placed or allocated Offer Shares under the International Offering.

Multiple or suspected multiple applications and any application for more than 4,544,200 Hong Kong Offer Shares (representing 50% of the 9,088,400 Shares initially comprised in the Hong Kong Public Offering) will be rejected.

STRUCTURE OF THE GLOBAL OFFERING

The Listing of the Offer Shares on the Stock Exchange is sponsored by the Joint Sponsors. Applicants under the Hong Kong Public Offering may be required to pay, on application (subject to application channels), the maximum Offer Price of HK\$26.20 per Share in addition to any brokerage, SFC transaction levy, Stock Exchange trading fee and AFRC transaction levy payable on each Offer Share. If the Offer Price, as finally determined in the manner described in the paragraph headed “Pricing of the Global Offering” in this section, is less than the maximum Offer Price of HK\$26.20 per Offer Share, appropriate refund payments (including the brokerage, SFC transaction levy, Stock Exchange trading fee and AFRC transaction levy attributable to the surplus application monies) will be made to successful applications (subject to application channels), without interest. Further details are set out in “How to Apply for Hong Kong Offer Shares” in this prospectus.

References in this prospectus to applications, application monies or the procedure for application relate solely to the Hong Kong Public Offering.

THE INTERNATIONAL OFFERING

Number of International Offer Shares Offered

The number of International Offer Shares to be initially offered by us for subscription under the International Offering will consist of an initial offering of 81,795,600 Offer Shares, representing 90% of the Offer Shares under the Global Offering. Subject to any reallocation of Offer Shares between the International Offering and the Hong Kong Public Offering, the International Offer Shares will represent approximately 13.50% of our total issued share capital immediately after completion of the Global Offering, assuming that the Over-allotment Option is not exercised and without taking into account any Shares which may be issued upon the exercise of the options which have been or may be granted under the Pre-IPO Share Option Scheme and the Post-IPO Share Option Scheme.

Allocation

Pursuant to the International Offering, the International Underwriters will conditionally place the International Offer Shares with as with institutional and professional investors and other investors expected to have a sizable demand for the Shares in Hong Kong and other jurisdictions outside the United States in reliance on Regulation S. The International Offering is subject to the Hong Kong Public Offering being unconditional.

Allocation of the International Offer Shares pursuant to the International Offering will be determined by the Overall Coordinators and will be based on a number of factors including the level and timing of demand, total size of the relevant investor’s invested assets or equity assets in the relevant sector and whether or not it is expected that the relevant investor is likely to buy further, and/or hold or sell Offer Shares after the Listing. Such allocation may be made to professional, institutional and corporate investors and is intended to result in a distribution of our Offer Shares on a basis which would lead to the establishment of a solid shareholder base to the benefit of our Company and our Shareholders as a whole.

STRUCTURE OF THE GLOBAL OFFERING

The Overall Coordinators (for themselves and on behalf of the other Underwriters) may require any investor who has been offered Offer Shares under the International Offering and who has made an application under the Hong Kong Public Offering to provide sufficient information to the Overall Coordinators so as to allow them to identify the relevant applications under the Hong Kong Public Offering and to ensure that they are excluded from any allocation of Offer Shares under the Hong Kong Public Offering.

Reallocation

The total number of International Offer Shares to be issued pursuant to the International Offering may change as a result of exercise of the Over-allotment Option in whole or in part and/or reallocation of all or any unsubscribed Hong Kong Offer Shares to the International Offering at the discretion of the Overall Coordinators.

Over-allotment Option

In connection with the Global Offering, our Company is expected to grant the Over-allotment Option to the International Underwriters, exercisable by the Overall Coordinators at their sole and absolute discretion on behalf of the International Underwriters for up to 30 days after the last day for lodging applications under the Hong Kong Public Offering. Pursuant to the Over-allotment Option, the Overall Coordinators will have the right to require our Company to allot and issue, at the Offer Price, up to an aggregate of additional 13,632,600 Shares, representing in aggregate 15% of the number of the Offer Shares initially available under the Global Offering to cover over-allocations in the International Offering, if any. An announcement will be made in the event that the Over-allotment Option is exercised.

If the Over-allotment Option is exercised in full, the additional International Offer Shares to be issued pursuant thereto will represent approximately 2.20% of the issued share capital of our Company immediately after the completion of the Global Offering.

Stabilization

Stabilization is a practice used by underwriters in some markets to facilitate the distribution of securities. To stabilize, the Underwriters may bid for, or purchase, the new securities in the secondary market, during a specified period of time, to retard and, if possible, prevent any decline in the market price of the securities below the Offer Price. In Hong Kong and certain other jurisdictions, an activity aimed at reducing the market price is prohibited and the price at which stabilization is effected is not permitted to exceed the Offer Price.

In connection with the Global Offering, the Stabilizing Manager, its affiliates or any person acting for it, on behalf of the Underwriters, may, to the extent permitted by applicable laws of Hong Kong or elsewhere, over-allocate or effect short sales or any other stabilizing transactions with a view to stabilizing or maintaining the market price of the Shares at a level higher than that which might otherwise prevail in the open market for a limited period after the last day for the lodging of applications under the Hong Kong Public Offering. Any market

STRUCTURE OF THE GLOBAL OFFERING

purchases of Shares will be effected in compliance with all applicable laws and regulatory requirements. However, there is no obligation on the Stabilizing Manager or any person acting for it to conduct any such stabilizing activity, which if commenced, will be done at the absolute discretion of the Stabilizing Manager and may be discontinued at any time. Any such stabilizing activity is required to be brought to an end on the 30th day after the last day for the lodging of applications under the Hong Kong Public Offering. The number of Shares that may be over-allocated will not exceed the number of Shares that may be issued and/or sold under the Over-allotment Option, namely 13,632,600 Shares, which represents 15% of the Offer Shares initially available under the Global Offering.

Stabilizing action will be entered into in accordance with the laws, rules and regulations in place in Hong Kong on stabilization and stabilization action permitted in Hong Kong pursuant to the Securities and Futures (Price Stabilizing) Rules (Chapter 571W of the Laws of Hong Kong) under SFO includes: (i) over-allocation for the purpose of preventing or minimizing any reduction in the market price of the Shares; (ii) selling or agreeing to sell the Shares so as to establish a short position in them for the purpose of preventing or minimizing any reduction in the market price of the Shares; (iii) purchasing or subscribing for, or agreeing to purchase or subscribe for, the Shares pursuant to the Over-allotment Option in order to close out any position established under (i) or (ii) above; (iv) purchasing, or agreeing to purchase, any of the Shares for the sole purpose of preventing or minimizing any reduction in the market price of the Shares; (v) selling or agreeing to sell any Shares in order to liquidate any position held as a result of those purchases; and (vi) offering or attempting to do anything described in (ii), (iii), (iv) or (v).

Specifically, prospective applicants for and investors in the Offer Shares should note that:

- the Stabilizing Manager, or any person acting for it, may, in connection with the stabilizing action, maintain a long position in the Shares;
- there is no certainty regarding the extent to which and the time period for which the Stabilizing Manager, or any person acting for it, will maintain such a position;
- liquidation of any such long position by the Stabilizing Manager may have an adverse impact on the market price of the Shares;
- no stabilizing action can be taken to support the price of the Shares for longer than the stabilizing period which will begin on the Listing Date following announcement of the Offer Price, and is expected to expire on the 30th day after the last date for lodging applications under the Hong Kong Public Offering. After this date, when no further stabilizing action may be taken, demand for the Shares, and therefore the price of the Shares, could fall;
- the price of the Shares cannot be assured to stay at or above the Offer Price either during or after the stabilizing period by the taking of any stabilizing action; and

STRUCTURE OF THE GLOBAL OFFERING

- stabilizing bids may be made or transactions effected in the course of the stabilizing action at any price at or below the Offer Price, which means that stabilizing bids may be made or transactions effected at a price below the price paid by applicants for, or investors in, the Shares.

Our Company will procure that a public announcement in compliance with the Securities and Futures (Price Stabilizing) Rules will be made within seven days of the expiration of the stabilizing period.

Over-Allocation

Following any over-allocation of Shares in connection with the Global Offering, the Stabilizing Manager or any person acting for it may cover such over-allocations by exercising the Over-allotment Option in full or in part, making purchases in the secondary market at prices that do not exceed the Offer Price or by any combination of these means.

STOCK BORROWING AGREEMENT

In order to facilitate the settlement of over-allocations, if any, in connection with the Global Offering, the Stabilizing Manager, its affiliates, or any person acting for it may choose to borrow up to 13,632,600 Shares (being the maximum number of Shares which may be issued upon exercise of the Over-allotment Option) from Century BVI pursuant to a Stock Borrowing Agreement, or acquire Shares from other sources, including the exercising of the Over-allotment Option. The Stock Borrowing Agreement is expected to be entered into between the Stabilizing Manager and Century BVI on or about the Price Determination Date. Such stock borrowing arrangement under the Stock Borrowing Agreement, if entered into, will not be subject to the restrictions of Rule 10.07(1)(a) of the Listing Rules provided that the requirements set out in Rule 10.07(3) of the Listing Rules, being that the Stock Borrowing Agreement will be for the sole purpose of covering any short position prior to the exercise of the Over-allotment Option in connection with the International Offering, are complied with.

The same number of Shares as that borrowed must be returned to Century BVI or its respective nominees on or before the third Business Day following the earlier of (i) the last day on which the Over-allotment Option may be exercised and (ii) the day on which the Over-allotment Option is exercised in full.

The stock borrowing arrangement under the Stock Borrowing Agreement will be effected in compliance with all applicable laws, listing rules and regulatory requirements.

No payment will be made to Century BVI by the Stabilizing Manager or its authorized agents in relation to such stock borrowing arrangement.

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PRICING OF THE GLOBAL OFFERING

The Offer Price is expected to be fixed by agreement between the Overall Coordinators (for themselves and on behalf of the other Underwriters) and our Company on the Price Determination Date, when market demand for the Offer Shares will be determined. The Price Determination Date is expected to be on or around Thursday, November 6, 2025 and in no event later than 12:00 noon on Thursday, November 6, 2025.

The Offer Price will be not more than HK\$26.20 per Offer Share and is currently expected not to be less than HK\$24.20 per Offer Share unless otherwise announced, as further explained below. Applicants under the Hong Kong Public Offering may be required to pay, on application (subject to application channels), the maximum Offer Price of HK\$26.20 for each Hong Kong Offer Share together with brokerage of 1.0%, Stock Exchange trading fee of 0.00565%, SFC transaction levy of 0.0027% and AFRC transaction levy of 0.00015%. **Prospective investors should be aware that the Offer Price to be determined on the Price Determination Date may be, but is not expected to be, lower than the indicative price range stated in this prospectus.**

The International Underwriters will be soliciting from prospective investors indications of interest in acquiring Offer Shares in the International Offering. Prospective professional and institutional investors will be required to specify the number of Shares under the International Offering they would be prepared to acquire either at different prices or at a particular price. This process, known as “book-building” is expected to continue up to, and to cease on or about, the last day for lodging applications under the Hong Kong Public Offering.

The Overall Coordinators (for themselves and on behalf of the other Underwriters) may, where they deem appropriate, based on the level of interest expressed by prospective investors during the book-building process in respect of the International Offering, and with the consent of the Company, reduce the number of Offer Shares offered under the Global Offering and/or the Offer Price range as stated in this prospectus at any time on or prior to the morning of the last day for lodging applications under the Hong Kong Public Offering. In such a case, we will, as soon as practicable following the decision to make such reduction, and in any event not later than the morning of the last day for lodging applications under the Hong Kong Public Offering, cause to be published on the websites of the Company and the Stock Exchange at www.softcarehome.com and www.hkexnews.hk, respectively, an announcement, cancel the Global Offering and relaunch the Global Offering at the revised number of Offer Shares and/or the revised Offer Price range and the requirements under Rule 11.13 of the Listing Rules (which include the issue of a supplemental prospectus or a new prospectus (as appropriate)). Upon issue of such announcement or supplemental prospectus (as appropriate), the number of Offer Shares offered in the Global Offering and/or the revised Offer Price range will be final and conclusive, and the Offer Price, if agreed upon by the Overall Coordinators (for themselves and on behalf of the other Underwriters) and the Company, will be fixed within such revised Offer Price range. The Global Offering must first be canceled and subsequently relaunched on FINI pursuant to the supplemental prospectus.

STRUCTURE OF THE GLOBAL OFFERING

Before submitting applications for the Hong Kong Offer Shares, applicants should have regard to the possibility that any announcement or supplemental prospectus or new prospectus (as appropriate) of a reduction in the number of Offer Shares and/or the Offer Price range may not be made until the day which is the last day for lodging applications under the Hong Kong Public Offering. In the absence of any such announcement or cancellation and relaunch of offer, the number of Offer Shares will not be reduced and/or the Offer Price, if agreed upon by the Overall Coordinators (for themselves and on behalf of the other Underwriters) and the Company, will under no circumstances be set outside the Offer Price range as stated in this prospectus.

The Hong Kong Offer Shares and the International Offer Shares may, in certain circumstances, be reallocated as between the Hong Kong Public Offering and International Offering at the discretion of the Overall Coordinators and the Joint Sponsors.

The final Offer Price, the level of applications in the Hong Kong Public Offering, the level of indications of interest in the International Offering, the basis of allocations of the Hong Kong Offer Shares and the results of applications in the Hong Kong Public Offering are expected to be announced on Friday, November 7, 2025 through a variety of channels described in the paragraph headed “How to Apply for Hong Kong Offer Shares—B. Publication of Results” in this prospectus.

UNDERWRITING ARRANGEMENTS

The Hong Kong Public Offering is fully underwritten by the Hong Kong Underwriters under the terms of the Hong Kong Underwriting Agreement, subject to agreement on the Offer Price between the Overall Coordinators (for themselves and on behalf of the other Underwriters) and us on the Price Determination Date.

We expect that our Company will, on or about the Price Determination Date, enter into the International Underwriting Agreement relating to the International Offering. Underwriting arrangements, the Hong Kong Underwriting Agreement and the International Underwriting Agreement are summarized in “Underwriting” in this prospectus.

CONDITIONS OF THE GLOBAL OFFERING

Acceptance of all applications for the Offer Shares will be conditional on, *inter alia*:

- the Stock Exchange granting approval for the listing of, and permission to deal in, the Shares in issue and to be issued pursuant to the Global Offering (including pursuant to the exercise of the Over-allotment Option) as mentioned in this prospectus on the Main Board of the Stock Exchange and such listing and permission not subsequently having been revoked prior to the commencement of dealings in the Shares on the Stock Exchange;

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- the Offer Price having been agreed between the Overall Coordinators (for themselves and on behalf of the other Underwriters) and our Company;
- the execution and delivery of the International Underwriting Agreement on or around the Price Determination Date;
- our Company having submitted to HKSCC all requisite documents to enable the Offer Shares to be admitted to trade on the Stock Exchange; and
- the obligations of the Underwriters under the respective Underwriting Agreements becoming and remaining unconditional (unless and to the extent such conditions are validly waived on or before such dates and times) and not having been terminated in accordance with the terms of the respective agreements,

in each case on or before the dates and times specified in the respective Underwriting Agreements (unless and to the extent such conditions are validly waived on or before such dates and times) and in any event not later than the date which is 30 days after the date of this prospectus.

If for any reason, the Offer Price is not agreed by 12:00 noon on Thursday, November 6, 2025 between us and the Overall Coordinators (for themselves and on behalf of the other Underwriters), the Global Offering will not proceed and will lapse.

If the above conditions are not fulfilled or waived prior to the times and dates specified, the Global Offering will lapse and the Stock Exchange will be notified immediately. We will cause a notice of the lapse of the Hong Kong Public Offering to be published by us on the websites of our Company at www.softcarehome.com and the Stock Exchange at www.hkexnews.hk, respectively on the next day following such lapse. In such event, all application monies will be returned, without interest, on the terms set out in “How to Apply for Hong Kong Offer Shares” in this prospectus. In the meantime, the application monies will be held in separate bank account(s) with our Company’s receiving banker(s) or other bank(s) in Hong Kong licensed under the Banking Ordinance (Chapter 155 of the Laws of Hong Kong) (as amended).

The consummation of each of the Hong Kong Public Offering and the International Offering is conditional upon, amongst other things, the other becoming unconditional and not having been terminated in accordance with its terms.

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Share certificates for the Offer Shares are expected to be issued on Friday, November 7, 2025 but will only become valid evidence of title at 8:00 a.m. on the date of commencement of the dealings in our Shares, which is expected to be on Monday, November 10, 2025, provided that (i) the Global Offering has become unconditional in all respects at or before that time and (ii) neither of the Underwriting Agreements has been terminated in accordance with its terms. Investors who trade Shares prior to the receipt of Share certificates or prior to the Share certificates bearing valid evidence of title do so entirely at their own risk.

DEALING ARRANGEMENTS

Assuming that the Hong Kong Public Offering becomes unconditional at or before 8:00 a.m. in Hong Kong on Monday, November 10, 2025, it is expected that dealings in Shares on the Stock Exchange will commence on Monday, November 10, 2025. Shares will be traded in board lots of 200 each and the stock code will be 2698.

HOW TO APPLY FOR HONG KONG OFFER SHARES

IMPORTANT NOTICE TO INVESTORS OF HONG KONG OFFER SHARES FULLY ELECTRONIC APPLICATION PROCESS

We have adopted a fully electronic application process for the Hong Kong Public Offering and below are the procedures for application. We will not provide any printed copies of this prospectus for use by the public.

This prospectus is available at the website of the Stock Exchange at www.hkexnews.hk under the “HKEXnews > New Listings > New Listing Information” section, and our website at www.softcarehome.com.

The contents of this prospectus are identical to the prospectus as registered with the Registrar of Companies in Hong Kong pursuant to Section 342C of the Companies (Winding Up and Miscellaneous Provisions) Ordinance.

A. APPLICATION FOR HONG KONG OFFER SHARES

1. Who Can Apply

You can apply for Hong Kong Offer Shares if you or the person(s) for whose benefit you are applying for:

- are 18 years of age or older;
- are outside the United States; and
- have a Hong Kong address (*for the **HK eIPO White Form** service only*).

Unless permitted by the Listing Rules and the Guide issued by the Stock Exchange, or a waiver and/or consent has been granted by the Stock Exchange to us, you cannot apply for any Hong Kong Offer Shares if you:

- are an existing Shareholder or close associates; or
- are a Director or any of his/her close associates.

HOW TO APPLY FOR HONG KONG OFFER SHARES

2. Application Channels

The Hong Kong Public Offering period will begin at 9:00 a.m. on Friday, October 31, 2025 and end at 12:00 noon on Wednesday, November 5, 2025.

To apply for Hong Kong Offer Shares, you may use one of the following application channels:

Application Channel	Platform	Target Investors	Application Time
HK eIPO White Form service	www.hkeipo.hk	Investors who would like to receive a physical Share certificate. Hong Kong Offer Shares successfully applied for will be allotted and issued in your own name.	From 9:00 a.m. on Friday, October 31, 2025 to 11:30 a.m. on Wednesday, November 5, 2025. The latest time for completing full payment of application monies will be 12:00 noon on Wednesday, November 5, 2025.
HKSCC EIPO channel	Your broker or custodian who is a HKSCC Participant will submit an EIPO application on your behalf through HKSCC's FINI system in accordance with your instruction	Investors who would <u>not</u> like to receive a physical Share certificate. Hong Kong Offer Shares successfully applied for will be allotted and issued in the name of HKSCC Nominees, deposited directly into CCASS and credited to your designated HKSCC Participant's stock account.	Contact your broker or custodian for the earliest and latest time for giving such instructions, as this may vary by broker or custodian.

The **HK eIPO White Form** service and the **HKSCC EIPO** channel are facilities subject to capacity limitations and potential service interruptions and you are advised not to wait until the last day of the application period to apply for Hong Kong Offer Shares.

HOW TO APPLY FOR HONG KONG OFFER SHARES

For those applying through the **HK eIPO White Form** service, once you complete payment in respect of any application instructions given by you or for your benefit through the **HK eIPO White Form** service to make an application for Hong Kong Offer Shares, an actual application shall be deemed to have been made. If you are a person for whose benefit the **electronic application instructions** are given, you shall be deemed to have declared that only one set of **electronic application instructions** has been given for your benefit. If you are an agent for another person, you shall be deemed to have declared that you have only given one set of **electronic application instructions** for the benefit of the person for whom you are an agent and that you are duly authorized to give those instructions as an agent.

For the avoidance of doubt, giving an application instruction under the **HK eIPO White Form** service more than once and obtaining different payment reference numbers without effecting full payment in respect of a particular reference number will not constitute an actual application.

If you apply through the **HK eIPO White Form** service, you are deemed to have authorized the **HK eIPO White Form** Service Provider to apply on the terms and conditions in this prospectus, as supplemented and amended by the terms and conditions of the **HK eIPO White Form** service.

By instructing your broker or custodian to apply for the Hong Kong Offer Shares on your behalf through the **HKSCC EIPO** Channel, you (and, if you are joint applicants, each of you jointly and severally) are deemed to have instructed and authorized HKSCC to cause HKSCC Nominees (acting as nominee for the relevant HKSCC Participants) to apply for Hong Kong Offer Shares on your behalf and to do on your behalf all the things stated in this prospectus and any supplement to it.

For those applying through **HKSCC EIPO** channel, an actual application will be deemed to have been made for any application instructions given by you or for your benefit to HKSCC (in which case an application will be made by HKSCC Nominees on your behalf) provided such application instruction has not been withdrawn or otherwise invalidated before the closing time of the Hong Kong Public Offering.

HKSCC Nominees will only be acting as a nominee for you and neither HKSCC nor HKSCC Nominees shall be liable to you or any other person in respect of any actions taken by HKSCC or HKSCC Nominees on your behalf to apply for Hong Kong Offer Shares or for any breach of the terms and conditions of this prospectus.

HOW TO APPLY FOR HONG KONG OFFER SHARES

3. Information Required to Apply

You must provide the following information with your application:

For Individual or Joint Applicants	For Corporate Applicants
• Full name(s)² as shown on your identity document • Identity document's issuing country or jurisdiction • Identity document type, with order of priority: i. HKID card; or ii. National identification document; or iii. Passport; and • Identity document number	• Full name(s)² as shown on your identity document • Identity document's issuing country or jurisdiction • Identity document type, with order of priority: i. LEI registration document; or ii. Certificate of incorporation; or iii. Business registration certificate; or iv. Other equivalent document; and • Identity document number

Notes:

1. If you are applying through the **HK eIPO White Form** service, you are required to provide a valid e-mail address, a contact telephone number and a Hong Kong address. You are also required to declare that the identity information provided by you follows the requirements as described in Note 2 below. In particular, where you cannot provide a HKID number, you must confirm that you do not hold a HKID card. The number of joint applicants may not exceed four. If you are a firm, the applicant must be in the individual members' names.
2. The applicant's full name as shown on their identity document must be used and the surname, given name, middle and other names (if any) must be input in the same order as shown on the identity document. If an applicant's identity document contains both an English and Chinese name, both English and Chinese names must be used. Otherwise, either English or Chinese names will be accepted. The order of priority of the applicant's identity document type must be strictly followed and where an individual applicant has a valid HKID card (including both Hong Kong Residents and Hong Kong Permanent Residents), the HKID number must be used when making an application to subscribe for Shares in a public offer. Similarly for corporate applicants, a LEI number must be used if an entity has a LEI certificate.
3. If the applicant is a trustee, the client identification data ("CID") of the trustee, as set out above, will be required. If the applicant is an investment fund (i.e. a collective investment scheme, or CIS), the CID of the asset management company or the individual fund, as appropriate, which has opened a trading account with the broker will be required, as above.
4. The maximum number of joint applicants on FINI is capped at 4 in accordance with market practice. Such is subject to change, if the Company's Articles of Association and applicable company law prescribe a lower cap.

HOW TO APPLY FOR HONG KONG OFFER SHARES

5. If you are applying as a nominee, you must provide: (i) the full name (as shown on the identity document), the identity document's issuing country or jurisdiction, the identity document type; and (ii) the identity document number, for each of the beneficial owners or, in the case(s) of joint beneficial owners, for each joint beneficial owner. If you do not include this information, the application will be treated as being made for your benefit.
6. If you are applying as an unlisted company and (i) the principal business of that company is dealing in securities; and (ii) you exercise statutory control over that company, then the application will be treated as being for your benefit and you should provide the required information in your application as stated above.

"Unlisted company" means a company with no equity securities listed on the Stock Exchange or any other stock exchange.

"Statutory control" means you:

- control the composition of the board of directors of the company;
- control more than half of the voting power of the company; or
- hold more than half of the issued share capital of the company (not counting any part of it which carries no right to participate beyond a specified amount in a distribution of either profits or capital).

For those applying through **HKSCC EIPO** channel, and making an application under a power of attorney, we and the Overall Coordinators, as our agents, have discretion to consider whether to accept it on any conditions we think fit, including evidence of the attorney's authority.

Failing to provide any required information may result in your application being rejected.

4. Permitted Number of Hong Kong Offer Shares for Application

Board lot size : 200 Shares

Permitted number of Hong Kong Offer Shares for application and amount payable on application/successful allotment : Hong Kong Offer Shares are available for application in specified board lot sizes only. Please refer to the amount payable associated with each specified board lot size in the table below.

The maximum Offer Price is HK\$26.20 per Offer Share.

If you are applying through the **HKSCC EIPO** channel, your broker or custodian may require you to pre-fund your application, in such amount as determined by the broker or custodian, based on the applicable laws and regulations in Hong Kong. You are responsible for complying with any such pre-funding requirement imposed by your broker or custodian with respect to the Hong Kong Public Offer Shares you applied for.

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By instructing your broker or custodian to apply for the Hong Kong Offer Shares on your behalf through the **HKSCC EIPO** Channel, you (and, if you are joint applicants, each of you jointly and severally) are deemed to have instructed and authorized HKSCC to cause HKSCC Nominees (acting as nominee for the relevant HKSCC Participants) to arrange payment of the final Offer Price, brokerage, SFC transaction levy, the Stock Exchange trading fee and the AFRC transaction levy by debiting the relevant nominee bank account at the Designated Bank for your broker or custodian.

If you are applying through the **HK eIPO White Form** service, you may refer to the table below for the amount payable for the number of Shares you have selected. You must pay the respective maximum amount payable on application in full upon application for Hong Kong Offer Shares.

No. of Hong Kong Offer Shares applied for	Maximum Amount payable ⁽²⁾ on application/ successful allotment	No. of Hong Kong Offer Shares applied for	Maximum Amount payable ⁽²⁾ on application/ successful allotment	No. of Hong Kong Offer Shares applied for	Maximum Amount payable ⁽²⁾ on application/ successful allotment	No. of Hong Kong Offer Shares applied for	Maximum Amount payable ⁽²⁾ on application/ successful allotment
	HK\$		HK\$		HK\$		HK\$
200	5,292.85	4,000	105,856.91	60,000	1,587,853.62	800,000	21,171,381.60
400	10,585.69	5,000	132,321.14	70,000	1,852,495.89	900,000	23,817,804.30
600	15,878.53	6,000	158,785.36	80,000	2,117,138.15	1,000,000	26,464,227.00
800	21,171.38	7,000	185,249.59	90,000	2,381,780.44	1,500,000	39,696,340.50
1,000	26,464.23	8,000	211,713.81	100,000	2,646,422.70	2,000,000	52,928,454.00
1,200	31,757.08	9,000	238,178.04	200,000	5,292,845.40	2,500,000	66,160,567.50
1,400	37,049.92	10,000	264,642.26	300,000	7,939,268.10	3,000,000	79,392,681.00
1,600	42,342.76	20,000	529,284.55	400,000	10,585,690.80	3,500,000	92,624,794.50
1,800	47,635.60	30,000	793,926.81	500,000	13,232,113.50	4,000,000	105,856,908.00
2,000	52,928.45	40,000	1,058,569.08	600,000	15,878,536.20	4,544,200 ⁽¹⁾	120,258,740.34
3,000	79,392.68	50,000	1,323,211.36	700,000	18,524,958.90		

(1) Maximum number of Hong Kong Offer Shares you may apply for and this is 50% of the Hong Kong Offer Shares initially offered.

(2) The amount payable is inclusive of brokerage, SFC transaction levy, the Stock Exchange trading fee and AFRC transaction levy. If your application is successful, brokerage will be paid to the Exchange Participants (as defined in the Listing Rules) or to the **HK eIPO White Form** Service Provider (for applications made through the application channel of the **HK eIPO White Form** service) while the SFC transaction levy, the Stock Exchange trading fee and the AFRC transaction levy will be paid to the SFC, the Stock Exchange and the AFRC, respectively.

5. Multiple Applications Prohibited

You or your joint applicant(s) shall not make more than one application for your own benefit, except where you are a nominee and provide the information of the underlying investor in your application as required under the paragraph headed “—A. Application for Hong Kong Offer Shares—3. Information Required to Apply” in this section. If you are suspected of submitting or cause to submit more than one application, all of your applications will be rejected.

Multiple applications made either through (i) the **HK eIPO White Form** service, (ii) **HKSCC EIPO** channel, or (iii) both channels concurrently are prohibited and will be rejected. If you have made an application through the **HK eIPO White Form** service or **HKSCC EIPO** channel, you or the person(s) for whose benefit you have made the application shall not apply further for any Offer Shares in the Global Offering.

The Hong Kong Share Registrar would record all applications into its system and identify suspected multiple applications with identical names and identification document numbers reference numbers according to the Best Practice Note on Treatment of Multiple/Suspected Multiple Applications (“**Best Practice Note**”) issued by the Federation of Share Registrars Limited.

Since applications are subject to personal information collection statements, identification document numbers displayed are redacted.

6. Terms and Conditions of an Application

By applying for Hong Kong Offer Shares through the **HK eIPO White Form** service or **HKSCC EIPO** channel, you (or as the case may be, HKSCC Nominees will do the following things on your behalf):

- (i) **undertake** to execute all relevant documents and instruct and authorize us and/or the Overall Coordinators, as our agents, to execute any documents for you and to do on your behalf all things necessary to register any Hong Kong Offer Shares allocated to you in your name or in the name of HKSCC Nominees as required by the Articles of Association, and (if you are applying through the **HKSCC EIPO** channel) to deposit the allotted Hong Kong Offer Shares directly into CCASS for the credit of your designated HKSCC Participant’s stock account on your behalf;
- (ii) **confirm** that you have read and understand the terms and conditions and application procedures set out in this prospectus and the designated website of the **HK eIPO White Form** service (or as the case may be, the agreement you entered into with your broker or custodian), and agree to be bound by them;

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- (iii) (if you are applying through the **HKSCC EIPO** channel) **agree** to the arrangements, undertakings and warranties under the participant agreement between your broker or custodian and HKSCC and observe the General Rules of HKSCC and the HKSCC Operational Procedures for giving application instructions to apply for Hong Kong Offer Shares;
- (iv) **confirm** that you are aware of the restrictions on offers and sales of shares set out in this prospectus and they do not apply to you, or the person(s) for whose benefit you have made the application;
- (v) **confirm** that you have read this prospectus and any supplement to it and have relied only on the information and representations contained therein in making your application (or as the case may be, causing your application to be made) and will not rely on any other information or representations;
- (vi) **agree** that the Company, the Joint Sponsors, the Overall Coordinators, the Joint Global Coordinators, the Joint Bookrunners, the Joint Lead Managers, the Underwriters, the Capital Market Intermediaries, any of their or the Company's respective directors, officers, employees, partners, agents, advisors and any other parties involved in the Global Offering (the "**Relevant Persons**"), the Hong Kong Share Registrar and HKSCC will not be liable for any information and representations not in this prospectus and any supplement to it;
- (vii) **agree** to disclose the details of your application and your personal data and any other personal data which may be required about you and the person(s) for whose benefit you have made the application to us, the Relevant Persons, the Hong Kong Share Registrar, HKSCC, HKSCC Nominees, the Stock Exchange, the SFC and any other statutory regulatory or governmental bodies or otherwise as required by laws, rules or regulations, for the purposes under the paragraph headed "**—G. Personal Data—3. Purposes and 4. Transfer of personal data**" in this section;
- (viii) **agree** (without prejudice to any other rights which you may have once your application (or as the case may be, HKSCC Nominees' application) has been accepted) that you will not rescind it because of an innocent misrepresentation;
- (ix) **agree** that subject to Section 44A(6) of the Companies (Winding Up and Miscellaneous Provisions) Ordinance, any application made by you or HKSCC Nominees on your behalf cannot be revoked once it is accepted, which will be evidenced by the notification of the result of the ballot by the Hong Kong Share Registrar by way of publication of the results at the time and in the manner as specified in the paragraph headed "**—B. Publication of Results**" in this section;
- (x) **confirm** that you are aware of the situations specified in the paragraph headed "**—C. Circumstances In Which You Will Not Be Allocated Hong Kong Offer Shares**" in this section;

HOW TO APPLY FOR HONG KONG OFFER SHARES

- (xi) **agree** that your application or HKSCC Nominees' application, any acceptance of it and the resulting contract will be governed by and construed in accordance with the laws of Hong Kong;
- (xii) **agree** to comply with the Companies Ordinance, the Companies (Winding Up and Miscellaneous Provisions) Ordinance, the Articles of Association and laws of any place outside Hong Kong that apply to your application and that neither we nor the Relevant Persons will breach any law inside and/or outside Hong Kong as a result of the acceptance of your offer to purchase, or any action arising from your rights and obligations under the terms and conditions contained in this prospectus;
- (xiii) **confirm** that (a) your application or HKSCC Nominees' application on your behalf is not financed directly or indirectly by the Company, any of the directors, chief executives, substantial Shareholder(s) or existing shareholder(s) of the Company or any of its subsidiaries or any of their respective close associates; and (b) you are not accustomed or will not be accustomed to taking instructions from the Company, any of the directors, chief executives, substantial shareholder(s) or existing shareholder(s) of the Company or any of its subsidiaries or any of their respective close associates in relation to the acquisition, disposal, voting or other disposition of the Shares registered in your name or otherwise held by you;
- (xiv) **warrant** that the information you have provided is true and accurate;
- (xv) **confirm** that you understand that we and the Overall Coordinators will rely on your declarations and representations in deciding whether or not to allocate any Hong Kong Offer Shares to you and that you may be prosecuted for making a false declaration;
- (xvi) **agree** to accept Hong Kong Offer Shares applied for or any lesser number allocated to you under the application;
- (xvii) **declare** and **represent** that this is the only application made and the only application intended by you to be made to benefit you or the person for whose benefit you are applying;
- (xviii) (if the application is made for your own benefit) **warrant** that no other application has been or will be made for your benefit by giving **electronic application instructions** to HKSCC directly or indirectly or through the application channel of the **HK eIPO White Form** service or by any one as your agent or by any other person; and
- (xix) (if you are making the application as an agent for the benefit of another person) warrant that (1) no other application has been or will be made by you as agent for or for the benefit of that person or by that person or by any other person as agent for that person by giving **electronic application instructions** to HKSCC or to the **HK eIPO White Form** Service Provider and (2) you have due authority to give **electronic application instructions** on behalf of that other person as its agent.

HOW TO APPLY FOR HONG KONG OFFER SHARES

B. PUBLICATION OF RESULTS

Results of Allocation

You can check whether you are successfully allocated any Hong Kong Offer Shares through:

Platform	Date/Time
Applying through the HK eIPO White Form service or HKSCC EIPO channel:	
Website From the “Allotment Results” page at www.hkeipo.hk/IPOResult (or www.tricor.com.hk/ipo/result) with a “search by ID” function	24 hours, from 11:00 p.m. on Friday, November 7, 2025 to 12:00 midnight on Thursday, November 13, 2025 (Hong Kong time)
The full list of (i) wholly or partially successful applicants using the HK eIPO White Form service and HKSCC EIPO channel and (ii) the number of Hong Kong Offer Shares conditionally allotted to them, among other things, will be displayed at www.hkeipo.hk/IPOResult or www.tricor.com.hk/ipo/result .	
The Stock Exchange’s website at www.hkexnews.hk and our website at www.softcarehome.com which will provide links to the above mentioned websites of the Hong Kong Share Registrar.	No later than 11:00 p.m. on Friday, November 7, 2025 (Hong Kong time)
Telephone +852 3691 8488—the allocation results telephone enquiry line provided by the Hong Kong Share Registrar	between 9:00 a.m. and 6:00 p.m., from Monday, November 10, 2025 to Thursday, November 13, 2025 (Hong Kong time) on a Business Day

For those applying through **HKSCC EIPO** channel, you may also check with your broker or custodian from 6:00 p.m. on Thursday, November 6, 2025 (Hong Kong time).

HOW TO APPLY FOR HONG KONG OFFER SHARES

HKSCC Participants can log into FINI and review the allotment result from 6:00 p.m. on Thursday, November 6, 2025 (Hong Kong time) on a 24-hour basis and should report any discrepancies on allotments to HKSCC as soon as practicable.

Allocation Announcement

We expect to announce the results of the final Offer Price, the level of indications of interest in the Global Offering, the level of applications in the Hong Kong Public Offering and the basis of allocations of Hong Kong Offer Shares on the Stock Exchange's website at www.hkexnews.hk and our website at www.softcarehome.com by no later than 11:00 p.m. on Friday, November 7, 2025 (Hong Kong time).

C. CIRCUMSTANCES IN WHICH YOU WILL NOT BE ALLOCATED HONG KONG OFFER SHARES

You should note the following situations in which Hong Kong Offer Shares will not be allocated to you or the person(s) for whose benefit you are applying for:

1. If your application is revoked:

Your application or the application made by HKSCC Nominees on your behalf may be revoked pursuant to Section 44A(6) of the Companies (Winding Up and Miscellaneous Provisions) Ordinance.

2. If we or our agents exercise our discretion to reject your application:

We, the Overall Coordinators, the Hong Kong Share Registrar and their respective agents and nominees have full discretion to reject or accept any application, or to accept only part of any application, without giving any reasons.

3. If the allocation of Hong Kong Offer Shares is void:

The allocation of Hong Kong Offer Shares will be void if the Stock Exchange does not grant permission to list the Shares either:

- within three weeks from the closing date of the application lists; or
- within a longer period of up to six weeks if the Stock Exchange notifies us of that longer period within three weeks of the closing date of the application lists.

4. If:

- you make multiple applications or suspected multiple applications. You may refer to the paragraph headed “—A. Application for Hong Kong Offer Shares—5. Multiple Applications Prohibited” in this section on what constitutes multiple applications;
- your **application instruction** is incomplete;

HOW TO APPLY FOR HONG KONG OFFER SHARES

- your payment (or confirmation of funds, as the case may be) is not made correctly;
- the Underwriting Agreements do not become unconditional or are terminated;
- we or the Overall Coordinators believe that by accepting your application, it or we would violate applicable securities or other laws, rules or regulations.

5. If there is money settlement failure for allotted Shares:

Based on the arrangements between HKSCC Participants and HKSCC, HKSCC Participants will be required to hold sufficient application funds on deposit with their Designated Bank before balloting. After balloting of Hong Kong Offer Shares, the Receiving Banks will collect the portion of these funds required to settle each HKSCC Participant's actual Hong Kong Offer Share allotment from their Designated Bank.

There is a risk of money settlement failure. In the extreme event of money settlement failure by a HKSCC Participant (or its Designated Bank), who is acting on your behalf in settling payment for your allotted shares, HKSCC will contact the defaulting HKSCC Participant and its Designated Bank to determine the cause of failure and request such defaulting HKSCC Participant to rectify or procure to rectify the failure.

However, if it is determined that such settlement obligation cannot be met, the affected Hong Kong Offer Shares will be reallocated to the International Offering. Hong Kong Offer Shares applied for by you through the broker or custodian may be affected to the extent of the settlement failure. In the extreme case, you will not be allocated any Hong Kong Offer Shares due to the money settlement failure by such HKSCC Participant. None of us, the Relevant Persons, the Hong Kong Share Registrar and HKSCC is or will be liable if Hong Kong Offer Shares are not allocated to you due to the money settlement failure.

D. DESPATCH/COLLECTION OF SHARE CERTIFICATES AND REFUND OF APPLICATION MONIES

You will receive one Share certificate for all Hong Kong Offer Shares allotted to you under the Hong Kong Public Offering (except pursuant to applications made through the **HKSCC EIPO** channel where the Share certificates will be deposited into CCASS as described below).

No temporary document of title will be issued in respect of the Shares. No receipt will be issued for sums paid on application.

Share certificates will only become valid at 8:00 a.m. on Monday, November 10, 2025 (Hong Kong time), provided that the Global Offering has become unconditional and the right of termination described in "Underwriting" has not been exercised. Investors who trade Shares prior to the receipt of Share certificates or the Share certificates becoming valid do so entirely at their own risk.

HOW TO APPLY FOR HONG KONG OFFER SHARES

The right is reserved to retain any Share certificate(s) and (if applicable) any surplus application monies pending clearance of application monies.

The following sets out the relevant procedures and time:

	<u>HK eIPO White Form service</u>	<u>HKSCC EIPO channel</u>
Despatch/collection of Share certificate¹		
For application of 1,000,000 Hong Kong Offer Shares or more	Collection in person at the Hong Kong Share Registrar, Tricor Investor Services Limited, at 17/F, Far East Finance Centre, 16 Harcourt Road, Hong Kong	Share certificate(s) will be issued in the name of HKSCC Nominees, deposited into CCASS and credited to your designated HKSCC Participant's stock account
	Time: from 9:00 a.m. to 1:00 p.m. on Monday, November 10, 2025 (Hong Kong time)	
	If you are an individual, you must not authorize any other person to collect for you. If you are a corporate applicant, your authorized representative must bear a letter of authorization from your corporation stamped with your corporation's chop.	No action by you is required
	Both individuals and authorized representatives must produce, at the time of collection, evidence of identity acceptable to the Hong Kong Share Registrar.	
	Note: If you do not collect your Share certificate(s) personally within the time above, it/they will be sent to the address specified in your application instructions by ordinary post at your own risk	

¹ Except in the event of any Bad Weather Signals (defined below) in force in Hong Kong in the morning on Friday, November 7, 2025 rendering it impossible for the relevant Share certificates to be dispatched to HKSCC in a timely manner, the Company shall procure the Hong Kong Share Registrar to arrange for delivery of the supporting documents and Share certificates in accordance with the contingency arrangements as agreed between them. You may refer to "—E. Bad Weather Arrangements" in this section.

HOW TO APPLY FOR HONG KONG OFFER SHARES

	HK eIPO White Form service	HKSCC EIPO channel
For application of less than 1,000,000 Hong Kong Offer Shares .	Your Share certificate(s) will be sent to the address specified in your application instructions by ordinary post on Friday, November 7, 2025 at your own risk	
Refund mechanism for surplus application monies paid by you		
Date	Monday, November 10, 2025	Subject to the arrangement between you and your broker or custodian
Responsible party	Hong Kong Share Registrar	Your broker or custodian
Application monies paid through single bank account	HK eIPO White Form e-Auto Refund payment instructions to your designated bank account	Your broker or custodian will arrange refund to your designated bank account subject to the arrangement between you and it
Application monies paid through multiple bank accounts	Refund cheque(s) will be despatched to the address as specified in your application instructions by ordinary post at your own risk	

E. BAD WEATHER ARRANGEMENTS

The Opening and Closing of the Application Lists

The application lists will not open or close on Wednesday, November 5, 2025 if, there is:

- a tropical cyclone warning signal number 8 or above;
- a “black” rainstorm warning; and/or
- Extreme Conditions,

(collectively, “**Bad Weather Signals**”),

in force in Hong Kong at any time between 9:00 a.m. and 12:00 noon on Wednesday, November 5, 2025.

HOW TO APPLY FOR HONG KONG OFFER SHARES

Instead they will open between 11:45 a.m. and 12:00 noon and/or close at 12:00 noon on the next Business Day which does not have **Bad** Weather Signals in force at any time between 9:00 a.m. and 12:00 noon.

Prospective investors should be aware that a postponement of the opening/closing of the application lists may result in a delay in the listing date. Should there be any changes to the dates mentioned in “Expected Timetable” in this prospectus, an announcement will be made and published on the Stock Exchange’s website at www.hkexnews.hk and our website at www.softcarehome.com of the revised timetable.

If a **Bad** Weather Signal is hoisted on Friday, November 7, 2025, the Hong Kong Share Registrar will make appropriate arrangements for the delivery of the Share certificates to the CCASS Depository’s service counter so that they would be available for trading on Monday, November 10, 2025.

If a **Bad** Weather Signal is hoisted on Friday, November 7, 2025, for application of less than 1,000,000 Offer Shares, the physical Share certificate(s) will be despatched by ordinary post when the post office re-opens after the **Bad** Weather Signal is lowered or canceled (e.g. in the afternoon of Friday, November 7, 2025 or on Monday, November 10, 2025).

If a **Bad** Weather Signal is hoisted on Monday, November 10, 2025, for application of 1,000,000 Offer Shares or more, the physical Share certificate(s) will be available for collection in person at the Hong Kong Share Registrar’s office after the Bad Weather Signal is lowered or canceled (e.g. in the afternoon of Monday, November 10, 2025 or on Tuesday, November 11, 2025).

Prospective investors should be aware that if they choose to receive physical Share certificates issued in their own name, there may be a delay in receiving the Share certificates.

F. ADMISSION OF THE SHARES INTO CCASS

If the Stock Exchange grants the listing of, and permission to deal in, the Shares on the Stock Exchange and we comply with the stock admission requirements of HKSCC, the Shares will be accepted as eligible securities by HKSCC for deposit, clearance and settlement in CCASS with effect from the date of commencement of dealings in the Shares or any other date HKSCC chooses. Settlement of transactions between Exchange Participants is required to take place in CCASS on the second settlement day after any trading day.

All activities under CCASS are subject to the General Rules of HKSCC and HKSCC Operational Procedures in effect from time to time.

All necessary arrangements have been made enabling the Shares to be admitted into CCASS.

You should seek the advice of your broker or other professional advisor for details of the settlement arrangement as such arrangements may affect your rights and interests.

HOW TO APPLY FOR HONG KONG OFFER SHARES

G. PERSONAL DATA

The following Personal Information Collection Statement applies to any personal data collected and held by the Company, the Hong Kong Share Registrar, the receiving banks and the Relevant Persons about you in the same way as it applies to personal data about applicants other than HKSCC Nominees. This personal data may include client identifier(s) and your identification information. By giving application instructions to HKSCC, you acknowledge that you have read, understood and agree to all of the terms of the Personal Information Collection Statement below.

1. Personal Information Collection Statement

This Personal Information Collection Statement informs the applicant for, and holder of, Hong Kong Offer Shares, of the policies and practices of the Company and the Hong Kong Share Registrar in relation to personal data and the Personal Data (Privacy) Ordinance (Chapter 486 of the Laws of Hong Kong).

2. Reasons for the collection of your personal data

It is necessary for applicants and registered holders of Hong Kong Offer Shares to ensure that personal data supplied to the Company or its agents and the Hong Kong Share Registrar is accurate and up-to-date when applying for Hong Kong Offer Shares or transferring Hong Kong Offer Shares into or out of their names or in procuring the services of the Hong Kong Share Registrar.

Failure to supply the requested data or supplying inaccurate data may result in your application for Hong Kong Offer Shares being rejected, or in the delay or the inability of the Company or the Hong Kong Share Registrar to effect transfers or otherwise render their services. It may also prevent or delay registration or transfers of Hong Kong Offer Shares which you have successfully applied for and/or the despatch of Share certificate(s) to which you are entitled.

It is important that applicants for and holders of Hong Kong Offer Shares inform the Company and the Hong Kong Share Registrar immediately of any inaccuracies in the personal data supplied.

3. Purposes

Your personal data may be used, held, processed, and/or stored (by whatever means) for the following purposes:

- processing your application and refund cheque and **HK eIPO White Form** e-Auto Refund payment instruction(s), where applicable, verification of compliance with the terms and application procedures set out in this prospectus and announcing results of allocation of Hong Kong Offer Shares;
- compliance with applicable laws and regulations in Hong Kong and elsewhere;
- registering new issues or transfers into or out of the names of the holders of the Shares including, where applicable, HKSCC Nominees;
- maintaining or updating the register of members of the Company;
- verifying identities of applicants for and holders of the Shares and identifying any duplicate applications for the Shares;
- facilitating Hong Kong Offer Shares balloting;
- establishing benefit entitlements of holders of the Shares, such as dividends, rights issues, bonus issues, etc.;
- distributing communications from the Company and its subsidiaries;
- compiling statistical information and profiles of the holder of the Shares;
- disclosing relevant information to facilitate claims on entitlements; and
- any other incidental or associated purposes relating to the above and/or to enable the Company and the Hong Kong Share Registrar to discharge their obligations to applicants and holders of the Shares and/or regulators and/or any other purposes to which applicants and holders of the Shares may from time to time agree.

HOW TO APPLY FOR HONG KONG OFFER SHARES

4. Transfer of personal data

Personal data held by the Company and the Hong Kong Share Registrar relating to the applicants for and holders of Hong Kong Offer Shares will be kept confidential but the Company and the Hong Kong Share Registrar may, to the extent necessary for achieving any of the above purposes, disclose, obtain or transfer (whether within or outside Hong Kong) the personal data to, from or with any of the following:

- the Company's appointed agents such as financial advisors, receiving banks and overseas principal share registrar;
- HKSCC or HKSCC Nominees, who will use the personal data and may transfer the personal data to the Hong Kong Share Registrar, in each case for the purposes of providing its services or facilities or performing its functions in accordance with its rules or procedures and operating FINI and CCASS (including where applicants for the Hong Kong Offer Shares request a deposit into CCASS);
- any agents, contractors or third-party service providers who offer administrative, telecommunications, computer, payment or other services to the Company or the Hong Kong Share Registrar in connection with their respective business operation;
- the Stock Exchange, the SFC and any other statutory regulatory or governmental bodies or otherwise as required by laws, rules or regulations, including for the purpose of the Stock Exchange's administration of the Listing Rules and the SFC's performance of its statutory functions; and
- any persons or institutions with which the holders of Hong Kong Offer Shares have or propose to have dealings, such as their bankers, solicitors, accountants or brokers etc.

5. Retention of personal data

The Company and the Hong Kong Share Registrar will keep the personal data of the applicants and holders of Hong Kong Offer Shares for as long as necessary to fulfill the purposes for which the personal data were collected. Personal data which is no longer required will be destroyed or dealt with in accordance with the Personal Data (Privacy) Ordinance (Chapter 486 of the Laws of Hong Kong).

6. Access to and correction of personal data

Applicants for and holders of Hong Kong Offer Shares have the right to ascertain whether the Company or the Hong Kong Share Registrar hold their personal data, to obtain a copy of that data, and to correct any data that is inaccurate. The Company and the Hong Kong Share Registrar have the right to charge a reasonable fee for the processing of such requests. All requests for access to data or correction of data should be addressed to the Company and the Hong Kong Share Registrar, at their registered address disclosed in “Corporate Information” in this prospectus or as notified from time to time, for the attention of the company secretary, or the Hong Kong Share Registrar for the attention of the privacy compliance officer.

The following is the text of a report set out on pages I-1 to I-68, received from the Company's reporting accountants, Deloitte Touche Tohmatsu, Certified Public Accountants, Hong Kong, for the purpose of incorporation in this prospectus.



ACCOUNTANTS' REPORT ON HISTORICAL FINANCIAL INFORMATION TO THE DIRECTORS OF SOFTCARE LIMITED (樂舒適有限公司), CHINA INTERNATIONAL CAPITAL CORPORATION HONG KONG SECURITIES LIMITED, CITIC SECURITIES (HONG KONG) LIMITED AND GF CAPITAL (HONG KONG) LIMITED

Introduction

We report on the historical financial information of Softcare Limited (formerly known as Sunda International Limited, the "Company") and its subsidiaries (together, the "Group") set out on pages I-4 to I-68, which comprises the consolidated statements of financial position of the Group as at December 31, 2022, 2023 and 2024 and April 30, 2025, the statements of financial position of the Company as at December 31, 2022, 2023 and 2024 and April 30, 2025, 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 three years ended December 31, 2024 and the four months ended April 30, 2025 (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-4 to I-68 forms an integral part of this report, which has been prepared for inclusion in the prospectus of the Company dated October 31, 2025 (the "Prospectus") in connection with the initial listing of shares of the Company on the Main Board of The Stock Exchange of Hong Kong Limited (the "Stock Exchange").

Directors' responsibility for the Historical Financial Information

The directors of the Company are responsible for the preparation of Historical Financial Information that gives a true and fair view in accordance with the basis of preparation and presentation set out in note 2 to the Historical Financial Information, and for such internal control as the directors of the Company determine is necessary to enable the preparation of 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 ("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' judgement, 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 Historical Financial Information that gives a true and fair view in accordance with the basis of preparation and presentation set out in note 2 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 of the Company, 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 purposes of the accountants' report, a true and fair view of the Group's financial position as at December 31, 2022, 2023 and 2024 and April 30, 2025, of the Company's financial position as at December 31, 2022, 2023 and 2024 and April 30, 2025, 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 2 to the Historical Financial Information.

Review of stub period comparative financial information

We have reviewed the stub period comparative 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 four months ended April 30, 2024 and other explanatory information (the "Stub Period Comparative Financial Information"). The directors of the Company are responsible for the preparation and presentation of the Stub Period Comparative Financial Information in accordance with the basis of preparation and presentation set out in note 2 to the Historical Financial Information. Our responsibility is to express a conclusion on the Stub Period Comparative 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" issued by the HKICPA. A review consists of making inquiries, 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 Comparative Financial Information, for the purposes of the accountants' report, is not prepared, in all material respects, in accordance with the basis of preparation and presentation set out in note 2 to the Historical Financial Information.

Report on matters under the Rules Governing the Listing of Securities on the Stock Exchange 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-4 have been made.

Dividends

We refer to note 13 to the Historical Financial Information which contains information about the dividends declared or paid by the Company and its subsidiaries during the Track Record Period.

Deloitte Touche Tohmatsu

Certified Public Accountants

Hong Kong

October 31, 2025

HISTORICAL FINANCIAL INFORMATION OF THE GROUP**Preparation of 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, have been prepared in accordance with accounting policies which conform with IFRS Accounting Standards as issued by the International Accounting Standards Board ("IASB") and were audited by us in accordance with Hong Kong Standards on Auditing issued by the HKICPA ("Underlying Financial Statements").

The Historical Financial Information is presented in United States Dollar ("US\$") and all values are rounded to the nearest thousand (US\$'000) except when otherwise indicated.

CONSOLIDATED STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

	NOTES	Year ended December 31,			Four months ended April 30,	
		2022	2023	2024	2024	2025
		US\$'000	US\$'000	US\$'000	US\$'000	US\$'000
					(unaudited)	
Revenue	6	319,898	411,369	454,389	139,632	161,310
Cost of sales		(246,365)	(267,621)	(294,238)	(90,848)	(107,101)
Gross profit		73,533	143,748	160,151	48,784	54,209
Other income	7	46	390	388	30	100
Other gains and losses, net	7	379	(3,016)	351	(72)	142
Selling and distribution expenses		(8,996)	(13,536)	(15,919)	(4,764)	(5,677)
Administrative expenses		(28,841)	(35,617)	(28,220)	(9,002)	(11,372)
Research expenses		(156)	(341)	(531)	(134)	(257)
Foreign exchange (losses) gains, net		(4,362)	(13,752)	(120)	(686)	1,653
Listing expenses		–	–	(2,555)	(1,035)	(1,408)
Finance costs	8	(6,982)	(1,388)	(464)	(270)	(443)
Profit before taxation		24,621	76,488	113,081	32,851	36,947
Taxation	9	(6,231)	(11,808)	(17,970)	(5,192)	(5,844)
Profit for the year/period	10	<u>18,390</u>	<u>64,680</u>	<u>95,111</u>	<u>27,659</u>	<u>31,103</u>
Other comprehensive (expense) income						
<i>Item that may be reclassified to profit or loss:</i>						
Exchange differences on translation of foreign operations		<u>(1,264)</u>	<u>(1,867)</u>	<u>880</u>	<u>233</u>	<u>141</u>
Other comprehensive (expense) income for the year/period		<u>(1,264)</u>	<u>(1,867)</u>	<u>880</u>	<u>233</u>	<u>141</u>
Total comprehensive income for the year/period attributable to owners of the Company		<u>17,126</u>	<u>62,813</u>	<u>95,991</u>	<u>27,892</u>	<u>31,244</u>
Earnings per share (in US cents)	14					
– Basic		<u>3.7</u>	<u>12.9</u>	<u>19.0</u>	<u>5.5</u>	<u>6.1</u>
– Diluted		<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>6.1</u>

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

		At December 31,			At April 30,
	NOTES	2022	2023	2024	2025
		US\$'000	US\$'000	US\$'000	US\$'000
NON-CURRENT ASSETS					
Property, plant and equipment . .	15	52,441	39,518	54,658	61,288
Right-of-use assets	16	878	3,431	10,744	11,470
Prepayments	19	253	1,694	4,774	5,436
Deferred tax assets	27	7,414	8,820	7,491	8,910
		<u>60,986</u>	<u>53,463</u>	<u>77,667</u>	<u>87,104</u>
CURRENT ASSETS					
Inventories	17	114,689	107,746	119,375	119,711
Trade receivables	18	6,632	4,086	5,367	7,277
Other receivables, deposits and prepayments	19	40,508	46,803	17,323	17,914
Prepaid income tax		393	2,150	3,222	601
Bank deposits, bank balances and cash	20	21,725	30,439	31,112	84,526
		<u>183,947</u>	<u>191,224</u>	<u>176,399</u>	<u>230,029</u>
CURRENT LIABILITIES					
Trade payables	21	40,874	43,788	43,262	43,287
Other payables and accruals . . .	22	3,598	9,973	12,192	14,164
Contract liabilities	23	4,235	4,597	9,747	7,961
Tax liabilities		1,757	3,635	8,688	9,594
Lease liabilities	24	409	438	491	578
Borrowings	25	164,653	92,985	1,001	–
Dividends payable	13	–	–	35,000	35,000
		<u>215,526</u>	<u>155,416</u>	<u>110,381</u>	<u>110,584</u>
NET CURRENT					
(LIABILITIES) ASSETS . . .		<u>(31,579)</u>	<u>35,808</u>	<u>66,018</u>	<u>119,445</u>
TOTAL ASSETS LESS					
CURRENT LIABILITIES . .		<u>29,407</u>	<u>89,271</u>	<u>143,685</u>	<u>206,549</u>
NON-CURRENT					
LIABILITIES					
Lease liabilities	24	560	283	936	1,471
Borrowings	25	4,719	2,862	–	–
Other financial liability	26	–	–	–	31,084
Deferred tax liabilities	27	1,378	728	2,863	3,129
		<u>6,657</u>	<u>3,873</u>	<u>3,799</u>	<u>35,684</u>
NET ASSETS		<u>22,750</u>	<u>85,398</u>	<u>139,886</u>	<u>170,865</u>

		At December 31,			At April 30,
	NOTES	2022	2023	2024	2025
		US\$'000	US\$'000	US\$'000	US\$'000
CAPITAL AND RESERVES					
Share capital/Paid-up registered capital	28	3,751	3,851	50	52
Reserves		18,999	81,547	139,836	170,813
TOTAL EQUITY		<u>22,750</u>	<u>85,398</u>	<u>139,886</u>	<u>170,865</u>

COMPANY STATEMENTS OF FINANCIAL POSITION

		At December 31,			At April 30,
	NOTES	2022	2023	2024	2025
		US\$'000	US\$'000	US\$'000	US\$'000
NON-CURRENT ASSET					
Investment in a subsidiary	35	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>
CURRENT ASSETS					
Due from subsidiaries	19	—	—	39,311	51,416
Other receivables and prepayments	19	—	—	439	1,234
Bank deposits and bank balances	20	<u>—</u>	<u>—</u>	<u>125</u>	<u>16,616</u>
		<u>—</u>	<u>—</u>	<u>39,875</u>	<u>69,266</u>
CURRENT LIABILITIES					
Due to subsidiaries	22	1	4	47	—
Dividends payable	13	<u>—</u>	<u>—</u>	<u>35,000</u>	<u>35,000</u>
		<u>1</u>	<u>4</u>	<u>35,047</u>	<u>35,000</u>
NET CURRENT (LIABILITIES) ASSETS					
		<u>(1)</u>	<u>(4)</u>	<u>4,828</u>	<u>34,266</u>
TOTAL ASSETS LESS CURRENT LIABILITIES . . .					
		<u>49</u>	<u>46</u>	<u>4,878</u>	<u>34,316</u>
NON-CURRENT LIABILITIES					
Other financial liability	26	<u>—</u>	<u>—</u>	<u>—</u>	<u>31,084</u>
NET ASSETS		<u>49</u>	<u>46</u>	<u>4,878</u>	<u>3,232</u>
CAPITAL AND RESERVES					
Share capital	28	50	50	50	52
Reserves	38	<u>(1)</u>	<u>(4)</u>	<u>4,828</u>	<u>3,180</u>
TOTAL EQUITY		<u>49</u>	<u>46</u>	<u>4,878</u>	<u>3,232</u>

CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY

	Share capital/ Paid-up registered capital	Share premium	Share- based payment reserve	Other reserve	Statutory surplus reserves	Exchange reserve	Retained profits	Total
	US\$'000	US\$'000	US\$'000	US\$'000 (Note a)	US\$'000 (Note e)	US\$'000	US\$'000	US\$'000
At January 1, 2022	97	–	–	43,861	–	337	1,800	46,095
Profit for the year	–	–	–	–	–	–	18,390	18,390
Other comprehensive expense for the year	–	–	–	–	–	(1,264)	–	(1,264)
Total comprehensive (expense) income for the year	–	–	–	–	–	(1,264)	18,390	17,126
Deemed distribution, net (Note b)	–	–	–	(44,125)	–	–	–	(44,125)
Issue of shares/paid-up registered capital (Note 28) .	3,654	–	–	–	–	–	–	3,654
Transfer to statutory surplus reserves	–	–	–	–	37	–	(37)	–
At December 31, 2022	3,751	–	–	(264)	37	(927)	20,153	22,750
Profit for the year	–	–	–	–	–	–	64,680	64,680
Other comprehensive expense for the year	–	–	–	–	–	(1,867)	–	(1,867)
Total comprehensive (expense) income for the year	–	–	–	–	–	(1,867)	64,680	62,813
Deemed distribution (Note c) .	–	–	–	(265)	–	–	–	(265)
Issue of shares (Note 28) . . .	100	–	–	–	–	–	–	100
Transfer to statutory surplus reserves	–	–	–	–	36	–	(36)	–
At December 31, 2023	3,851	–	–	(529)	73	(2,794)	84,797	85,398
Profit for the year	–	–	–	–	–	–	95,111	95,111
Other comprehensive income for the year	–	–	–	–	–	880	–	880
Total comprehensive income for the year	–	–	–	–	–	880	95,111	95,991
Deemed contribution (Note d) .	–	–	–	96	–	–	–	96
Transfer to statutory surplus reserves	–	–	–	–	55	–	(55)	–
Effect of acquisition of subsidiaries pursuant to the Group Reorganization (Notes 2 and 28)	(3,801)	–	–	(2,445)	–	–	–	(6,246)
Dividends declared (Note 13) .	–	–	–	–	–	–	(35,353)	(35,353)
At December 31, 2024	50	–	–	(2,878)	128	(1,914)	144,500	139,886
Profit for the period	–	–	–	–	–	–	31,103	31,103
Other comprehensive income for the period	–	–	–	–	–	141	–	141
Total comprehensive income for the period	–	–	–	–	–	141	31,103	31,244

	Share capital/ Paid-up registered capital	Share premium	Share- based payment reserve	Other reserve	Statutory surplus reserves	Exchange reserve	Retained profits	Total
	US\$'000	US\$'000	US\$'000	US\$'000 (Note a)	US\$'000 (Note e)	US\$'000	US\$'000	US\$'000
Cancellation of ordinary shares (Note 28)	(17)	17	-	-	-	-	-	-
Issue of new ordinary shares (Note 28)	17	-	-	-	-	-	-	17
Recognition of equity settled share-based payments (Note 29)	-	-	481	-	-	-	-	481
Issue of new ordinary shares, together with a put option and certain special rights (Notes 26 and 28)	2	29,998	-	-	-	-	-	30,000
Recognition of other financial liability (Note 26)	-	-	-	(30,763)	-	-	-	(30,763)
At April 30, 2025	<u>52</u>	<u>30,015</u>	<u>481</u>	<u>(33,641)</u>	<u>128</u>	<u>(1,773)</u>	<u>175,603</u>	<u>170,865</u>
At January 1, 2024	3,851	-	-	(529)	73	(2,794)	84,797	85,398
Profit for the period (unaudited).	-	-	-	-	-	-	27,659	27,659
Other comprehensive income for the period (unaudited) . .	-	-	-	-	-	233	-	233
Total comprehensive income for the period (unaudited) . .	-	-	-	-	-	233	27,659	27,892
Deemed contribution (Note d) (unaudited)	-	-	-	96	-	-	-	96
Dividends declared (Note 13) (unaudited).	-	-	-	-	-	-	(353)	(353)
Effect of acquisition of subsidiaries pursuant to the Group Reorganization (Notes 2 and 28).	(1,096)	-	-	597	-	-	-	(499)
At April 30, 2024 (unaudited) .	<u>2,755</u>	<u>-</u>	<u>-</u>	<u>164</u>	<u>73</u>	<u>(2,561)</u>	<u>112,103</u>	<u>112,534</u>

Notes:

- (a) As at January 1, 2022, other reserve mainly represents the carrying amounts of certain principal assets (such as property, plant and equipment and inventories) for the manufacture and sale of baby diapers, baby pants, sanitary pads and wet wipes (i.e. the “Relevant Business” as defined in note 1) contributed and owned by the predecessor companies of the Remaining Sunda Group (as defined in note 2) in The Republic of Ghana (“Ghana”), The Republic of Kenya (“Kenya”), The United Republic of Tanzania (“Tanzania”) and The Republic of Senegal (“Senegal”), net of the consideration payable liability as at the same date of US\$51,588,000 for the aforesaid principal assets in Ghana, which was settled in full during the year ended December 31, 2022.

On December 31, 2021 and during the year end December 31, 2022, the Relevant Business in (i) Ghana, and (ii) Kenya, Tanzania and Senegal, respectively, were formally transferred to the respective newly incorporated operating subsidiaries of the Group in these countries (the "Transfer") pursuant to the respective agreements for business transfer between these predecessor companies and the respective newly incorporated operating subsidiaries of the Group in these countries (the "Relevant Business Transfer Agreements") under merger accounting in accordance with the Group Reorganization (as detailed and defined in note 2). The considerations for the Relevant Business Transfer Agreements were settled in full during the year ended December 31, 2022.

- (b) The net deemed distribution for the year ended December 31, 2022 mainly includes the net effect of the following:
- (i) the additional carrying amounts of property, plant and equipment and inventories (for the Relevant Business) contributed and owned by the predecessor companies of the Remaining Sunda Group in Tanzania, Kenya and Senegal transferred to the respective newly incorporated operating subsidiaries of the Group in these countries according to the Relevant Business Transfer Agreements amounting to US\$15,736,000;
 - (ii) the total considerations paid under the Relevant Business Transfer Agreements and additional property, plant and equipment and inventories to these predecessor companies in Tanzania, Kenya and Senegal amounting to US\$55,468,000; and
 - (iii) the deemed distribution to predecessor companies of the Remaining Sunda Group for earnings of US\$4,393,000, in aggregate, generated from Tanzania, Kenya and Senegal, as well as certain trading arms of the Relevant Business in The Republic of Côte d'Ivoire ("Côte d'Ivoire"), The Republic of Uganda ("Uganda") and The Republic of Peru ("Peru") retained by the predecessor companies prior to the formal Transfer and the taken up of sales activities by the Group.
- (c) Amount represents the deemed distribution to the predecessor company of the Remaining Sunda Group for earning of US\$265,000 generated from the trading arm in Peru retained by the predecessor company prior to the taken up of sales activity by the Group.
- (d) Amount represents the deemed contribution to the predecessor company of the Remaining Sunda Group for loss of US\$96,000 generated from the trading arm in Peru retained by the predecessor company prior to the taken up of sales activity by the Group.
- (e) Pursuant to the relevant laws in the People's Republic of China (the "PRC"), each of the Company's subsidiaries established in the PRC is required to transfer 10% of its profit after taxation as per financial statements to the statutory surplus reserves (including the general reserve fund and enterprise development fund, where appropriate). The general reserve fund is discretionary when the fund balance reaches 50% of the registered capital of the respective company and can be used to make up for previous years' losses, expand the existing operations or can be converted into additional capital of the entity.

CONSOLIDATED STATEMENTS OF CASH FLOWS

	Year ended December 31,			Four months ended April 30,	
	2022	2023	2024	2024	2025
	US\$'000	US\$'000	US\$'000	US\$'000	US\$'000
				(unaudited)	
OPERATING ACTIVITIES					
Profit before taxation	24,621	76,488	113,081	32,851	36,947
Adjustments for:					
Finance costs	6,982	1,388	464	270	443
Bank interest income	(46)	(390)	(388)	(30)	(100)
Gain on fair value changes of financial assets at fair value through profit or loss	(32)	(252)	(665)	(63)	(147)
(Profit) loss of the Relevant Business of predecessor companies of the Remaining Sunda Group and accounted for as deemed (distribution) contribution	(4,393)	(265)	96	96	–
Depreciation of property, plant and equipment	6,836	7,637	7,742	2,174	2,766
Depreciation of right-of-use assets . .	322	388	526	153	267
Loss (gain) on disposal of property, plant and equipment, net	10	3,318	(47)	9	(1)
Impairment losses under expected credit loss model, net of reversal .	206	2	71	47	–
Recognition of equity-settled share- based payments	–	–	–	–	481
Operating cash flows before movements in working capital	34,506	88,314	120,880	35,507	40,656
(Increase) decrease in inventories	(39,856)	(45)	(9,401)	2,562	429
(Increase) decrease in trade receivables	(6,404)	2,072	(975)	(1,196)	(1,781)
(Increase) decrease in other receivables, deposits and prepayments	(13,037)	(3,017)	5,051	16	(433)
Increase (decrease) in trade payables . .	41,894	16,359	(3,898)	(15,075)	179
Increase (decrease) in contract liabilities	4,243	639	5,153	5,346	(1,830)
Increase (decrease) in other payables and accruals	1,394	5,396	3,381	1,859	(1,461)

	Year ended December 31,			Four months ended April 30,	
	2022	2023	2024	2024	2025
	<i>US\$'000</i>	<i>US\$'000</i>	<i>US\$'000</i>	<i>US\$'000</i> <i>(unaudited)</i>	<i>US\$'000</i>
Net cash generated from operations . . .	22,740	109,718	120,191	29,019	35,759
Income taxes paid	<u>(9,165)</u>	<u>(13,741)</u>	<u>(10,658)</u>	<u>(1,833)</u>	<u>(3,427)</u>
NET CASH FROM OPERATING					
ACTIVITIES	<u>13,575</u>	<u>95,977</u>	<u>109,533</u>	<u>27,186</u>	<u>32,332</u>
INVESTING ACTIVITIES					
Purchases of property, plant and					
equipment	(31,366)	(5,814)	(26,547)	(5,643)	(7,980)
Purchases of leasehold lands	–	(2,819)	(6,324)	–	(249)
Advances to related companies	(19,773)	(19,355)	(1,600)	–	–
Purchases of financial assets at fair					
value through profit or loss	(19,312)	(112,508)	(368,132)	(38,323)	(194,331)
Proceeds from disposals of financial					
assets at fair value through profit or					
loss	19,344	112,760	368,797	38,386	194,478
Repayments from advances to related					
companies	–	14,441	26,287	23,670	–
Bank interest received	46	390	388	30	100
Net cash inflow on acquisition of					
subsidiaries (<i>Note 39</i>)	–	–	1,001	–	–
Proceeds from disposal of property,					
plant and equipment	<u>–</u>	<u>2,031</u>	<u>410</u>	<u>298</u>	<u>22</u>
NET CASH (USED IN) FROM					
INVESTING ACTIVITIES	<u>(51,061)</u>	<u>(10,874)</u>	<u>(5,720)</u>	<u>18,418</u>	<u>(7,960)</u>

	Year ended December 31,			Four months ended April 30,	
	2022	2023	2024	2024	2025
	US\$'000	US\$'000	US\$'000	US\$'000	US\$'000
				(unaudited)	
FINANCING ACTIVITIES					
Proceeds from issue of shares/paid-up registered capital received	3,654	100	–	–	17
Proceeds from issuance of new ordinary shares, together with put option and certain special rights (Note 26)	–	–	–	–	30,000
Advances from related parties	199,077	41,859	20,259	9,325	–
Bank and other borrowings raised	40,097	17,633	–	–	10,000
Repayments to related parties	(36,923)	(112,080)	(112,410)	(18,676)	(1,001)
Repayments of bank and other borrowings	(33,026)	(21,315)	(2,791)	(2,791)	(10,000)
Repayments of lease liabilities	(286)	(410)	(540)	(154)	(222)
Interest paid	(6,982)	(1,388)	(464)	(270)	(122)
Net cash outflow on the Group					
Reorganization	(107,056)	–	(6,246)	(499)	–
Share issue costs paid	–	–	(439)	(177)	(155)
Dividends paid	–	–	(353)	(353)	–
NET CASH FROM (USED IN)					
FINANCING ACTIVITIES	58,555	(75,601)	(102,984)	(13,595)	28,517
NET INCREASE IN CASH AND CASH EQUIVALENTS					
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR/PERIOD	554	21,725	30,439	30,439	31,112
Effect of foreign exchange rate changes	102	(788)	(156)	(82)	525
CASH AND CASH EQUIVALENTS AT END OF THE YEAR/PERIOD, represented by bank deposits, bank balances and cash	21,725	30,439	31,112	62,366	84,526

NOTES TO THE HISTORICAL FINANCIAL INFORMATION**1. GENERAL**

Softcare Limited (formerly known as Sunda International Limited which was changed to its current name on January 16, 2024, the “Company”) was incorporated in the Cayman Islands as an exempted company with limited liability on February 17, 2022 under the Companies Act (As Revised) Chapter 22 of the Cayman Islands.

As at the date of this report, the immediate holding company of the Company is Century Industry Limited (“Century BVI”, which was incorporated in the British Virgin Islands (“BVI”)), which holds 64.42% of equity interests of the Company and is wholly-owned by Sunda Enterprise Limited (“Sunda Enterprise”, an exempted company incorporated in the Cayman Islands with limited liability). Sunda Enterprise is 51% directly owned by Chaoyuet Holding Limited (“Chaoyuet Holding”, which was incorporated in BVI by Mr. Shen Yanchang (“Mr. Shen”)) and is 49% directly owned by Haoyue Investment Limited (“Haoyue Investment”, which was incorporated in BVI by Ms. Yang Yanjuan (“Ms. Yang”, spouse of Mr. Shen)). In the opinion of the directors of the Company, Chaoyuet Holding is considered as the ultimate holding company of the Company.

The addresses of the registered office and the principal place of business of the Company and headquarter of the Group are set out in the section headed “Corporate Information” to the Prospectus.

The Company acts as an investment holding company of the Group and its subsidiaries are principally engaged in manufacturing and sales of baby diapers, baby pants, sanitary pads and wet wipes (the “Relevant Business”, being the core business of the Group now included in the Historical Financial Information) in certain countries in Africa, Central and South America and Central Asia. The principal activities of the companies comprising the Group are set out in note 35.

The Historical Financial Information is presented in US\$ because the management of the Company controls and monitors the performance and financial position of the Group using US\$, which is also the functional currency of the Company. The functional currencies of certain principal operating subsidiaries of the Company are their statutory currencies as set out in note 35, which are different from the Company’s functional currency, that are determined by the directors of the Company based on their primary economic environment in which these companies operate.

2. BASIS OF PREPARATION AND PRESENTATION OF THE HISTORICAL FINANCIAL INFORMATION

The Historical Financial Information has been prepared based on the accounting policies set out in note 4 which conform with IFRS Accounting Standards as issued by IASB and the principles of merger accounting applicable to group reorganization.

Historically the operations of the Relevant Business of the Group in Africa (Ghana, Kenya, Tanzania, Senegal, Côte d’Ivoire, Uganda, Zambia, The Republic of Benin (“Benin”), The Republic of Cameroon (“Cameroon”), and in South America (The Republic of Peru (“Peru”)) were conducted by predecessor companies which were part of the “Remaining Sunda Group” (comprising of Sunda Group Co., Limited (“Sunda Company”) and Guangzhou Sunda Trading Co., Ltd. (“Guangzhou Sunda”) and their subsidiaries). Before the Relevant Business of the Group was spun off by the Remaining Sunda Group and taken up by the Company, it is owned by the Remaining Sunda Group which was in turn held by Mr. Shen, Ms. Yang and a group of existing and former employees and senior management of the Group (who designated Mr. Shen as their nominee) as to 36.28%, 30.07% and 33.65%, respectively, on a collective basis (hereinafter collectively referred to as the “Shareholders”). The predecessor companies and their business other than the Relevant Business do not form part of the Group.

In preparation for the listing of the Company’s ordinary shares on the Stock Exchange (the “Listing”), the companies comprising the Group underwent a group reorganization (the “Group Reorganization”) in order to spin-off the Relevant Business from the Remaining Sunda Group to the Group, which are detailed below. After completion of the Group Reorganization, the Company became the holding company of the Relevant Business in the aforesaid countries and the Company is held by the Shareholders indirectly in the same proportion as they were holding the Relevant Business through the Remaining Sunda Group before the spun off.

The Group Reorganization mainly involved (i) the formal acquisition by the Group of the “Principal Assets” (comprising the relevant property, plant and equipment and inventories) of the Relevant Business from predecessor companies of the Remaining Sunda Group in Ghana, Tanzania, Kenya and Senegal which engaged in both Relevant Business and other businesses (as detailed in note 2(c) below), (ii) gradual transfer of sales arms of the Relevant Business of the Group in Uganda, Côte d’Ivoire and Peru from the Remaining Sunda Group (as detailed in note 2(e) below), (iii) acquisition of certain subsidiaries in Zambia, Uganda, Benin and Cameroon from the Remaining Sunda Group which solely engaged in the Relevant Business (as detailed in note 2(g) below), as well as (iv) establishment of PRC and international procurement function of the Relevant Business from the Remaining Sunda Group (as detailed in note 2(d)) and (v) gradual transfer of certain work force of the Relevant Business from the Remaining Sunda Group, as described below:

(a) Incorporation of the Company

The Company was incorporated in the Caymans Islands as an exempted company with limited liability on February 17, 2022 and one ordinary share was allotted, issued and credited as fully-paid at par to an initial independent subscriber who then transferred the one ordinary share to Century BVI at par on the same day. On the same date, 49,999 additional ordinary shares of the Company were allotted, issued and credited as fully-paid at par to Century BVI, a then wholly-owned subsidiary of Sunda Company.

(b) Incorporation of “Intermediate Holding Companies Within The Group”

In addition, the following wholly-owned Intermediate Holding Companies Within The Group were incorporated:

Name of company	Place of incorporation	Date of incorporation	Holding company (% of holding)
Softcare Fm Limited (formerly known as Sunda Fm Limited, “Softcare BVI Holdco”) . . .	BVI	April 26, 2022	the Company (100%)
Senbai Holdings FZCO (“Softcare Dubai Holdco”) . .	The United Arab Emirates (“UAE”)	August 22, 2022	Softcare BVI Holdco (100%)
Sunda FM (MU) Limited (formerly known as Sunda FM Holdings Limited, “Softcare Mauritius Holdco”)	The Republic of Mauritius (“Mauritius”)	March 6, 2023	Softcare Dubai Holdco (100%)
Softcare S.A. (“Softcare Panama Holdco”)	The Republic of Panama (“Panama”)	May 13, 2024	Softcare Dubai Holdco (100%)

(c) Incorporation of new wholly-owned operating companies for acquisition of the Relevant Business, including, amongst others, the Principal Assets, from the predecessor companies held by the Remaining Sunda Group in Ghana, Kenya, Tanzania and Senegal pursuant to the Group Reorganization.

Name of company	Place of incorporation	Date of incorporation	Holding company (% of holding)
Softcare FM Manufacturing Limited Company (formerly known as Sunda FM Manufacturing Limited Company, “Softcare Ghana”)	Ghana	December 21, 2020	Century BVI (100%)
Softcare Kenya Company Limited (“Softcare Kenya”)	Kenya	December 10, 2021	Century BVI (100%)

Name of company	Place of incorporation	Date of incorporation	Holding company (% of holding)
Doweicare Technology Limited ("Softcare Tanzania")	Tanzania	December 16, 2021	Century BVI (99%) Century (Mauritius) International Limited ("Century Mauritius", a wholly-owned subsidiary of Sunda Company) (1%)
Softcare SN Company Limited ("Softcare Senegal")	Senegal	February 2, 2022	Century BVI (100%)

(d) Incorporation/Establishment of new wholly-owned supply chain companies for PRC and international procurement function of the Relevant Business of the Group

Name of company	Place of incorporation/ establishment	Date of incorporation/ establishment	Holding company (% of holding)
Guangzhou Sengong Trading Co., Ltd. (廣州森供貿易有限公司, formerly known as 廣州森大供應鏈管理有限公司, "Guangzhou Sengong") . . .	The PRC	December 10, 2021	Sunda Company (100%)
Kewor Limited ("Kewor") . . .	Hong Kong	December 16, 2021	Sunda Company (100%)
Sunmart Trading FZCO ("Sunmart Trading Dubai") .	UAE	December 5, 2022	Softcare BVI Holdco (100%)

(e) Incorporation of new wholly-owned trading companies for taking up the trading function of the Relevant Business of the Remaining Sunda Group in Uganda, Côte d'Ivoire and Peru

Name of company	Place of incorporation	Date of incorporation	Holding company (% of holding)
Softcare Impex Limited (formerly known as Best Care Impex Limited, "Softcare Impex Uganda"). .	Uganda	August 12, 2022	Century BVI (99%) Kewor (1%)
Softcare Limited Côte d'Ivoire ("Softcare Côte d'Ivoire") . .	Côte d'Ivoire	October 18, 2022	Softcare Dubai Holdco (100%)
Softcare Peru Company S.R.L. ("Softcare Peru")	Peru	December 27, 2023	Softcare Dubai Holdco (99%) Sunmart Trading Dubai (1%)

Historically, certain trading subsidiaries of the Remaining Sunda Group in Uganda, Côte d'Ivoire and Peru purchased baby diapers, baby pants, sanitary pads, wet wipes from its predecessor companies as well as other products within or outside the Remaining Sunda Group for sales in their countries. For the purpose of the Group Reorganization, Softcare Impex Uganda, Softcare Côte d'Ivoire and Softcare Peru were incorporated to take up the sales arm of the Relevant Business from the Remaining Sunda Group in these countries in 2023, 2023 and 2024, respectively.

(f) Transfer of the entire 100% of equity interests of Softcare Ghana, Softcare Kenya, Softcare Tanzania and Softcare Senegal (as detailed in 2(c) above) to the Intermediate Holding Companies Within The Group

Name of company	Equity interest	Date of transfer	Transferor	Transferee	Consideration*
Softcare Ghana.	100%	March 18, 2024	Century BVI	Softcare Mauritius Holdco	Ghanaian Cedi ("GHS") 6,000,000
Softcare Kenya.	100%	May 3, 2024	Century BVI	Softcare Dubai Holdco	Kenyan Shilling ("KES") 100,000,000
Softcare Tanzania	49%	May 8, 2024	Century BVI	Softcare Dubai Holdco	Tanzanian Shilling ("TZS") 1,129,940,000
	49%	May 8, 2024	Century BVI	Sunmart Trading Dubai	TZS1,129,940,000
	1%	May 8, 2024	Century BVI	Softcare Mauritius Holdco	TZS23,060,000
	1%	May 8, 2024	Century Mauritius	Softcare Mauritius Holdco	TZS23,060,000
Softcare Senegal	100%	April 3, 2024	Century BVI	Softcare Dubai Holdco	Western African CFA Franc ("XOF") 1,000,000

* Being cash consideration of approximately US\$2,097,000, in aggregate, which were paid in 2024.

(g) Acquisition of the entire 100% of equity interests of subsidiaries in Zambia, Uganda, Benin and Cameroon from the Remaining Sunda Group which solely engaged in the Relevant Business of the Group

Name of company	Equity interest	Date of transfer	Transferor	Transferee	Consideration*
Softcare Industrial Zambia Limited (formerly known as Sunda International Zambia Company Limited, "Softcare Zambia")	99.999814%	March 19, 2024	Century BVI	Softcare Dubai Holdco	Zambian Kwacha ("K") 1,614,997
	0.000186%	March 19, 2024	Mr. Han Du, Mr. Shi Zheng and Mr. Liu Jiuxing (who are employees of the Remaining Sunda Group as nominees to hold the equity interest for and on behalf of Century BVI)	Softcare Mauritius Holdco	K3
Softcare (U) Ltd (formerly known as General Wares (U) Ltd and General Wares (U)-SMC Ltd, "Softcare (U) Uganda").	99%	May 2, 2024	Century BVI	Softcare Mauritius Holdco	Ugandan Shilling ("UGX") 354,600,000
	1%	May 2, 2024	Century BVI	Softcare Dubai Holdco	UGX3,600,000
Softcare Benin Limited (formerly known As Sunda Benin Limited, "Softcare Benin")	100%	July 23, 2024	Century BVI	Softcare Dubai Holdco	XOF328,970,000
Softcare Cameroon Limited ("Softcare Cameroon")	100%	May 7, 2024	Kewor	Softcare Dubai Holdco	Central African CFA Franc ("XAF") 10,000,000

* Being cash consideration of approximately US\$720,000, in aggregate, which were paid in 2024.

Softcare Zambia has commenced the Relevant Business before the Track Record Period. Softcare (U) Uganda, Softcare Benin and Softcare Cameroon constructed their production plants and commenced production/operation of the Relevant Business in 2022.

The financial information of Softcare Zambia, Softcare (U) Uganda, Softcare Benin and Softcare Cameroon during the Track Record Period was consolidated in the Historical Financial Information under merger accounting.

(h) Incorporation of new wholly-owned trading companies for new markets

Name of company	Place of incorporation	Date of incorporation	Holding company (% of holding)
Softcare El Salvador SRL ("Softcare El Salvador") . . .	The Republic of El Salvador ("El Salvador")	July 3, 2024	Softcare Panama (99%) Softcare Mauritius (1%)
Softcare KZ ("Softcare Kazakhstan")	The Republic of Kazakhstan	June 19, 2024	Softcare Dubai Holdco (99.99%) Softcare Mauritius Holdco (0.01%)

Softcare El Salvador and Softcare Kazakhstan commenced trading in late 2024.

(i) Transfer of newly incorporated/established supply chain/trading companies to Intermediate Holding Companies Within The Group and other subsidiary of the Group

Name of company	Equity interest	Date of transfer	Transferor	Transferee	Consideration*
Softcare Impex Uganda	99%	May 2, 2024	Century BVI	Softcare Mauritius Holdco	UGX9,900,000
	1%	May 2, 2024	Kewor	Softcare Dubai Holdco	UGX100,000
Kewor	100%	November 1, 2024	Sunda Company	Softcare BVI Holdco	Hong Kong Dollar ("HK\$") 100,000
Guangzhou Sengong .	100%	November 25, 2024	Sunda Company	Kewor	Renminbi ("RMB") 24,310,000

* Being cash consideration of approximately US\$3,429,000, in aggregate, which were paid in 2024.

Since the Relevant Business of the Group was owned by the same Shareholders throughout the Track Record Period and before and after the spin-off, it is treated as a continuation of business throughout the Track Record Period regardless of actual date of completion of Group Reorganization in November 2024. The above transactions for the Group Reorganization were accounted for using merger accounting and the Historical Financial Information reflects the performance of the Relevant Business of the Group using the historically amounts from the Shareholders' perspective, whereas any consideration paid for the Group Reorganization in excess of the net assets taken up by the Group was reflected as deemed distribution to the Remaining Sunda Group. For the Group's financial position, assets and liabilities that are specifically attributable to the Relevant Business are included in the Historical Financial Information based on their carrying amounts from the Remaining Sunda Group as if they were included in the Group from January 1, 2022 or from the date of incorporation/establishment, whichever is earlier. For assets and liabilities that were attributing to both the Relevant Business and other businesses of the Remaining Sunda Group that were retained by the Remaining Sunda Group, they were not included in the Historical Financial Information. For earnings or losses derived from the Relevant Business attributable to predecessor companies of the Remaining Sunda Group prior to the spun off which was retained by the Remaining Sunda Group, it was reflected as deemed distributions to or contributions from the Remaining Sunda Group and included in "other reserve".

3. APPLICATION OF NEW AND AMENDMENTS TO IFRS ACCOUNTING STANDARDS

For the purpose of preparing and presenting the Historical Financial Information for the Track Record Period, the Group has consistently applied the accounting policies which conform with IFRS Accounting Standards, which are effective for the Group's accounting period beginning on January 1, 2025 throughout the Track Record Period.

New and amendments to IFRS Accounting Standards in issue but not yet effective

At the date of this report, the Group has not early adopted the following new and amendments to IFRS Accounting Standards that have been issued but are not yet effective:

Amendments to IFRS 9 and IFRS 7	Amendments to the Classification and Measurement of Financial Instruments ²
Amendments to IFRS 9 and IFRS 7	Contracts Referencing Nature-dependent Electricity ²
Amendments to IFRS 10 and IAS 28.	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture ¹
Amendments to IFRS Accounting Standards	Annual Improvements to IFRS Accounting Standards – Volume 11 ²
IFRS 18	Presentation and Disclosure in Financial Statements ³

¹ Effective for annual periods beginning on or after a date to be determined.

² Effective for annual periods beginning on or January 1, 2026.

³ Effective for annual periods beginning on or January 1, 2027.

Except as described below, the directors of the Company anticipate that the application of these new and amendments to IFRS Accounting Standards will have no material impact on the Group's financial position and financial performance in the foreseeable future.

IFRS 18 "Presentation and Disclosure in Financial Statements" sets out requirements on presentation and disclosures in financial statements and it will replace IAS 1 "Presentation of Financial Statements". The new IFRS 18 introduces new requirements to present specified categories and defined subtotals in the statement of profit or loss; provide disclosures on management-defined performance measures in the notes to the financial statements and improve aggregation and disaggregation of information to be disclosed in the financial statements. Minor amendments to IAS 7 "Statement of Cash Flows" and IAS 33 "Earnings per Share" are also made.

IFRS 18 will be effective for annual periods beginning on or after January 1, 2027, with early application permitted. The application of this new standard is not expected to have material impact on the financial position of the Group but is expected to affect the presentation of the consolidated statement of profit or loss and other comprehensive income and consolidated statement of cash flows and disclosures in the future financial statements. The Group will continue to assess the impact of IFRS 18 on the Group's consolidated financial statements.

4. MATERIAL ACCOUNTING POLICY INFORMATION

The Historical Financial Information has been prepared in accordance with the following accounting policies which conform to IFRS Accounting Standards as issued by IASB. For the purpose of preparation of the Historical Financial Information, information is considered material if such information is reasonably expected to influence decisions made by primary users. In addition, the Historical Financial Information includes the applicable disclosures required by the Rules Governing the Listing of Securities on the Stock Exchange (the "Listing Rules") and by the Hong Kong Companies Ordinance.

The Historical Financial Information has been prepared on the historical cost basis, as explained in the accounting policies set out below.

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

Basis of consolidation

The Historical Financial Information incorporates the financial statements of the Company and entities controlled by the Company and its subsidiaries. Control is achieved when the Company:

- has power over the investee;
- is exposed, or has rights, to variable returns from its involvement with the investee; and
- has the ability to use its power to affect its returns.

The Group reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Specifically, income and expenses of a subsidiary acquired or disposed of during the Track Record Period are included in the consolidated statements of profit or loss and other comprehensive income from the date the Group gains control until the date when the Group ceases to control the subsidiary.

Where necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with the Group's accounting policies.

All intra-group assets, liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

Merger accounting for business combination involving business under common control

The Historical Financial Information incorporates the financial statement items of the combining entities or businesses in which the common control combination occurs as if they had been consolidated from the date when the combining entities or businesses first came under the control of the controlling party.

The net assets of the combining entities or businesses are consolidated using the existing book values from the controlling party's perspective. No amount is recognized in respect of goodwill or excess of acquirer's interest in the net fair value of acquiree's identifiable assets and liabilities over cost at the time of common control combination, to the extent of the continuation of the controlling party's interest. Expenditure incurred in relation to a common control combination that is to be accounted for by using merger accounting is recognized as an expense in the period in which it is incurred. The consolidated statements of profit or loss and other comprehensive income includes the results of each of the combining entities or businesses from the earliest date presented or since the date when the combining entities or businesses first came under the common control, where this is a shorter period.

Revenue from contracts with customers

Information about the Group's accounting policies relating to revenue from contracts with customers is provided in note 6.

Taxation

Income tax expense represents the sum of current and deferred tax expense.

The tax currently payable is based on taxable profit for the year. Taxable profit differs from profit before taxation because of income or expense that are taxable or deductible in other years and items that are never taxable or deductible. The Group's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax is recognized on temporary differences between the carrying amounts of assets and liabilities in the Historical Financial Information and the corresponding tax bases used in the computation of taxable profit. Deferred tax liabilities are generally recognized for all taxable temporary differences. Deferred tax assets are generally recognized for all deductible temporary differences to the extent that it is probable that taxable profits will be available against which those deductible temporary differences can be utilized. Such deferred tax assets and liabilities are not recognized if the temporary difference arises from the initial recognition (other than in a business combination) of assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit and at the time of the transaction does not give rise to equal taxable and deductible temporary differences.

Deferred tax liabilities are recognized for taxable temporary differences associated with investments in subsidiaries, except where the Group is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future. Deferred tax assets arising from deductible temporary differences associated with such investments and interests are only recognized to the extent that it is probable that there will be sufficient taxable profits against which to utilize the benefits of the temporary differences and they are expected to reverse in the foreseeable future.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the assets to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the period when the liability is settled or the asset is realized, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

The measurement of deferred tax assets and liabilities reflects the tax consequences that would follow from the manner in which the Group expects, at the end of each reporting period, to recover or settle the carrying amount of its assets and liabilities.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied to the same taxable entity by the same taxation authority.

Current and deferred tax are recognized in profit or loss.

Foreign currencies

In preparing the financial statements of each individual group entity, transactions in currencies other than the functional currency of that entity (foreign currencies) are recognized at the rates of exchanges prevailing on the dates of the transactions. At the end of the reporting period, monetary items denominated in foreign currencies are retranslated at the rates prevailing at that date. Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the rates prevailing on the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated.

Exchange differences arising on the settlement of monetary items, and on the retranslation of monetary items, are recognized in profit or loss in the period in which they arise.

For the purposes of presenting the Historical Financial Information, the assets and liabilities of the Group's operations are translated into the presentation currency of the Group (i.e. US\$) using exchange rates prevailing at the end of each reporting period. Income and expenses items are translated at the average exchange rates for the period. Exchange differences arising, if any, are recognized in other comprehensive income and accumulated in equity under the heading of "exchange reserve". On the disposal of a foreign operation (that is, a disposal of the Group's entire interest in a foreign operation, or a disposal involving loss of control over a subsidiary that includes a foreign operation, of which the retained interest becomes a financial asset), all of the exchange differences accumulated in equity in respect of that operation attributable to the owners of the Company are reclassified to profit or loss.

Employee benefits

Retirement benefits costs

Payments to state-managed retirement benefit schemes are recognized as an expense when employees have rendered service entitling them to the contributions.

Short-term employee benefits

Short-term employee benefits are recognized at the undiscounted amount of the benefits expected to be paid as and when employees rendered the services. All short-term employee benefits are recognized as an expense unless another IFRS Accounting Standards requires or permits the inclusion of the benefit in the cost of an asset.

A liability is recognized for benefits accruing to employees (such as wages and salaries and annual leave) after deducting any amount already paid.

Share-based payments***Equity-settled share-based payment transactions******Share options granted to employees***

Equity-settled share-based payments to employees and others providing similar services are measured at the fair value of the equity instruments at the grant date.

The fair value of the equity-settled share-based payments determined at the grant date without taking into consideration all non-market vesting conditions is expensed on a straight-line basis over the vesting period, based on the Group's estimate of equity instruments that will eventually vest, with a corresponding increase in equity (share-based payment reserve). At the end of each reporting period, the Group revises its estimate of the number of equity instruments expected to vest based on assessment of all relevant non-market vesting conditions. The impact of the revision of the original estimates, if any, is recognized in profit or loss such that the cumulative expense reflects the revised estimate, with a corresponding adjustment to the share-based payment reserve.

When share options are exercised, the amount previously recognized in share-based payment reserve will be transferred to share capital and share premium, as appropriate. When the share options are forfeited after the vesting date or are still not exercised at the expiry date, the amount as appropriate previously recognized in share-based payment reserve will be transferred to retained profits.

Leases

The Group assesses whether a contract is or contains a lease based on the definition under IFRS 16 "Leases" at inception. Such contract will not be reassessed unless the terms and conditions of the contract are subsequently changed.

The Group as lessee***Short-term leases***

The Group applies the short-term lease recognition exemption to leases of premises that have a lease term of 12 months or less from the commencement date and do not contain a purchase option. Lease payments on short-term leases are recognized as expense on a straight-line basis over the lease term.

Right-of-use assets

The cost of right-of-use asset includes:

- the amount of the initial measurement of the lease liability;
- any lease payments made at or before the commencement date, less any lease incentives received; and
- any initial direct costs incurred by the Group.

Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities.

Right-of-use assets are depreciated on a straight-line basis over the shorter of its estimated useful life and the lease term.

The Group presents right-of-use assets as a separate line item on the consolidated statements of financial position.

Lease liabilities

At the commencement date of a lease, the Group recognizes and measures the lease liability at the present value of lease payments that are unpaid at that date. In calculating the present value of lease payments, the Group uses the incremental borrowing rate at the lease commencement date if the interest rate implicit in the lease is not readily determinable.

The lease payments include:

- fixed payments (including in-substance fixed payments) less any lease incentives receivable; and
- payments of penalties for terminating a lease, if the lease term reflects the Group exercising the option to terminate.

After the commencement date, lease liabilities are adjusted by interest accretion and lease payments.

The Group presents lease liabilities as a separate line item on the consolidated statements of financial position.

Property, plant and equipment

Property, plant and equipment are tangible assets that are held for use in the production or supply of goods or services, or for administrative purpose (other than freehold lands and construction in progress as described below). Property, plant and equipment are stated in the consolidated statements of financial position at cost less subsequent accumulated depreciation and subsequent accumulated impairment losses, if any.

Freehold lands are not depreciated and are measured at cost less subsequent accumulated impairment losses.

Property, plant and equipment in the course of construction for production, supply or administrative purposes are carried at cost, less any recognized impairment loss. Costs include any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management, including costs of testing whether the related assets is functioning properly. Depreciation of these assets, on the same basis as other property assets, commences when the assets are ready for their intended use.

Depreciation is recognized so as to write off the cost of assets other than freehold lands and construction in progress less their residual values over their estimated useful lives, using the straight-line method. The estimated useful lives, residual values and depreciation method are reviewed at the end of each reporting period, with the effect of any changes in estimate accounted for on a prospective basis.

An item of property, plant and equipment is derecognized upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognized in profit or loss.

Impairment on property, plant and equipment and right-of-use assets

At the end of the reporting period, the Group reviews the carrying amounts of its property, plant and equipment and right-of-use assets to determine whether there is any indication that these assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the relevant asset is estimated in order to determine the extent of the impairment loss (if any).

The recoverable amount of property, plant and equipment and right-of-use assets is estimated individually. When it is not possible to estimate the recoverable amount individually, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs.

In testing a cash-generating unit for impairment, corporate assets are allocated to the relevant cash-generating unit when a reasonable and consistent basis of allocation can be established, or otherwise they are allocated to the smallest group of cash generating units for which a reasonable and consistent allocation basis can be established. The recoverable amount is determined for the cash-generating unit or group of cash-generating units to which the corporate asset belongs, and is compared with the carrying amount of the relevant cash-generating unit or group of cash-generating units.

Recoverable amount is the higher of 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 (or a cash-generating unit) for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or a cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or a cash-generating unit) is reduced to its recoverable amount.

An impairment loss is recognized immediately in profit or loss.

Inventories

Inventories are stated at the lower of cost and net realizable value. Costs of inventories are determined on a weighted average method. Net realisable value represents the estimated selling price for inventories less all estimated costs of completion and costs necessary to make the sale. Costs necessary to make the sale include incremental costs directly attributable to the sale and non-incremental costs which the Group must incur to make the sale.

Financial instruments

Financial assets and financial liabilities are recognized when a group entity becomes a party to the contractual provisions of the instrument and are initially measured at fair value except for trade receivables arising from contracts with customers which are initially measured in accordance with IFRS 15 “Revenue from Contracts with Customers” (“IFRS 15”).

The effective interest method is a method of calculating the amortized cost of a financial asset or financial liability and of allocating interest income and interest expense over the Track Record Period. The effective interest rate is the rate that exactly discounts estimated future cash receipts and payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial asset or financial liability, or, where appropriate, a shorter period, to the net carrying amount on initial recognition.

Financial assets

Classification and subsequent measurement of financial assets

Financial assets that meet the following conditions are subsequently measured at amortized cost:

- the financial asset is held within a business model whose objective is to collect contractual cash flows; and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

All other financial assets are subsequently measured at fair value through profit or loss (“FVTPL”).

Amortized cost and interest income

Interest income is recognized using the effective interest method for financial assets measured subsequently at amortized cost. Interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset, except for financial assets that have subsequently become credit-impaired.

Financial assets at FVTPL

Financial assets at FVTPL are measured at fair value at the end of each reporting period, with any fair value gains or losses recognized in profit or loss. The net gain or loss recognized in profit or loss includes any dividend or interest earned on the financial asset and is included in the “other gains and losses, net” line item.

Impairment of financial assets under IFRS 9

The Group performs impairment assessment under expected credit loss (“ECL”) model on financial assets (including trade and other receivables, deposits, and bank balances and cash) which are subject to impairment assessment under IFRS 9. The amount of ECL is updated at each reporting date to reflect changes in credit risk since initial recognition.

Lifetime ECL represents the ECL that will result from all possible default events over the expected life of the relevant instrument. In contrast, 12-month ECL ("12m ECL") represents the portion of lifetime ECL that is expected to result from default events that are possible within 12 months after the reporting date.

The Group always recognizes lifetime ECL for trade receivables. For all other instruments, the Group measures the loss allowance equal to 12m ECL, unless when there has been a significant increase in credit risk since initial recognition, in which case the Group recognizes lifetime ECL. The assessment of whether lifetime ECL should be recognized is based on significant increases in the likelihood or risk of a default occurring since initial recognition.

In assessing whether the credit risk has increased significantly since initial recognition, the Group compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition. In making this assessment, the Group considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort.

The Group presumes that the credit risk has increased significantly since initial recognition when contractual payments are more than 30 days past due, unless the Group has reasonable and supportable information that demonstrates otherwise.

The measurement of ECL is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is based on historical data and forward-looking information. Estimation of ECL reflects an unbiased and probability-weighted amount that is determined with the respective risks of default occurring as the weights.

Generally, the ECL is the difference between all contractual cash flows that are due to the Group in accordance with the contract and the cash flows that the Group expects to receive, discounted at the effective interest rate determined at initial recognition.

The Group uses a practical expedient in estimating ECL on not credit-impaired trade receivables due from third-party customers based on aged analysis of debtors using provision matrix taking into consideration historical credit loss experience and forward-looking information that is available without undue cost or effort. These not credit-impaired trade receivables due from third-party customers are characterized as a large number of small customers with common risk characteristics that are representative of the customers' abilities to pay all amounts due in accordance with the contractual terms.

Other financial assets (including trade receivables due from related companies) are individually assessed by management of the Group using internal credit rating. ECL on these other financial assets are estimated by reference to past due status of the individual debtor and an analysis of the debtor's current financial position, adjusted for factors that are specific to the debtor, future economic conditions of the industry in which the debtors operate and an assessment of both the current as well as the forecast direction of conditions at the reporting date.

The Group recognizes an impairment gain or loss in profit or loss for all financial instruments by adjusting their carrying amount, with the exception of trade receivables where the corresponding adjustment is recognized through a loss allowance account.

Derecognition of financial assets

The Group derecognizes a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity.

On derecognition of a financial asset measured at amortized cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognized in profit or loss.

Financial liabilities and equity instruments

Classification as debt or equity

Debt and equity instruments are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by the Company are recognised at the proceeds received, net of direct issue costs.

Financial liabilities at amortized cost

Financial liabilities (including trade, other and dividends payables and borrowings) are subsequently measured at amortized cost using the effective interest method.

Other financial liability

A contract that contains an obligation to purchase the Company's equity instruments for cash or other financial assets give rise to a financial liability to be determined based on the present value of the redemption amount.

At initial recognition, the Group recognizes a gross obligation as a financial liability equal to the present value of the redemption amount, with a corresponding debit in equity. The financial liability is subsequently measured at amortized cost with accretion of interest thereon recognized over time and charged to profit or loss as "finance costs".

Derecognition of financial liabilities

The Group derecognizes financial liabilities when, and only when, the obligation specified in the relevant contract is discharged, cancelled or have expired. The difference between the carrying amount of the financial liability derecognized and the consideration paid and payable is recognized in profit or loss.

Research expenditure

Expenditure on research activities is recognized as an expense in the period in which it is incurred.

Borrowing costs

All borrowing costs not directly attributable to the acquisition or construction of qualifying assets are recognized in profit or loss in the period in which they are incurred.

Provisions

Provisions are recognized when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle that obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognized as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation.

5. KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the Group's accounting policies, the directors of the Company are required to make judgments, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. 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 estimates 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.

The following are the key assumptions concerning the future, and other key sources of estimation uncertainty at the end of each reporting period that have a significant risk of causing a material adjustment to the carrying amounts of assets within the next twelve months.

Inventories

The management of the Group reviews inventories ageing analysis at the end of each reporting period, and makes allowance for obsolete and slow-moving inventory items identified. Estimation of net realisable value are based on the latest invoice prices and current market condition. Where the net realisable value is less than the carrying amount, write-down of inventories may arise. As at December 31, 2022, 2023 and 2024 and April 30, 2025, the carrying amounts of inventories are US\$114,689,000, US\$107,746,000, US\$119,375,000 and US\$119,711,000, respectively. There was no write-down of inventories considered necessary for the Track Record Period.

Allowance for credit losses on trade receivables

The management of the Group has applied simplified approach in IFRS 9 to determine allowance for credit losses on not credit-impaired trade receivables due from third-party customers based on aged analysis of debtors whereas trade receivables due from related companies are assessed individually with reference to historical observed default rates and forward-looking information, which are reassessed/considered at every reporting date. The information about the ECL and the Group's trade receivables are disclosed in notes 18 and 33, respectively. The allowance for credit losses on trade receivables is sensitive to changes in estimates.

As at December 31, 2022, 2023 and 2024 and April 30, 2025, the carrying amounts of trade receivables are US\$6,632,000 (net of allowance for credit losses of US\$206,000), US\$4,086,000 (net of allowance for credit losses of US\$208,000), US\$5,367,000 (net of allowance for credit losses of US\$279,000) and US\$7,277,000 (net of allowance for credit losses of US\$279,000), respectively.

6. REVENUE AND SEGMENT INFORMATION

- (i) Disaggregation of revenue of the Group from contracts with customers was disclosed as follows:

	Year ended December 31,			Four months ended April 30,	
	2022	2023	2024	2024	2025
	US\$'000	US\$'000	US\$'000	US\$'000 (unaudited)	US\$'000
Types of products					
Sales of baby diapers	250,651	323,964	341,931	106,455	115,844
Sales of baby pants	17,396	13,046	20,516	4,784	9,288
Sales of sanitary pads	43,079	61,731	77,465	24,092	29,939
Sales of wet wipes	8,772	12,628	14,477	4,301	6,239
Total revenue from contracts with customers.	319,898	411,369	454,389	139,632	161,310
Location of customers					
Ghana	72,880	73,768	65,965	21,922	23,049
Kenya	60,357	70,216	90,453	26,653	30,778
Senegal	35,934	44,540	45,283	15,994	15,048
Côte d'Ivoire	29,024	42,049	44,269	13,601	13,165
Tanzania	29,122	34,636	41,397	12,884	14,800
Cameroon	5,015	35,403	30,436	10,320	10,971
Zambia	31,385	33,253	27,132	9,594	8,071
Uganda	24,553	30,715	38,615	11,097	15,896
Others	31,628	46,789	70,839	17,567	29,532
Total	319,898	411,369	454,389	139,632	161,310
Type of customers					
Wholesalers	191,223	266,488	291,256	89,804	100,155
Distributors	106,084	127,141	145,930	44,172	54,698
Supermarkets and other retailers	9,613	11,563	15,175	4,535	6,042
Others	12,978	6,177	2,028	1,121	415
Total	319,898	411,369	454,389	139,632	161,310
Timing of revenue recognition					
At point in time	319,898	411,369	454,389	139,632	161,310

- (ii) **Performance obligations for contracts with customers**

Revenue from sales of its products is recognized at a point in time when the products are picked up by customers from our warehouses or are delivered to the customer's specific locations depending on the relevant contract terms, being at the point that the customer obtains the control of the products and the Group has present right to payment and collection of the consideration is probable. Return of products or refund is generally not allowed. Replacement of products may be provided in the event of a quality issue while evaluated on a case-by-case basis.

Customers are usually required to make full payments before delivery of products, however, credit period up to 90 days may be granted to certain customers on a case-by-case basis after approved by the management of the Group.

Certain customers are entitled to rebates based on the amounts of products they purchased and the pre-established rates upon their assigned quarter or annual purchase targets met. The rebates can only be used on their future purchases and provides a material right to those customers that they would not receive without purchasing the Group's products. The rebate to the customer is therefore a separate performance obligation.

The Group allocates the transaction price to sales of its products and rebates on a relative stand-alone selling price basis.

The rebate amount to a customer is estimated based on the Group's historical experience and a contract liability is recognized at the time of the initial sales transaction. Revenue from the rebates is recognized when the rebates are used by the customer on future purchases.

(iii) Transaction price allocated to the remaining performance obligation for contracts with customers

At the end of each reporting period, contracts with customers with unsatisfied performance obligations have original expected durations of one year or less. As permitted under IFRS 15, the transaction prices allocated to these unsatisfied contracts are not disclosed.

(iv) Segment information

Information is reported to directors of the Company, who were management of the Relevant Business prior to the Group Reorganization and are also the chief operating decision makers ("CODM") of the Group, for the purposes of resource allocation and performance assessment. The CODM reviews the overall results and financial performance of the Group as a whole. No analysis of the Group's assets or liabilities and no other discrete financial information is regularly provided to the CODM. Accordingly, only entity-wide disclosures on revenue, major customers and geographical information are presented in accordance with IFRS 8 "Operating Segments".

(v) Geographical information

Information about the Group's revenue based on the location of customers has been presented above. Information about the Group's non-current assets (except for deferred tax assets) based on the geographical location of the assets is presented below:

	At December 31,			At April 30,
	2022	2023	2024	2025
	US\$'000	US\$'000	US\$'000	US\$'000
Location of non-current assets				
Ghana	14,384	6,699	9,483	7,927
Kenya	9,186	7,980	20,850	22,992
Senegal	3,765	3,238	3,502	3,841
Côte d'Ivoire	–	163	124	125
Tanzania	2,814	2,273	4,151	6,252
Cameroon	5,335	6,846	7,047	7,179
Zambia	13,074	8,371	8,451	8,329
Uganda	3,088	5,781	9,805	12,254
Benin	1,601	1,431	1,172	1,078
Peru	–	–	2,941	4,800
El Salvador	–	–	2,095	2,067
Others	325	1,861	555	1,350
	<u>53,572</u>	<u>44,643</u>	<u>70,176</u>	<u>78,194</u>

(vi) Information about major customers

No customer individually contributes over 10% of the total revenue of the Group during each of the year/period in the Track Record Period.

7. OTHER INCOME AND OTHER GAINS AND LOSSES, NET

	Year ended December 31,			Four months ended April 30,	
	2022	2023	2024	2024	2025
	US\$'000	US\$'000	US\$'000	US\$'000 (unaudited)	US\$'000
Other income					
Interest income.	<u>46</u>	<u>390</u>	<u>388</u>	<u>30</u>	<u>100</u>
Other gains and losses, net					
Impairment losses under expected credit loss model, net of reversal . .	(206)	(2)	(71)	(47)	–
(Loss) gain on disposal of plant and equipment, net	(10)	(3,318)	47	(9)	1
Gain on fair value changes for financial assets at fair value through profit or loss	32	252	665	63	147
Others	<u>563</u>	<u>52</u>	<u>(290)</u>	<u>(79)</u>	<u>(6)</u>
	<u>379</u>	<u>(3,016)</u>	<u>351</u>	<u>(72)</u>	<u>142</u>

8. FINANCE COSTS

	Year ended December 31,			Four months ended April 30,	
	2022	2023	2024	2024	2025
	US\$'000	US\$'000	US\$'000	US\$'000 (unaudited)	US\$'000
Interest on bank borrowings	125	1,102	86	86	87
Interest on loans from related companies (Note 31)	6,770	222	307	167	–
Interest on lease liabilities.	87	64	71	17	35
Interest on other financial liability (Note 26)	<u>–</u>	<u>–</u>	<u>–</u>	<u>–</u>	<u>321</u>
	<u>6,982</u>	<u>1,388</u>	<u>464</u>	<u>270</u>	<u>443</u>

9. TAXATION

	Year ended December 31,			Four months ended April 30,	
	2022	2023	2024	2024	2025
	US\$'000	US\$'000	US\$'000	US\$'000 (unaudited)	US\$'000
Income tax					
– Current	10,519	14,025	14,586	5,813	6,925
Deferred tax (Note 27) . . .	<u>(4,288)</u>	<u>(2,217)</u>	<u>3,384</u>	<u>(621)</u>	<u>(1,081)</u>
	<u>6,231</u>	<u>11,808</u>	<u>17,970</u>	<u>5,192</u>	<u>5,844</u>

No provision for corporate income tax of the Company has been made as it did not have assessable profit which arose in, or was derived from the Cayman Islands. The Group's profit is subject to taxation from the place of its operations where its profit is generated and is calculated at the rates prevailing in the relevant jurisdictions as follows:

Jurisdictions	Applicable tax rates
Kenya	30%
Zambia	30%
Tanzania	30%
Uganda	30%
Cameroon	38.5%
Peru	29.5%
Senegal	30%
Côte d'Ivoire	25%
Benin	25%
Ghana	25% and 8% on assessable profits attributable to local and export businesses, respectively
PRC	25%
Hong Kong	16.5%
The United Arab Emirates ("UAE")	9% and 0% on qualifying income for qualified free zone person according to local rules and regulations
El Salvador	30%
Kazakhstan	20%

Tax exemption of each country of operation:—

- Softcare (U) Uganda enjoys tax holidays for 10 years commencing from year ended December 31, 2022.
- Softcare Benin enjoys tax holidays for 8 years commencing from year ended December 31, 2023.
- Softcare Cameroon enjoys preferential tax rates of 9.625% from years ending December 31, 2023 to 2027, and 19.25% from years ending December 31, 2028 to 2032.
- Softcare Zambia enjoys preferential tax rates of 0% from years ending December 31, 2021 to 2030, 15% from years ending December 31, 2031 to 2033 and 22.5% from years ending December 31, 2034 to 2035, on its assessable profits attributable to export business.

APPENDIX I

ACCOUNTANTS' REPORT

The taxation for the Track Record Period can be reconciled to the profit before taxation per the consolidated statements of profit or loss and other comprehensive income as follows:

	Year ended December 31,			Four months ended April 30,	
	2022	2023	2024	2024	2025
	US\$'000	US\$'000	US\$'000	US\$'000 (unaudited)	US\$'000
Profit before taxation	24,621	76,488	113,081	32,851	36,947
Tax at applicable tax rate of 25%	6,155	19,122	28,270	8,213	9,237
Effect of income not taxable for tax purpose	(394)	(1,014)	–	–	–
Effect of tax exemption granted to a subsidiary	(780)	(218)	(386)	–	(762)
Effect of expenses not deductible for tax purposes . .	949	327	1,840	950	429
Effect of different tax rates of subsidiaries operating in different jurisdictions	1,020	(5,038)	(7,519)	(3,490)	(2,105)
Effect of lower tax rate applicable for export sales . . .	(719)	(1,666)	(2,470)	(707)	(683)
Effect of accelerated investment allowance at 150% on the cumulative qualified plant and machinery incurred pursuant to Kenya Tax Law Amendment Act, 2024	–	–	(2,311)	–	(367)
Other levies	–	295	546	226	95
	<u>6,231</u>	<u>11,808</u>	<u>17,970</u>	<u>5,192</u>	<u>5,844</u>

10. PROFIT FOR THE YEAR/PERIOD

	Year ended December 31,			Four months ended April 30,	
	2022	2023	2024	2024	2025
	US\$'000	US\$'000	US\$'000	US\$'000 (unaudited)	US\$'000
Profit for the year/period has been arrived at after charging:					
Auditor's remuneration	263	246	234	95	82
Staff costs (including the directors' remuneration in note 11)					
– Salaries, allowances and other benefits	13,163	16,673	20,347	6,018	7,766
– Contributions to retirement benefits schemes	2,409	2,635	2,975	792	800
– Share-based payments	–	–	–	–	481
Less: Amount capitalized in inventories	(6,270)	(8,071)	(9,475)	(2,810)	(3,178)
Staff costs recognized as expenses	<u>9,302</u>	<u>11,237</u>	<u>13,847</u>	<u>4,000</u>	<u>5,869</u>
Depreciation of property, plant and equipment	6,836	7,637	7,742	2,174	2,766
Depreciation of right-of-use assets	322	388	526	153	267
Less: Amount capitalized in inventories	(6,605)	(7,480)	(7,914)	(2,191)	(2,706)
Depreciation recognized as an expense	<u>553</u>	<u>545</u>	<u>354</u>	<u>136</u>	<u>327</u>
Short-term leases in respect of leased properties	3,368	3,524	3,980	1,405	1,323
Cost of inventories recognized as an expense	246,365	267,621	294,238	90,848	107,101
Listing expenses	<u>–</u>	<u>–</u>	<u>2,555</u>	<u>1,035</u>	<u>1,408</u>

11. DIRECTORS' EMOLUMENTS

Details of the emoluments paid or payable to the directors of the Company (including emoluments for services rendered to the Relevant Business prior to becoming the directors of the Company) during the Track Record Period as follows:

	Fees	Salaries and allowances	Retirement benefits schemes contributions	Share-based payments	Total
	US\$'000	US\$'000	US\$'000	US\$'000	US\$'000
For the year ended December 31, 2022					
Executive directors					
Mr. Luo Jichao	–	33	3	–	36
Mr. Shen Yanchang	–	–	–	–	–
Non-executive directors					
Ms. Yang Yanjuan	–	–	–	–	–
Mr. Zhou Renwei	–	–	–	–	–
	–	33	3	–	36
	=	=	=	=	=
For the year ended December 31, 2023					
Executive directors					
Mr. Luo Jichao	–	141	3	–	144
Mr. Shen Yanchang	–	–	–	–	–
Non-executive directors					
Ms. Yang Yanjuan	–	–	–	–	–
Mr. Zhou Renwei	–	–	–	–	–
	–	141	3	–	144
	=	=	=	=	=
For the year ended December 31, 2024					
Executive directors					
Mr. Luo Jichao	–	249	4	–	253
Mr. Shen Yanchang	–	–	–	–	–
Mr. Zhao Yongqiang	–	63	1	–	64
Non-executive directors					
Ms. Yang Yanjuan	–	–	–	–	–
Mr. Zhou Renwei	–	–	–	–	–
	–	312	5	–	317
	=	=	=	=	=
For the four months ended April 30, 2025					
Executive directors					
Mr. Luo Jichao	–	106	3	–	109
Mr. Zhao Yongqiang	–	148	2	73	223
Non-executive directors					
Mr. Shen Yanchang	–	–	–	–	–
Ms. Yang Yanjuan	–	–	–	–	–
Mr. Zhou Renwei	–	–	–	–	–
	–	254	5	73	332
	=	=	=	=	=
For the four months ended April 30, 2024 (unaudited)					
Executive directors					
Mr. Luo Jichao	–	65	1	–	66
Mr. Shen Yanchang	–	–	–	–	–
Mr. Zhao Yongqiang	–	–	–	–	–
Non-executive directors					
Ms. Yang Yanjuan	–	–	–	–	–
Mr. Zhou Renwei	–	–	–	–	–
	–	65	1	–	66
	=	=	=	=	=

On February 17, 2022, Mr. Shen Yanchang was appointed as an executive director of the Company and on January 20, 2025, was re-designated as a non-executive director of the Company. No emoluments was paid to him during the Track Record Period.

On January 20, 2025, Mr. Luo Jichao was appointed as an executive director of the Company and acts as the chief executive officer of the Company.

On January 20, 2025, Ms. Yang Yanjuan and Mr. Zhou Renwei were appointed as non-executive directors of the Company and no emoluments was paid to them during the Track Record Period.

On January 20, 2025, Mr. Zhao Yongqiang was appointed as an executive director of the Company. Mr. Zhao Yongqiang joined the Group in October 2024 and no emoluments was paid to him for the two years ended December 31, 2023.

On June 18, 2025, Ms. Lou Aidong, Mr. Gao Jianming and Mr. Xu Jing were appointed as independent non-executive directors of the Company and no emoluments were paid to them during the Track Record Period.

The emoluments stated above were for their services in connection with the management of the affairs of the Group.

During the Track Record Period, no emoluments were paid by the Group to directors of the Company as an inducement to join or upon joining the Group, or as compensation for loss of office.

12. FIVE HIGHEST PAID EMPLOYEES' EMOLUMENTS

The emoluments of the five highest paid individuals included 1, 1, 1, 1 (unaudited) and 2 directors of the Company for the years ended December 31, 2022, 2023 and 2024 and the four months ended April 30, 2024 (unaudited) and 2025, respectively, whose emoluments are included in the disclosures in note 11. The emoluments of the remaining 4, 4, 4, 4 (unaudited) and 3 non-director employees for the years ended December 31, 2022, 2023 and 2024 and the four months ended April 30, 2024 (unaudited) and 2025, respectively, were as follows:

	Year ended December 31,			Four months ended April 30,	
	2022	2023	2024	2024	2025
	US\$'000	US\$'000	US\$'000	US\$'000 (unaudited)	US\$'000
Salaries, allowances and other benefits	239	461	664	157	319
Retirement benefits schemes contributions	11	12	13	4	7
Share-based payments	—	—	—	—	231
	<u>250</u>	<u>473</u>	<u>677</u>	<u>161</u>	<u>557</u>
	Number of individuals	Number of individuals	Number of individuals	Number of individuals	Number of individuals
				(unaudited)	
Nil to Hong Kong Dollar ("HK\$") 1,000,000	3	3	2	4	2
HK\$1,000,001 to HK\$1,500,000	1	—	—	—	—
HK\$1,500,001 to HK\$2,000,000	—	—	1	—	—
HK\$2,000,001 to HK\$3,000,000	—	1	1	—	1
	<u>—</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>—</u>

During the Track Record Period, no emoluments were paid by the Group to the five highest paid individuals as an inducement to join or upon joining the Group or as compensation for loss of office.

13. DIVIDENDS

	Year ended December 31,			Four months ended April 30,	
	2022	2023	2024	2024	2025
	US\$'000	US\$'000	US\$'000	US\$'000 (unaudited)	US\$'000
Dividends declared to Century BVI recognized as distribution during the Track Record Period					
Interim dividends declared by Softcare Kenya on January 12, 2024	–	–	353	353	–
Interim dividends declared by the Company on December 23, 2024	–	–	35,000	–	–
	–	–	35,353	353	–
	–	–	–	–	–

Information of rate of dividend declared before effective of Subdivision of Shares, Surrender of Shares and Shares Allotment (as defined in note 28(b)) on January 15, 2025 is not meaningful having regard to the purpose of this report.

The dividends declared by the Company of US\$35,000,000 remained unsettled as at December 31, 2024 and April 30, 2025 and the dividends were settled subsequently in cash.

14. EARNINGS PER SHARE

The calculation of the earnings per share attributable to owners of the Company is based on the following data:

	Year ended December 31,			Four months ended April 30,	
	2022	2023	2024	2024	2025
				(unaudited)	
Earnings (US\$'000)					
Earnings for the purpose of the basic earnings per share (Profit for the year attributable to owners of the Company)	18,390	64,680	95,111	27,659	31,103
Number of shares ('000)					
Weighted average number of ordinary shares for the purpose of basic earnings per share	500,000	500,000	500,000	500,000	508,750

The weighted average number of ordinary shares was determined assuming the Subdivision of Shares, Surrender of Shares and Shares Allotment (as defined in note 28(b)) had been effective since January 1, 2022.

The dilutive impact on earnings per share for the assumed exercise of (1) the Company's outstanding put option (as detailed in note 26); and (2) the Company's Pre-IPO Share Options (as defined and detailed in note 29) are insignificant. Accordingly, diluted earnings per share for the four months ended April 30, 2025 are the same as basic earnings per share of the same period.

15. PROPERTY, PLANT AND EQUIPMENT

	Freehold lands	Owned properties	Machinery	Motor vehicles	Office equipment	Construction in progress	Total
	US\$'000	US\$'000	US\$'000	US\$'000	US\$'000	US\$'000	US\$'000
COST							
At January 1, 2022	–	1,890	43,490	120	32	–	45,532
Additions	–	1,791	13,891	206	165	8,256	24,309
Disposals	–	–	(14)	–	–	–	(14)
Exchange realignment . .	–	(61)	(1,841)	(5)	–	(236)	(2,143)
At December 31, 2022 . .	–	3,620	55,526	321	197	8,020	67,684
Additions	1,227	2,256	953	283	116	697	5,532
Reclassifications	–	–	3,777	–	–	(3,777)	–
Disposals	–	–	(2,345)	(28)	(2)	(3,952)	(6,327)
Exchange realignment . .	13	(722)	(5,749)	(18)	(3)	(497)	(6,976)
At December 31, 2023 . .	1,240	5,154	52,162	558	308	491	59,913
Additions	2,242	3,930	7,193	484	451	7,930	22,230
Reclassifications	–	–	1,339	–	–	(1,339)	–
Disposals	–	–	(340)	(22)	(189)	(94)	(645)
Exchange realignment . .	(63)	35	1,432	1	(4)	183	1,584
At December 31, 2024 . .	3,419	9,119	61,786	1,021	566	7,171	83,082
Additions	–	–	–	124	–	8,953	9,077
Reclassifications	–	2,576	2,993	–	–	(5,569)	–
Disposals	–	–	(13)	(13)	–	–	(26)
Exchange realignment . .	121	6	212	23	(1)	(68)	293
At April 30, 2025	3,540	11,701	64,978	1,155	565	10,487	92,426
ACCUMULATED DEPRECIATION							
At January 1, 2022	–	45	8,700	36	14	–	8,795
Provided for the year . . .	–	107	6,636	62	31	–	6,836
Disposals	–	–	(4)	–	–	–	(4)
Exchange realignment . .	–	(8)	(376)	(1)	1	–	(384)
At December 31, 2022 . .	–	144	14,956	97	46	–	15,243
Provided for the year . . .	–	217	7,288	86	46	–	7,637
Disposals	–	–	(954)	(23)	(1)	–	(978)
Exchange realignment . .	–	(61)	(1,440)	(4)	(2)	–	(1,507)
At December 31, 2023 . .	–	300	19,850	156	89	–	20,395
Provided for the year . . .	–	369	7,126	154	93	–	7,742
Disposals	–	–	(192)	(20)	(70)	–	(282)
Exchange realignment . .	–	(16)	588	(2)	(1)	–	569
At December 31, 2024 . .	–	653	27,372	288	111	–	28,424
Provided for the period . .	–	186	2,475	70	35	–	2,766
Disposals	–	–	(5)	–	–	–	(5)
Exchange realignment . .	–	10	(76)	17	2	–	(47)
At April 30, 2025	–	849	29,766	375	148	–	31,138
CARRYING VALUES							
At December 31, 2022 . .	–	3,476	40,570	224	151	8,020	52,441
At December 31, 2023 . .	1,240	4,854	32,312	402	219	491	39,518
At December 31, 2024 . .	3,419	8,466	34,414	733	455	7,171	54,658
At April 30, 2025	3,540	10,852	35,212	780	417	10,487	61,288

The freehold lands are located in Cameroon and Peru.

The above items of property, plant and equipment, except for freehold lands and construction in progress, after taking into account the residual values, are depreciated on a straight-line basis over the useful lives at the following rates per annum:

Owned properties	4.8%-9.5%
Machinery	9.5%-31.7%
Motor vehicles	19.0%-31.7%
Office equipment	19.0%-31.7%

16. RIGHT-OF-USE ASSETS

	At December 31,			At April 30,
	2022	2023	2024	2025
	US\$'000	US\$'000	US\$'000	US\$'000
Leasehold lands	–	2,778	9,398	9,489
Leased properties	878	653	1,346	1,981
	<u>878</u>	<u>3,431</u>	<u>10,744</u>	<u>11,470</u>

	Year ended December 31,			Four months ended April 30,	
	2022	2023	2024	2024	2025
	US\$'000	US\$'000	US\$'000	US\$'000 (unaudited)	US\$'000
Depreciation charges					
– Leasehold lands	–	2	66	12	40
– Leasehold properties	322	386	460	141	227
Expenses relating to short-term leases	3,368	3,524	3,980	1,405	1,323
Additions to right-to-use assets					
– Leasehold lands	–	2,819	6,324	–	249
– Leased properties	249	206	1,225	4	852
Total cash outflow for leases	<u>3,741</u>	<u>6,817</u>	<u>10,915</u>	<u>1,576</u>	<u>1,829</u>

During the Track Record Period, the Group purchased certain leasehold lands in Uganda, Tanzania and Kenya and obtained the land use right certificates with remaining lease terms of 71-99 years.

In addition, the Group also leased warehouse, factory and office premises and a piece of land during the Track Record Period. Lease contracts were entered into for fixed term of 2 to 40 years. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. In determining the lease term and assessing the length of the non-cancellable period, the Group applies the definition of a contract and determines the period for which the contract is enforceable.

The Group regularly entered into short-term leases for premises. At the end of each reporting period, the portfolio of short-term leases is similar to the portfolio of short-term leases to which the short-term lease expenses disclosed above.

Restrictions or covenants on leases

In addition, lease liabilities of US\$969,000, US\$721,000, US\$1,427,000 and US\$2,049,000 are recognized with related right-of-use assets of US\$878,000, US\$653,000, US\$1,346,000 and US\$1,981,000 as at December 31, 2022, 2023 and 2024 and April 30, 2025, respectively. The lease agreements do not impose any covenants other than the security interests in the leased assets that are held by the lessors. Leased assets may not be used as security for borrowing purposes.

17. INVENTORIES

	At December 31,			At April 30,
	2022	2023	2024	2025
	US\$'000	US\$'000	US\$'000	US\$'000
Raw materials and spare parts	92,110	82,989	84,240	83,683
Work-in-progress	161	209	607	606
Finished goods	22,418	24,548	34,528	35,422
	<u>114,689</u>	<u>107,746</u>	<u>119,375</u>	<u>119,711</u>

18. TRADE RECEIVABLES

	At December 31,			At April 30,
	2022	2023	2024	2025
	US\$'000	US\$'000	US\$'000	US\$'000
Trade receivables	6,838	4,294	5,646	7,556
Less: Allowance for credit losses	(206)	(208)	(279)	(279)
	<u>6,632</u>	<u>4,086</u>	<u>5,367</u>	<u>7,277</u>

Included in trade receivables as at December 31, 2022, 2023 and 2024 and April 30, 2025 are amounts due from related companies, which are under common control by the Shareholders and are in the Remaining Sunda Group, totalling to US\$73,000, US\$121,000, US\$Nil and US\$Nil, respectively. These amounts due from related companies are trade-nature, unsecured and interest-free.

The Group grants credit terms to customers for up to 90 days from the invoice date for trade receivables. An ageing analysis of the trade receivables, net of allowance for credit losses, presented based on the invoice dates at the end of each reporting period is as follows:

	At December 31,			At April 30,
	2022	2023	2024	2025
	US\$'000	US\$'000	US\$'000	US\$'000
Within 1 month	4,976	3,342	4,751	6,404
In 2-3 months	445	659	545	609
In 4-6 months	314	6	18	264
In 7-12 months.	897	79	53	–
	<u>6,632</u>	<u>4,086</u>	<u>5,367</u>	<u>7,277</u>

As at December 31, 2022, 2023 and 2024 and April 30, 2025, included in the Group's trade receivables balances are debtors with aggregate carrying amounts of US\$1,211,000, US\$85,000, US\$71,000 and US\$264,000, respectively, which are past due as at the reporting date, of which US\$897,000, US\$79,000, US\$53,000 and US\$Nil, respectively, had been past due more than 90 days while they are not considered as in default because these customers have good business relationships with the Group and satisfactory settlement history. The Group does not hold any collateral over these balances.

Details of impairment assessment of trade receivables as at December 31, 2022, 2023 and 2024 and April 30, 2025 are set out in note 33.

19. OTHER RECEIVABLES, DEPOSITS AND PREPAYMENTS

	Group				Company			
	At December 31,			At April 30,	At December 31,			At April 30,
	2022	2023	2024	2025	2022	2023	2024	2025
	US\$'000	US\$'000	US\$'000	US\$'000	US\$'000	US\$'000	US\$'000	US\$'000
Due from Century BVI . . .	1,694	–	–	–	–	–	–	–
Due from related companies	18,079	24,687	–	–	–	–	–	–
Other receivables and deposits	406	1,381	720	1,575	–	–	–	–
VAT recoverable	17,888	11,092	7,429	6,515	–	–	–	–
Prepayments	2,694	11,337	13,509	14,026	–	–	–	–
Deferred issue costs . . .	–	–	439	1,234	–	–	439	1,234
Due from subsidiaries . . .	–	–	–	–	–	–	39,311	51,416
	<u>40,761</u>	<u>48,497</u>	<u>22,097</u>	<u>23,350</u>	<u>–</u>	<u>–</u>	<u>39,750</u>	<u>52,650</u>
Less: Prepayments for purchases of machinery and equipment that classified as non-current assets	(253)	(1,694)	(4,774)	(5,436)	–	–	–	–
Current portion	<u>40,508</u>	<u>46,803</u>	<u>17,323</u>	<u>17,914</u>	<u>–</u>	<u>–</u>	<u>39,750</u>	<u>52,650</u>

The Group's due from Century BVI and related companies are further analysed as follow:

	Maximum amount outstanding during								
	At January 1,	At December 31,			At April 30,	the year ended December 31,			the four months ended April 30,
	2022	2022	2023	2024	2025	2022	2023	2024	2025
	US\$'000	US\$'000	US\$'000	US\$'000	US\$'000	US\$'000	US\$'000	US\$'000	US\$'000
Due from:									
Century BVI	–	1,694	–	–	–	1,694	1,694	–	–
Solipro Limited.	–	–	17,005	–	–	–	17,005	17,005	–
Guangzhou Sunda	–	–	–	–	–	–	91	143	–
Sunda Ghana Limited. . . .	–	8,646	2,700	–	–	8,646	8,646	2,700	–
Keds Tanzania Company Limited.	–	26	32	–	–	26	32	32	–
Best Ceramics Uganda Limited.	–	1,327	199	–	–	1,327	1,327	199	–
Housemart Peru S.A.C. . . .	–	644	934	–	–	644	1,871	2,371	–
Housemart Benin Limited . .	–	–	6	–	–	–	6	6	–
House Mart SARL	–	72	–	–	–	72	72	–	–
Sunsteel Côte d'Ivoire Investment Limited SARL	–	7,162	3,391	–	–	7,162	7,162	3,391	–
Century Industrial Fze	–	44	–	–	–	44	204	–	–
Sunda (K) Industrial Company Limited	–	15	–	–	–	15	15	–	–
Sunda (SN) Limited	–	27	96	–	–	27	96	96	–
Homepro (SN) Limited SUARL	–	–	1	–	–	–	1	21	–
Sunda (Ghana) Investment Company Limited	–	116	323	–	–	116	325	323	–
	–	<u>19,773</u>	<u>24,687</u>	–	–	<u>–</u>	<u>–</u>	<u>–</u>	<u>–</u>
	–	<u>–</u>	<u>–</u>	–	–	<u>–</u>	<u>–</u>	<u>–</u>	<u>–</u>

Details of impairment assessment of the Group's amounts due from Century BVI and related companies, other receivables and deposits as at December 31, 2022, 2023 and 2024 and April 30, 2025 are set out in note 33.

The Group's amounts due from Century BVI and related companies, which are under common control by the Shareholders and are in the Remaining Sunda Group, are non trade-nature, unsecured, interest-free and repayable on demand. The Group's amounts due from Century BVI and related companies were fully settled in 2023 and 2024, respectively.

The Company's amounts due from subsidiaries as at December 31, 2024 and April 30, 2025 are non trade-nature, unsecured, interest-free and repayable on demand.

20. BANK DEPOSITS, BANK BALANCES AND CASH

As at December 31, 2022, 2023 and 2024 and April 30, 2025, bank balances of the Group and the Company carry interest at prevailing market rates.

As at December 31, 2022, 2023 and 2024, the Group and the Company did not have bank deposits. As at April 30, 2025, the Group and the Company had bank deposits with original maturity less than 3 months amounting to US\$27,754,000 and US\$16,110,000, respectively, which carried interest at fixed rates ranging from 2.2% to 4.3% per annum.

Details of impairment assessment of bank deposits and balances as at December 31, 2022, 2023 and 2024 and April 30, 2025 are set out in note 33.

21. TRADE PAYABLES

The credit period on trade payables to third parties is up to 90 days. The following is an ageing analysis of trade payables of the Group presented based on the invoice date at the end of each reporting period:

	At December 31,			At April 30,
	2022	2023	2024	2025
	US\$'000	US\$'000	US\$'000	US\$'000
Within 3 months	33,400	41,991	42,088	42,986
In 4-6 months	2,714	849	1,171	220
Over 6 months	4,760	948	3	81
	<u>40,874</u>	<u>43,788</u>	<u>43,262</u>	<u>43,287</u>

Included in trade payables as at December 31, 2022, 2023 and 2024 and April 30, 2025 are amounts due to related companies, which are under common control by the Shareholders and are in the Remaining Sunda Group, totalling to US\$10,246,000, US\$5,392,000, US\$3,431,000 and US\$1,790,000, respectively. These amounts due to related companies are trade-nature, unsecured and interest-free.

22. OTHER PAYABLES AND ACCRUALS**Group**

	At December 31,			At April 30,
	2022	2023	2024	2025
	US\$'000	US\$'000	US\$'000	US\$'000
Other payables and accrued expenses	587	1,058	3,740	1,438
Staff costs payable	1,638	3,119	4,981	5,672
Other taxes payables	1,373	4,556	2,662	3,382
Accrued listing expenses and share issue costs	–	–	809	1,863
Payables for purchasing property, plant and equipment	–	–	–	1,809
Consideration payable for a freehold land due to a related company	–	1,240	–	–
	<u>3,598</u>	<u>9,973</u>	<u>12,192</u>	<u>14,164</u>

As at December 31, 2023, the amount due to the related company is under common control by the Shareholders and is in the Remaining Sunda Group, and is unsecured, interest-free and repayable on demand.

Company

The amounts due to subsidiaries are unsecured, interest-free and repayable on demand. These amounts were fully settled in the four months ended April 30, 2025.

23. CONTRACT LIABILITIES

	At December 31,			At April 30,
	2022	2023	2024	2025
	US\$'000	US\$'000	US\$'000	US\$'000
Related to:				
Sale of products.	2,739	2,462	6,833	5,842
Rebates	<u>1,496</u>	<u>2,135</u>	<u>2,914</u>	<u>2,119</u>
	<u>4,235</u>	<u>4,597</u>	<u>9,747</u>	<u>7,961</u>

The above contract liabilities are expected to be settled in the next year from the end of the reporting period.

Included in contract liabilities arising from sales of products as at December 31, 2022, 2023 and 2024 and April 30, 2025 are amounts due to related companies, which are common control by the Shareholders and are in the Remaining Sunda Group, totalling to US\$912,000, US\$Nil, US\$Nil and US\$Nil, respectively.

During the years ended December 31, 2023 and 2024 and the four months ended April 30, 2025, the Group's revenue includes contract liability balance at the beginning of the year/period amounting to US\$4,235,000, US\$4,597,000 and US\$9,464,000, respectively.

24. LEASE LIABILITIES

	At December 31,			At April 30,
	2022	2023	2024	2025
	US\$'000	US\$'000	US\$'000	US\$'000
Non-current	560	283	936	1,471
Current	409	438	491	578
	<u>969</u>	<u>721</u>	<u>1,427</u>	<u>2,049</u>
Lease liabilities payable:				
Within one year	409	438	491	578
Within a period of more than one year but not exceeding two years	396	137	382	481
Within a period of more than two years but not exceeding five years	111	106	486	928
Within a period of more than five years	<u>53</u>	<u>40</u>	<u>68</u>	<u>62</u>
	<u>969</u>	<u>721</u>	<u>1,427</u>	<u>2,049</u>

The weighted average incremental borrowing rates applied to lease liabilities were 8.2%, 8.7%, 7.2%, 8.8% and 5.8% for the years ended December 31, 2022, 2023 and 2024 and four months ended April 30, 2024 (unaudited) and 2025, respectively.

25. BORROWINGS

	At December 31,			At April 30,
	2022	2023	2024	2025
	US\$'000	US\$'000	US\$'000	US\$'000
Bank borrowing, unsecured and unguaranteed (<i>Note (i)</i>)	398	—	—	—
Bank borrowing, secured and unguaranteed (<i>Note (i)</i>)	6,389	—	—	—
Bank borrowing, secured and guaranteed (<i>Note (ii)</i>)	—	2,817	—	—
	<u>6,787</u>	<u>2,817</u>	<u>—</u>	<u>—</u>
Advances from Century BVI, unsecured and unguaranteed (<i>Note (iii)</i>)	1,511	2,012	—	—
Advances from other related companies, unsecured and unguaranteed (<i>Note (iii)</i>)	151,256	83,356	—	—
Loans from Century BVI, unsecured and unguaranteed (<i>Note (iv)</i>)	—	7,662	—	—
Loans from other related companies, unsecured and unguaranteed (<i>Note (v)</i>)	9,657	—	—	—
Loan from Chaoyuet Holding, unsecured and unguaranteed (<i>Note (vii)</i>)	—	—	1,001	—
Other borrowing, unsecured and unguaranteed (<i>Note (vi)</i>)	161	—	—	—
	<u>162,585</u>	<u>93,030</u>	<u>1,001</u>	<u>—</u>
Total borrowings	<u>169,372</u>	<u>95,847</u>	<u>1,001</u>	<u>—</u>

Notes:

- (i) As at December 31, 2022, the bank borrowings included: (a) an unsecured and unguaranteed bank loan of US\$398,000, bore interest at fixed-rate of 8.8% per annum and was fully repaid in 2023; and (b) a secured and unguaranteed bank loan of US\$6,389,000, which was secured by floating charges of certain property, plant and equipment, inventories and trade receivables of the Group totalling to US\$7,935,000, bore interest at variable-rate of 7.5% per annum and was repayable from 2023 to 2027; and the bank loan was early and fully repaid in 2023.

- (ii) As at December 31, 2023, the secured and guaranteed bank borrowing was secured by certain properties held by a related company, which is owned by the Shareholders through the Remaining Sunda Group, and certain intra-group receivables amounting to US\$4,661,000 within the Group; and the repayment of the bank loan was also jointly guaranteed by certain related companies, which are owned by the Shareholders through the Remaining Sunda Group, and a subsidiary of the Company. The bank loan bore interest at fixed-rate of 3.9% per annum and was repaid in 2024.
- (iii) The advances from Century BVI and other related companies, which are owned by the Shareholders through the Remaining Sunda Group, were interest-free and repayable on demand. These advances were fully settled in 2024.
- (iv) The loans from Century BVI bore interest at fixed interest rates ranging from 6.7% to 8.0% per annum and were repayable from 2024 to 2027. The loans from Century BVI were early repaid in 2024.
- (v) The loans from other related companies, which are owned by the Shareholders through the Remaining Sunda Group, bore interest at fixed-rates ranging from 3.7% to 9.0% per annum and were repayable within one year from the end of the reporting period. These loans from related companies were fully repaid during 2023.
- (vi) The other borrowing bore interest at fixed-rate of 3% per annum and was repaid in 2023.
- (vii) The loan from Chaoyuet Holding was acquired arising from acquisition of Colline Limited ("Colline") and its subsidiaries in December 2024, further details of which are set out in note 39. As at December 31, 2024, the loan was interest-free and repayable on demand. The loan was fully repaid in January 2025.

	At December 31,			At April 30,
	2022	2023	2024	2025
	US\$'000	US\$'000	US\$'000	US\$'000
The carrying amounts of the above borrowings are repayable:				
<u>Bank borrowings</u>				
Within one year	2,068	2,817	–	–
Within a period of more than one year but not exceeding two years	1,670	–	–	–
Within a period of more than two years but not exceeding five years	3,049	–	–	–
	<u>6,787</u>	<u>2,817</u>	<u>–</u>	<u>–</u>
<u>Loans/advances from Chaoyuet Holding, Century BVI, other related companies and other borrowing</u>				
Within one year or on demand	162,585	90,168	1,001	–
Within a period of more than one year but not exceeding two years	–	2,662	–	–
Within a period of more than two years but not exceeding five years	–	200	–	–
	<u>162,585</u>	<u>93,030</u>	<u>1,001</u>	<u>–</u>
Total borrowings	169,372	95,847	1,001	–
Less: Amounts due within one year or on demand shown under current liabilities	<u>(164,653)</u>	<u>(92,985)</u>	<u>(1,001)</u>	<u>–</u>
Amounts shown under non-current liabilities	<u>4,719</u>	<u>2,862</u>	<u>–</u>	<u>–</u>

26. OTHER FINANCIAL LIABILITY

The Group and the Company

	As at December 31,			As at April 30,
	2022	2023	2024	2025
Other financial liability	–	–	–	31,084
	=	=	=	=

Pursuant to a subscription agreement, including other transaction documents, entered into amongst the Company, Sunda Enterprise and International Finance Corporation (the “Pre-IPO Investor”) on February 18, 2025, the Company issued 15,000,000 new ordinary shares of the Company with a par value of US\$0.0001 each (the “Pre-IPO Investor Shares”), together with a put option and certain special rights, to the Pre-IPO Investor at US\$2 per ordinary share for a total net cash proceed of US\$30,000,000. This transaction (the “Pre-IPO Investment”) was completed on February 20, 2025.

As part of the terms under the Pre-IPO Investment, the Pre-IPO Investor is granted the put option that imposed an obligation to the Company to purchase the Pre-IPO Investor Shares from the Pre-IPO Investor at a cash purchase amount equivalent to an annual internal rate of return on the amount the Pre-IPO Investor invested in the Pre-IPO Investment; giving rise to an “other financial liability” of the Company, even if such obligation is conditional on the Pre-IPO Investor exercising the put option if certain prescribed events occur, as further detailed below.

The other financial liability is initially recognized (correspondingly debited to “other reserve”) and is determined based on the present value of the cash purchase amount at an annual effective interest rate of 4.7%. The other financial liability is subsequently measured at amortized cost with accretion of interest thereon recognized over time and charged to profit or loss as “finance cost”. Upon the lapse/cancellation/termination of the put option and these special rights, the carrying amount of the other financial liability is derecognized and credited directly to the “other reserve” of the Company.

The movements of other financial liability for the Track Record Period are as follows:

	US\$'000
At January 1, 2022, December 31, 2022, 2023 and 2024	–
Recognition of other financial liability	30,763
Accretion of interest during the period	321
At April 30, 2025	31,084

In addition, the Pre-IPO Investor is also granted under the terms of the Pre-IPO Investment certain special rights including, amongst others, an event of default (“EoD”) exit right, down round protection and right to guarantee return, etc. These special rights and other principal details of the Pre-IPO Investment are set out below:

Put Option Agreement***Put option***

On February 18, 2025, the Company, Sunda Enterprise and the Pre-IPO Investor entered into the “Put Option Agreement”, one of the transaction documents, pursuant to which the Pre-IPO Investor is granted a put option and an EoD exit right, both contingent upon specific conditions.

The put option is not effective and shall become effective only upon the earliest occurrence of: (i) the Company withdrawing its listing application filed with the Stock Exchange on January 27, 2025; (ii) the Stock Exchange rejecting or returning the said application; or (iii) the Company failing to complete the Listing by August 31, 2026.

Upon effective, the Pre-IPO Investor is entitled to require the Company or Sunda Enterprise to repurchase its Pre-IPO Investor Shares at a cash purchase amount equivalent to an annual internal rate of return on the amount it invested in the Pre-IPO Investment pursuant to the put option at any time during the period commencing September 1, 2026, and ending on the earlier of the completion of the Listing or the fifth anniversary of the Pre-IPO Investor's share subscription date. The Company applied an effective interest rate to derive the present value of a financial liability in respect of the obligation under the put option and the financial liability was subsequently measured at amortized cost.

EoD exit right

The EoD exit right is not effective and shall become effective upon the earliest occurrence of: (i) withdrawal of the January 27, 2025 listing application; (ii) rejection or return of that application by the Stock Exchange; or (iii) the lapse of six months from January 27, 2025 (the "Original EoD Exit Effective Date"); and only occurrence of an EoD exit trigger event (including material uncured breaches of the Investment Agreement (as defined below), specified breaches of representations/warranties, bankruptcy, asset seizure/condemnation, or change of control).

The EoD exit trigger period begins on the date on which the Pre-IPO Investor subscribes for the Pre-IPO Investor Shares and ends on earlier to occur of (a) the date on which the Pre-IPO Investor no longer owns any Pre-IPO Investor Shares; and (b) on the date that falls on the fifth anniversary of the Pre-IPO Investor's share subscription date. If the Company files a new listing application after the Original EoD Exit Effective Date and before any EoD exit trigger event occurs, the EoD exit right is automatically terminated upon filing but reinstates immediately if that subsequent application is withdrawn, rejected, returned, or lapses. Furthermore, should an EoD exit trigger event occur after the Original EoD Exit Effective Date, the Company is restricted from filing any new listing application until three months after the EoD exit right is restored or becomes effective.

Upon effective, the Pre-IPO Investor is entitled to require the Company or Sunda Enterprise to repurchase its Pre-IPO Investor Shares at a cash purchase amount equivalent to an annual internal rate of return on the amount it invested in the Pre-IPO Investment pursuant to the EoD exit right at any time during the EoD exit trigger period. The directors of the Company considered that the EoD exit trigger events are unlikely to occur and a financial liability in respect of the obligation under the EoD exit right is immaterial, if any.

Deed of Fixed Returns

On February 18, 2025, Sunda Enterprise and the Pre-IPO Investor entered into the "Deed of Fixed Returns", one of the transaction documents, pursuant of which, in the event the Listing occurring during the period between the date on which the Pre-IPO Investor subscribes to the Pre-IPO Investor Shares under the Pre-IPO Investment and August 31, 2026 (both dates inclusive), the Pre-IPO Investor shall be entitled to a guaranteed fixed rate of return (the "Guaranteed Return"). The amount of the Guaranteed Return to be realized by the Pre-IPO Investor in the event that the Pre-IPO Investor sells the Pre-IPO Investor Shares within 180 days from the day of the Listing shall be equal to (as the case may be):

- (a) If the Listing is completed on or prior to December 31, 2025:

US\$30,000,000/the total number of the Pre-IPO Investor Shares x the number of The Pre-IPO Investor Shares to be sold by the Pre-IPO Investor

- (b) If the Listing is completed on or after January 1, 2026:

US\$33,000,000/the total number of the Pre-IPO Investor Shares x the number of The Pre-IPO Investor Shares to be sold by the Pre-IPO Investor

Sunda Enterprise will compensate the Pre-IPO Investor the shortfall if the aggregate amount realized by the Pre-IPO Investor from the sale of the Pre-IPO Investor Shares is less than the amount of the Guaranteed Return.

Since the right to the Guaranteed Return is a private arrangement between Sunda Enterprise and the Pre-IPO Investor, the Company is not liable and has no obligation for compensating the Pre-IPO Investor under such arrangement and no financial liability is recognized.

Investment Agreement

As part of the terms under the Pre-IPO Investment, on February 18, 2025, the Company, Sunda Enterprise, Century BVI and the Pre-IPO Investor entered into the “Investment Agreement”, one of the transaction documents, pursuant to which the Pre-IPO Investor was granted certain other special rights in relation to the Company, including, among others, the right to appoint and remove one director to the Company’s board of directors starting January 1, 2026; approval rights over certain major corporate actions; access to company information; preemptive rights to maintain their ownership percentage; tag-along rights to sell shares alongside major shareholders; the right to demand the Company complete a listing of its ordinary shares on any securities exchange by December 31, 2027, if one has not occurred; and a right of first refusal on major share sales. The Pre-IPO Investor also received full ratchet anti-dilution right entitling it to additional free ordinary shares of the Company if future ordinary shares of the Company are issued below its price in the Pre-IPO Investment, except for, inter alia, the Pre-IPO Share Options (as defined and detailed in note 29), share split or stock dividend (“down round protection”); the right to receive free ordinary shares of the Company if final audited financial results deviated negatively by 10% or more from specific historical figures provided to the Pre-IPO Investor; and the right to financial compensation if final audited annual results deviated negatively by 5% or more from draft figures provided for the same year. Subject to regulatory approvals and the Stock Exchange waivers, the Pre-IPO Investor also has the right to participate in the Company’s international offering of ordinary shares of the Company. Crucially, all these special rights terminate immediately upon the earlier of: (a) the Listing (if the Pre-IPO Investor does not participate in the international offering), or (b) the submission of a waiver application to the Stock Exchange concerning the Pre-IPO Investor’s participation (if the Pre-IPO Investor does participate in the international offering). The directors of the Company considered that the fair value of the down round protection and other special rights under the Investment Agreement was immaterial and therefore no derivative liability was recognized by the Company.

Policy Agreement

On February 18, 2025, the Company and the Pre-IPO Investor entered into the “Policy Agreement”, one of the transaction documents, pursuant to which the Group agreed to adopt certain corporate governance and reporting measures. Under the Policy Agreement, the Pre-IPO Investor will not have any special right after the Listing but the Company will have contractual obligations to comply with the requirements of the Policy Agreement including the above requirements. No financial instrument was recognized by the Company.

27. DEFERRED TAXATION

	At December 31,			At April 30,
	2022	2023	2024	2025
	US\$'000	US\$'000	US\$'000	US\$'000
Deferred tax assets	7,414	8,820	7,491	8,910
Deferred tax liabilities	(1,378)	(728)	(2,863)	(3,129)
	<u>6,036</u>	<u>8,092</u>	<u>4,628</u>	<u>5,781</u>

The following is the deferred tax assets (liabilities) recognized and movements thereon during the Track Record Period.

	Property, plant and equipment	Unrealized profits in inventories	Others	Total
	US\$'000	US\$'000	US\$'000	US\$'000
At January 1, 2022	2,492	–	(737)	1,755
(Charge) credit to profit or loss for the year (Note 9)	(167)	3,543	912	4,288
Exchange realignment	56	–	(63)	(7)
At December 31, 2022	2,381	3,543	112	6,036
(Charge) credit to profit or loss for the year (Note 9)	(1,480)	2,125	1,572	2,217
Exchange realignment	111	–	(272)	(161)
At December 31, 2023	1,012	5,668	1,412	8,092
Charge to profit or loss for the year (Note 9)	(1,438)	(1,174)	(772)	(3,384)
Exchange realignment	(95)	–	15	(80)
At December 31, 2024	(521)	4,494	655	4,628
(Charge) credit to profit or loss for the period (Note 9)	(912)	1,800	193	1,081
Exchange realignment	12	–	60	72
At April 30, 2025	(1,421)	6,294	908	5,781

Under the income tax laws and regulations prevailing in the countries that the Group operates, withholding tax are imposed on dividends declared in respect of profits earned by certain subsidiaries. Deferred taxation has not been provided for in the Historical Financial Information in respect of temporary differences attributable to accumulated profits of these subsidiaries amounting to US\$20,994,000, US\$53,087,000, US\$106,734,000 and US\$122,344,000 as at December 31, 2022, 2023 and 2024 and April 30, 2025, respectively, as the Group is able to control the timing of the reversal of the temporary differences and it is probable that the temporary differences will not reverse in the foreseeable future.

28. CAPITAL**Group**

The capital of the Group as at January 1, 2022, December 31, 2022, 2023 (represented the combined capital of the following companies) and 2024 and April 30, 2025 and their movements are as follows:

US\$'000

At January 1, 2022

Softcare Zambia (<i>Note</i>)	97
	<u>97</u>
Issue of shares/paid-up registered capital during the year ended December 31, 2022	
The Company	50
Softcare BVI Holdco (<i>Note</i>)	—*
Softcare Ghana (<i>Note</i>)	999
Softcare Impex Uganda (<i>Note</i>)	—*
Softcare Benin (<i>Note</i>)	564
Softcare Kenya (<i>Note</i>)	870
Guangzhou Sengong (<i>Note</i>)	158
Kewor (<i>Note</i>)	13
Softcare Tanzania (<i>Note</i>)	998
Softcare Senegal (<i>Note</i>)	2
	<u>3,654</u>
At December 31, 2022	<u>3,751</u>

Issue of shares during the year ended December 31, 2023

Softcare (U) Uganda (<i>Note</i>)	100

At December 31, 2023.	3,851
Eliminated of capital pursuant to the Group Reorganization (<i>Note</i>)	<u>(3,801)</u>

At December 31, 2024.	50
Cancellation of ordinary shares of the Company (<i>Note (b)(ii) below</i>)	(17)
Issue of new ordinary shares of the Company (<i>Note (b)(iv) below</i>)	17
Issue of new ordinary shares of the Company, together with put option and certain special rights (<i>Note (c) below</i>)	<u>2</u>

At April 30, 2025.	<u>52</u>

* less than US\$1,000.

Note: These subsidiaries were indirectly acquired by the Company at a total cash consideration of US\$6,246,000 and became subsidiaries of the Company during the year ended December 31, 2024 pursuant to the Group Reorganization, details of which are set out in note 2. Their capitals were, therefore, eliminated on consolidation.

Company

During the Track Record Period, the movements of the Company's share capital are as follows:

	Number of ordinary shares	Par value	Share capital
	'000	US\$	US\$'000
Authorized:			
At February 17, 2022 (incorporation),			
December 31, 2022, 2023, 2024 (<i>Note (a)</i>) . . .	50	1.0000	50
Subdivision of ordinary shares			
(<i>Note (b)(i)</i>)	499,950	0.0001	–
Increase of authorized ordinary share capital			
(<i>Note (b)(iii)</i>)	500,000	0.0001	50
At April 30, 2025	<u>1,000,000</u>	0.0001	<u>100</u>
Issued and paid-up:			
At February 17, 2022 (incorporation),			
December 31, 2022, 2023, 2024 (<i>Note (a)</i>) . . .	50	1.000	50
Subdivision of ordinary shares (<i>Note (b)(i)</i>) . . .	499,950	0.0001	–
Cancellation of ordinary shares (<i>Note (b)(ii)</i>) . . .	(168,261)	0.0001	(17)
Issue of new ordinary shares (<i>Note (b)(iv)</i>) . . .	168,261	0.0001	17
Issue of new ordinary shares, together with put option and certain special rights			
(<i>Note (c)</i>)	15,000	0.0001	2
At April 30, 2025	<u>515,000</u>	0.0001	<u>52</u>

Notes:

- (a) On February 17, 2022, the Company was incorporated in the Cayman Islands as an exempted company with limited liability under the Companies Act (As Revised) Chapter 22 of the Cayman Islands.

As of the date of incorporation of the Company, its authorized ordinary share capital was US\$50,000 divided into 50,000 ordinary shares of US\$1.00 each. Upon its incorporation, one ordinary share was allotted and issued to an initial subscriber at par, and such ordinary share was transferred to Century BVI at par on the same day. On the same day, the Company further allotted and issued 49,999 ordinary shares, credited as fully-paid at par, to Century BVI.

As at December 31, 2022, 2023 and 2024, the share capital of the Company is US\$50,000.

- (b) Pursuant to the then sole shareholder's written resolutions of the Company passed on January 15, 2025:
- each of the Company's issued and unissued ordinary shares of US\$1.00 each was subdivided into 10,000 ordinary shares of US\$0.0001 each, such that following the subdivision ("Subdivision of Shares"), (1) the authorized share capital of the Company was changed from US\$50,000 divided into 50,000 ordinary shares of a par value of US\$1.00 each to US\$50,000 divided into 500,000,000 ordinary shares of a par value of US\$0.0001 each; and (2) the issued ordinary share capital of the Company was changed to US\$50,000 divided into 500,000,000 Shares of a par value of US\$0.0001 each;
 - a total of 168,260,500 ordinary shares of US\$0.0001 each were surrendered by Century BVI at nil consideration, which were immediately canceled by the Company (the "Surrender of Shares") and a total amount of US\$17,000 was credited to share premium of the Company;
 - the authorized ordinary share capital of the Company was increased from US\$50,000 divided into 500,000,000 ordinary shares of a par value of US\$0.0001 each to US\$100,000 divided into 1,000,000,000 ordinary shares of a par value of US\$0.0001 each;

- (iv) a total of 168,260,500 ordinary shares were allotted and issued to the delegates of certain existing and former employees and senior management of the Group (the “Shares Allotment”) at par, credited as fully paid.
- (c) On February 20, 2025, the Company issued 15,000,000 new ordinary shares of the Company, together with put option and certain special rights, to the Pre-IPO Investor for a total cash consideration of US\$30,000,000, the excess of the cash consideration received for the issuance of the new ordinary shares over their par value amounting to US\$29,998,000 is credited to share premium of the Company.

29. PRE-IPO SHARE OPTION SCHEME

Pursuant to written resolutions passed on January 15, 2025, the Company adopted a Pre-IPO Share Option Scheme (the “Pre-IPO Share Option Scheme”). The Pre-IPO Share Option Scheme is valid and effective for a period of 10 years from the Listing date, subject to earlier termination by the Company in general meeting or by the board of directors. The purpose of the Pre-IPO Share Option Scheme is to provide an incentive or reward for the grantees for their contribution or potential contribution to the Group.

Under the Pre-IPO Share Option Scheme, the board of directors of the Company may, at its discretion, grant options to subscribe for ordinary shares of the Company to any director and employee of the Group (including persons who are granted options under the Pre-IPO Share Option Scheme as an inducement to enter into employment contracts with the Group) to subscribe for such number of new ordinary shares of the Company as the board of directors of the Company or its duly authorized committee may determine at an exercise price determined in accordance with below.

The maximum number of ordinary shares in respect of which options may be granted under the Pre-IPO Share Option Scheme shall be up to 0.55% of the total number of ordinary shares of the Company in issue immediately upon completion of the initial public offering of the Company, but excluding any ordinary shares which may be issued upon the exercise of the options granted under the Pre-IPO Share Option Scheme, or to be granted under the Post-IPO Share Option Scheme, other share schemes as defined in the rules of the Pre-IPO Share Option Scheme and ordinary shares of the Company that may fall to be issued upon the exercise of the over-allotment option.

In recognition of the contributions made by the employees of the Group towards its growth and success, on February 28, 2025 (the “Offer Date”), a total of 19 eligible participants were offered options to subscribe for an aggregate of 2,218,200 new ordinary shares of the Company, at an exercise price of HK\$2.26 per ordinary share of the Company as decided by the Company’s board of directors on the Offer Date.

Each of the grantees to whom an option has been granted under the Pre-IPO Share Option Scheme shall be entitled to exercise his/her option in the manner as specified in the offer letter in respect of the grant of options (the “Offer Letter”). Depending on the ranking and duration of services of the eligible participants with the Group, there are three vesting options in which the granted options shall vest with the grantee:

Vesting option 1

- Up to 33% of the ordinary shares that are subject to the granted options (rounded down to the nearest whole number) shall be vested on the day falling on the 1st anniversary of the date of the Offer Letter;
- Up to 33% of the ordinary shares that are subject to the granted options (rounded down to the nearest whole number) shall be vested on the day falling on the 2nd anniversary of the date of the Offer Letter; and
- Up to 34% of the ordinary shares that are subject to the granted options (rounded down to the nearest whole number) shall be vested on the day falling on the 3rd anniversary of the date of the Offer Letter.

Vesting option 2

- Up to 50% of the ordinary shares that are subject to the granted options (rounded down to the nearest whole number) shall be vested on the day falling on the 1st anniversary of the date of the Offer Letter; and
- Up to 50% of the ordinary shares that are subject to the granted options (rounded down to the nearest whole number) shall be vested on the day falling on the 2nd anniversary of the date of the Offer Letter.

Vesting option 3

- Up to 100% of the ordinary shares that are subject to the granted options (rounded down to the nearest whole number) shall be vested on the day falling on the 1st anniversary of the date of the Offer Letter.

Additional vesting conditions include (i) the Company's ordinary shares remain listed on the Stock Exchange on the relevant vesting date; and (ii) the vesting percentage of the granted options shall be further adjusted based on the annual performance appraisal targets achieved by the grantee as determined in the sole and absolute discretion by the board of directors of the Company or its duly authorized committee from time to time. All granted options that are not vested during the periods as specified in above due to the failure to achieve the annual performance appraisal targets by the grantee shall be automatically forfeited.

The exercise price of an ordinary share of the Company in respect of each option offered to an eligible participant shall, subject to any adjustments made in the event of any alteration in the capital structure of the Company whilst any option may become or remains exercisable on the basis that a grantee shall have the same proportion of the equity capital of the Company he/she entitled to at the date of grant after the alternation of capital, be determined by the board of directors of the Company or its duly authorized committee in its sole and absolute discretion but in any event, must be at least the higher of: (i) the closing price of the ordinary shares of the Company as stated in the Stock Exchange's daily quotations sheets on the date of the offer of the share options, which must be a business day; (ii) the average closing price of the ordinary shares of the Company as stated in the Stock Exchange's daily quotations sheets for the five business days immediately preceding the date of grant; and (iii) the nominal value of the ordinary shares of the Company.

The 2,218,200 options granted under the Pre-IPO Share Option Scheme on February 28, 2025 have fair value of approximately US\$2.4 million and did not lapse, cancel or expire and remained outstanding and unexercisable as at April 30, 2025. During the four months ended April 30, 2025, the Group and the Company recognized share-based payments expense of US\$481,000.

Subsequent to the end of the Track Record Period, on June 17, 2025, 121,500 options were further offered to an employee under the Pre-IPO Share Option Scheme with vesting option 1 to subscribe for 121,500 new ordinary shares of the Company at an exercise price of HK\$2.26 per ordinary share of the Company.

30. RETIREMENT BENEFITS SCHEMES

The Group participates in defined contribution retirement schemes organized by the relevant local government authorities in countries where the Group operates. Employees of the Group eligible for participating in the retirement schemes are entitled to retirement benefits from the schemes. The Group is required to make contributions to the retirement schemes up to the time of retirement of the eligible employees, excluding those employees who resign before their retirement, at a percentage that is specified by the local government authorities. The contributions paid and payable to the schemes by the Group are disclosed in note 10.

31. RELATED PARTY TRANSACTIONS

- (a) Save as disclosed in notes 2, 8, 11, 13, 18, 19, 21, 22, 23, 25, 26, 28, 29 and 39 to the Historical Financial Information, the Group had the following material related party transactions during the Track Record Period:

		Year ended December 31,			Four months ended April 30,	
	Notes	2022	2023	2024	2024	2025
		US\$'000	US\$'000	US\$'000	US\$'000	US\$'000
					(unaudited)	
<u>The Remaining Sunda Group</u>						
Interest expense	(i)	6,770	222	307	167	–
Short-term leases	(ii)	2,271	2,631	3,158	1,206	889
Royalty fees for trademarks use . . .	(ii)	8,975	10,637	–	–	–
Purchases of materials, spare parts and equipment	(ii)	3,474	1,957	1,118	361	112
Purchases of agency and other services	(ii)	520	526	1,404	218	430
Purchases of water and utilities . . .	(ii)	445	372	430	155	122
Integrated support services fees in respect of logistics, warehousing and handling services and labour support services	(ii)	7,542	8,302	9,792	2,928	3,426
Information technology services fee	(ii)	1,392	2,466	2,449	848	729
Purchases of leasehold and freehold lands and properties	(ii)	–	1,227	6,491	–	–
Purchases of trademarks	(ii)	–	–	175	–	–
Sales of materials, spare parts, products and equipment.	(ii)	(4,098)	(656)	(44)	(5)	(10)
Royalty income for trademarks use	(ii)	–	–	(3)	–	(1)

Notes:

- (i) Include in the interest expense was an amount of US\$6,214,000 for the year ended December 31, 2022, which arose from a loan of approximately GHS332,224,000 (equivalent to US\$51,588,000) from the predecessor company in Ghana bearing interest at 20% per annum that was advanced to the Group and was fully repaid in 2022. The other interest expense for the years ended December 31, 2022, 2023 and 2024 arose from interest-bearing loans from related companies, details of which are set out in note 25.
- (ii) These transactions were conducted in accordance with terms of agreements with the related companies.

(b) Compensation of key management personnel

The remuneration of the directors of the Company and other members of key management of the Group during the Track Record Period were as follows:

	Year ended December 31,			Four months ended April 30,	
	2022	2023	2024	2024	2025
	US\$'000	US\$'000	US\$'000	US\$'000 (unaudited)	US\$'000
Short-term benefits	272	602	1,055	244	680
Post-employment benefits	14	15	21	7	18
Share-based payments (Note 29) . .	—	—	—	—	304
	<u>286</u>	<u>617</u>	<u>1,076</u>	<u>251</u>	<u>1,002</u>

32. CAPITAL RISK MANAGEMENT

The Group manages its capital to ensure that entities in the Group will be able to continue as a going concern while maximising the return to owners of the Company through the optimization of the debt and equity balance. The Group's overall strategy remains unchanged from the Track Record Period.

The capital structure of the Group consists of net debts, which includes lease liabilities (note 24), borrowings (note 25) and other financial liability (note 26) net of bank deposits, bank balances and cash (note 20) and equity attributable to owners of the Group, comprising capital and reserves. The Group is not subject to any externally imposed capital requirement.

Management of the Group reviews the capital structure on a regular basis and considers the cost of capital and the risks associated with each class of capital. The Group will balance its overall capital structure through new share issues and raise of new borrowings.

33. FINANCIAL INSTRUMENTS**Categories of financial instruments**

	Group				Company			
	At December 31,			At April 30,	At December 31,			At April 30,
	2022	2023	2024	2025	2022	2023	2024	2025
	US\$'000	US\$'000	US\$'000	US\$'000	US\$'000	US\$'000	US\$'000	US\$'000
Financial assets								
At amortized cost	<u>48,536</u>	<u>60,593</u>	<u>37,199</u>	<u>93,378</u>	—	—	<u>39,436</u>	<u>68,032</u>
Financial liabilities								
At amortized cost	<u>210,718</u>	<u>141,634</u>	<u>79,869</u>	<u>111,677</u>	<u>1</u>	<u>4</u>	<u>35,047</u>	<u>66,084</u>

Financial risk management objectives and policies

The Group's financial instruments include trade and other receivables, due from related companies, deposits, bank deposits, bank balances and cash, trade, other and dividends payables, lease liabilities, borrowings and other financial liability. Details of these financial instruments are disclosed in respective notes. The risks associated with these financial instruments include market risk (currency risk and interest rate risk), credit risk and liquidity risk. The policies on how to mitigate these risks are set out below. The management of the Group manages and monitors these exposures to ensure appropriate measures are implemented on a timely and effective manner.

Market risk*Currency risk***Group**

Several subsidiaries of the Company have foreign currencies (other than their functional currencies) sales and purchases. The carrying amounts of major foreign currency denominated monetary assets and liabilities (including trade and other receivables, amounts due from/to intra-group companies, deposits, bank deposits, bank balances and cash, trade and other payables and borrowings) which expose the Group to foreign currency risk at the end of the reporting period are as follows:

	Assets				Liabilities			
	At December 31,			At April 30,	At December 31,			At April 30,
	2022	2023	2024	2025	2022	2023	2024	2025
	US\$'000	US\$'000	US\$'000	US\$'000	US\$'000	US\$'000	US\$'000	US\$'000
<u>Foreign currencies</u>								
<i>Intra-group balances</i>								
US\$	23,791	12,621	13,524	8,234	(59,860)	(69,481)	(61,162)	(57,717)
EURO ("EUR").	24,161	26,163	36,391	41,529	(25,466)	(26,470)	(36,315)	(41,278)
RMB	—	—	12,126	12,017	(8,274)	(17,716)	(28,286)	(21,289)
GHS	—	—	—	—	(4,824)	—	—	—
	=====	=====	=====	=====	=====	=====	=====	=====
<i>Other monetary items</i>								
US\$	3,398	4,971	3,391	7,220	(39,302)	(6,222)	(3,116)	(2,305)
EUR	17,882	23,438	2,325	21,525	(7,449)	(19,566)	(1,354)	(745)
RMB	—	—	402	1,640	(9,347)	(8,445)	(342)	(248)
GHS	1,082	2,242	1,317	3,136	(37,388)	(11,531)	(2,932)	(8,397)
	=====	=====	=====	=====	=====	=====	=====	=====

Sensitivity analysis

The following table details the Group's sensitivity to a 15% increase and decrease in the functional currencies against respective foreign currencies. 15% is the sensitivity rate used when reporting foreign currency risk internally to key management personnel and represents management's assessment of the reasonably possible change in foreign exchange rates. The sensitivity analysis includes only outstanding foreign currency denominated monetary items and adjusts their translation at the end of the reporting period for a 15% change in foreign currency rates. A negative or positive number below indicates a decrease or increase, respectively, in post-tax profit where the foreign currencies strengthened against the functional currencies. For a 15% weakening of foreign currencies, there would be an equal and opposite impact on the result for the year/period.

	Year ended December 31,			Four months ended April 30,
	2022	2023	2024	2025
	US\$'000	US\$'000	US\$'000	US\$'000
<u>Impact of foreign currencies</u>				
US\$	(8,097)	(6,537)	(5,328)	(5,014)
EUR	1,027	401	118	2,366
RMB	(1,982)	(2,943)	(1,811)	(887)
GHS	(4,627)	(1,045)	(182)	(592)
	=====	=====	=====	=====

In the opinion of the directors of the Company, the sensitivity analysis is unrepresentative of the inherent foreign exchange risk as the year end exposure does not reflect the exposure during the Track Record Period.

Company

The Company's assets and liabilities are denominated in US\$, its functional currency, and this does not expose the Company to foreign currency risk at the end of each reporting period. Therefore, no further analysis is presented.

*Interest rate risk***Group**

The Group's interest rate risk arises primarily from interest-bearing financial instruments. These financial instruments issued at variable rates and at fixed rates expose the Group to cash flow interest rate risk and fair value interest rate risk respectively. The Group does not have any specific interest rate hedging policy except that the Group would regularly review the market interest rates to capture the potential opportunities to reduce the cost of borrowings.

(i) Fair value interest rate risk

The Group's fair value interest rate risk relates primarily to fixed-rate bank deposits (note 20), lease liabilities (note 24), borrowings (note 25) and other financial liability (note 26).

(ii) Cash flow interest rate risk

The Group's cash flow interest rate risk relates primarily to its variable-rate borrowings (note 25).

Sensitivity analysis of interest rate risk is not presented because the profit or loss impact thereof on the Group's financial performance, if any, is not significant.

Company

The Company is subject to interest rate risk relating to its bank deposits and bank balances (note 20) and other financial liability (note 26). Further analysis is not presented because the profit or loss impact thereof on the Company's financial performance, if any, is not significant.

*Credit risk and impairment assessment***Group and Company**

Credit risk refers to the risk that the Group's counterparties default on their contractual obligations resulting in financial losses to the Group. The Group's maximum exposure to credit risk in the event of the counterparties' failure to perform their obligations in relation to each class of recognized financial assets is the carrying amount of those assets as stated in the consolidated statements of financial position. The Group does not hold any collateral or other credit enhancements to cover its credit risks associated with its financial assets.

For individual assessment of ECL of the Group's financial assets, the Group's internal credit risk grading assessment comprises the following categories:

Internal credit rating	Description	Trade receivables	Other financial assets
Low risk	The counterparty has a low risk of default and does not have any past-due amounts.	Lifetime ECL – not credit-impaired	12-month ECL
Watch list	Debtor frequently repays after due dates but usually settle in full.	Lifetime ECL – not credit-impaired	12-month ECL
Doubtful	There have been significant increases in credit risk since initial recognition through information developed internally or external resources.	Lifetime ECL – not credit-impaired	Lifetime ECL – not credit-impaired
Loss.	There is evidence indicating the asset is credit-impaired.	Lifetime ECL – credit-impaired	Lifetime ECL – credit-impaired
Write-off	There is evidence indicating that the debtor is in severe financial difficulty and the Group has no realistic prospect of recovery.	Amount is written off	Amount is written off

The table below details the credit risk exposures of the Group's and the Company's financial assets as at December 31, 2022, 2023 and 2024 and April 30, 2025, which are subject to ECL assessment:

		Group								Company			
		External credit rating	Internal credit rating	12m or lifetime ECL	Gross carrying amount				Gross carrying amount				
Notes	At December 31,				At April 30,	At December 31,			At April 30,				
	2022				2023	2024	2025	2022	2023	2024	2025		
	US\$'000				US\$'000	US\$'000	US\$'000	US\$'000	US\$'000	US\$'000	US\$'000		
Financial assets at amortized cost													
Trade receivables – third parties .	18	N/A	N/A	Lifetime ECL (not credit-impaired and assessed using provision matrix)	6,765	4,173	5,646	7,556	–	–	–	–	
Trade receivables – related companies . .	18	N/A	Low Risk	Lifetime ECL (not credit-impaired and assessed individually)	73	121	–	–	–	–	–	–	
Other receivables and deposits .	19	N/A	Low Risk	12m ECL (not credit-impaired and assessed individually)	406	1,381	720	1,575	–	–	–	–	
Due from related companies/ subsidiaries. .	19	N/A	Low Risk	12m ECL (not credit-impaired and assessed individually)	19,773	24,687	–	–	–	–	39,311	51,416	
Bank deposits and bank balances . . .	20	Aaa-Caa1	N/A	12m ECL (not credit-impaired and assessed individually)	14,861	25,749	24,272	78,784	–	–	125	16,616	
		Non-rated	Low Risk	12m ECL (not credit-impaired and assessed individually)	6,352	4,396	6,789	5,681	–	–	–	–	
					48,230	60,507	37,427	93,596	–	–	39,436	68,032	

Trade receivables arising from contracts with customers

Before accepting any new customer, the Group assesses the potential customer's credit quality by internal credit rating and defines credit limits by customer. Credit limits attributed to customers are reviewed regularly. Other monitoring procedures to ensure that follow-up action is taken to recover overdue debts.

The management of the Group has applied simplified approach to determine allowance for credit losses on not credit-impaired trade receivables due from third-party customers based on aged analysis of debtors whereas trade receivables due from related companies are assessed individually with reference to historical observed default rates and forward-looking information, which are reassessed/considered at every reporting date. In this regard, the management considers that the Group's credit risk is significantly reduced.

As part of the Group's credit risk management, the Group uses debtors' ageing to assess the impairment for its third-party customers because these customers consist of a large number of small customers with common risk characteristics that are representative of the customers' abilities to pay all amounts due in accordance with the contractual terms. The following table provides information about the exposure to credit risk for the Group's trade receivables due from third-party customers which are assessed on a collective basis by using provision matrix within lifetime ECL (not credit-impaired).

	At December 31, 2022		At December 31, 2023		At December 31, 2024		At April 30, 2025	
	Average loss rate	Trade receivables	Average loss rate	Trade receivables	Average loss rate	Trade receivables	Average loss rate	Trade receivables
		US\$'000		US\$'000		US\$'000		US\$'000
Gross carrying amount								
Within 1 month . . .	1-2%	5,026	0.5-1%	3,267	0.3-1%	4,781	0.3-1%	6,404
In 2-3 months	4-10%	464	2-19%	736	1-25%	636	1-25%	649
In 4-6 months	10-15%	291	34-49%	12	31-35%	58	31-47%	503
In 7-12 months	15-20%	984	49-51%	158	35-40%	171	-	-
		<u>6,765</u>		<u>4,173</u>		<u>5,646</u>		<u>7,556</u>

As at December 31, 2022, 2023 and 2024 and April 30, 2025, allowance of credit losses of US\$206,000, US\$208,000, US\$279,000 and US\$279,000 were made for trade receivables due from third-party customers of the Group, respectively.

As at December 31, 2022, 2023 and 2024 and April 30, 2025, the Group had trade receivables due from related companies with gross carrying amounts of US\$73,000, US\$121,000, US\$Nil and US\$Nil, respectively, that their ECL were assessed individually.

The management of the Company considers that the credit risk on trade receivables due from related companies is limited because the creditability of these related companies remains high and their financial information is available that management of the Group can closely monitor their repayments.

Other receivables (including amounts due from related companies/subsidiaries) and deposits

The Group had concentration of credit risk in amounts due from related companies (whose creditability remain high) amounting to US\$19,773,000, US\$24,687,000, US\$Nil and US\$Nil as at December 31, 2022, 2023 and 2024 and April 30, 2025, respectively. The amounts due from the related companies were fully settled in 2023 and 2024.

The Company had concentration of credit risk in amounts due from subsidiaries (which have strong financial position) amounting to US\$Nil, US\$Nil, US\$39,311,000 and US\$51,417,000 as at December 31, 2022, 2023 and 2024 and April 30, 2025, respectively.

Management of the Group closely monitors the outstanding amounts of other receivables (including the amounts due from related companies/subsidiaries) and deposits and identifies any credit risk in a timely manner in order to reduce the risk of a credit related loss. In addition, financial information of the related companies/subsidiaries is available that management of the Group can closely monitor its repayments. In this regard, management of the Group considers the Group's and the Company's credit risk is significantly reduced. No allowance of credit losses was made as ECL, if any, would not be significant.

Bank deposits and bank balances

The credit risk of bank deposits and bank balances of the Group and the Company at December 31, 2022, 2023 and 2024 and April 30, 2025 were considered as not material because such amounts were placed in banks with good external and/or internal credit ratings. The Group assessed 12m ECL on these balances and concluded that the ECL would be insignificant and, therefore, no impairment loss was recognized.

The following table shows the movement in lifetime ECL that has been recognized for the Group's trade receivables due from third-party customers (not credit-impaired) under the simplified approach:

	2022	2023	2024	2025
	US\$'000	US\$'000	US\$'000	US\$'000
At beginning of year/period, ...	–	206	208	279
Impairment losses under expected credit loss model, net of reversal .	206	2	71	–
At end of year/period, ...	<u>206</u>	<u>208</u>	<u>279</u>	<u>279</u>

Liquidity risk

Group and Company

In management of the liquidity risk, the Group's management prepares forecast for future cash requirements that takes into account of the cash flows from operations, bank facilities and borrowings available, the liquidity risk tables below and future capital commitments aiming at keeping the Group's operation with sufficient cash to meet the liabilities due at any time. Based on such forecast, should the Group require additional cash to fund its operation/expansion projects, the Group's management decides to obtain additional borrowings or additional capital. Details of lease liabilities, borrowings, other financial liability and capital of the Group during the Track Record Period have been set out in notes 24, 25, 26 and 28, respectively.

The following table details the Group's remaining contractual maturity for its financial liabilities. The table has been drawn up based on the undiscounted cash flows of financial liabilities and lease liabilities based on the earliest date on which the Group can be required to pay.

APPENDIX I

ACCOUNTANTS' REPORT

The table includes both interest and principal cash flows. To the extent that interest flows are variable rate, the undiscounted amount is derived from interest rate curve at the end of the reporting period.

	Effective interest rate	On demand or within 1 year	1-2 years	2-5 years	Over 5 years	Total undiscounted cash flow	Total carrying amounts
	<i>per annum %</i>	<i>US\$'000</i>	<i>US\$'000</i>	<i>US\$'000</i>	<i>US\$'000</i>	<i>US\$'000</i>	<i>US\$'000</i>
As at December 31,							
2022							
Trade payables . . .	N/A	40,874	–	–	–	40,874	40,874
Other payables . . .	N/A	472	–	–	–	472	472
Borrowings							
– Interest-free	0.0	152,767	–	–	–	152,767	152,767
– Fixed-rate	4.0	10,364	–	–	–	10,364	10,216
– Variable-rate	7.5	2,145	2,022	3,720	–	7,887	6,389
Lease liabilities . . .	8.2	451	416	125	493	1,485	969
		<u>207,073</u>	<u>2,438</u>	<u>3,845</u>	<u>493</u>	<u>213,849</u>	<u>211,687</u>
As at December 31,							
2023							
Trade payables . . .	N/A	43,788	–	–	–	43,788	43,788
Other payables . . .	N/A	1,999	–	–	–	1,999	1,999
Borrowings							
– Interest-free	0.0	85,368	–	–	–	85,368	85,368
– Fixed-rate	6.3	8,174	2,855	201	–	11,230	10,479
Lease liabilities . . .	8.7	466	152	128	342	1,088	721
		<u>139,795</u>	<u>3,007</u>	<u>329</u>	<u>342</u>	<u>143,473</u>	<u>142,355</u>
As at December 31,							
2024							
Trade payables . . .	N/A	43,262	–	–	–	43,262	43,262
Other payables . . .	N/A	606	–	–	–	606	606
Dividends payable .	N/A	35,000	–	–	–	35,000	35,000
Borrowings							
– Interest-free	0.0	1,001	–	–	–	1,001	1,001
Lease liabilities . . .	7.2	573	446	561	303	1,883	1,427
		<u>80,442</u>	<u>446</u>	<u>561</u>	<u>303</u>	<u>81,752</u>	<u>81,296</u>
As at April 30,							
2025							
Trade payables . . .	N/A	43,287	–	–	–	43,287	43,287
Other payables . . .	N/A	2,306	–	–	–	2,306	2,306
Dividends payable .	N/A	35,000	–	–	–	35,000	35,000
Other financial liability	4.7	31,084	–	–	–	31,084	31,084
Lease liabilities . . .	5.8	678	553	1,015	295	2,541	2,049
		<u>112,355</u>	<u>553</u>	<u>1,015</u>	<u>295</u>	<u>114,218</u>	<u>113,726</u>

The Company's financial liabilities are repayable on demand or within 1 year.

The Group and the Company's other financial liability amounted to US\$31,084,000 is included in the "on demand or within 1 year" time band in the above maturity analysis as at April 30, 2025 because that is the earliest time repayment may be demanded by the counterparty dependent upon the occurrence of certain contingent events under the put option agreement as detailed in note 26. At April 30, 2025, the liability was classified as a non-current liability in the consolidated statement of financial position and statement of financial position of the Company because none of the contingent events have occurred as at the reporting date.

Fair value of financial instruments

The directors of the Company consider that the carrying amounts of financial assets and financial liabilities recorded at amortized cost in the Historical Financial Information approximate to their fair values.

34. RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

The table below details changes in the Group's liabilities arising from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are those 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.

	Dividends payable	Accrued share issue costs	Lease liabilities	Borrowings	Other financial liability	Total
	US\$'000	US\$'000	US\$'000	US\$'000	US\$'000	US\$'000
At January 1, 2022	—	—	1,056	51,902	—	52,958
Financing cash flows	—	—	(373)	110,742	—	110,369
New leases entered	—	—	249	—	—	249
Interest expense recognized . .	—	—	87	6,895	—	6,982
Exchange realignment	—	—	(50)	(167)	—	(217)
At December 31, 2022	—	—	969	169,372	—	170,341
Financing cash flows	—	—	(474)	(75,227)	—	(75,701)
New leases entered	—	—	206	—	—	206
Interest expense recognized . .	—	—	64	1,324	—	1,388
Exchange realignment	—	—	(44)	378	—	334
At December 31, 2023	—	—	721	95,847	—	96,568
Financing cash flows	(353)	(439)	(611)	(95,335)	—	(96,738)
New leases entered	—	—	1,225	—	—	1,225
Interest expense recognized . .	—	—	71	393	—	464
Acquisition of subsidiaries (Note 39)	—	—	—	1,001	—	1,001
Dividends declared	35,353	—	—	—	—	35,353
Issue costs accrued	—	439	—	—	—	439
Exchange realignment	—	—	21	(905)	—	(884)
At December 31, 2024	35,000	—	1,427	1,001	—	37,428
Financing cash flows	—	(155)	(257)	(1,088)	—	(1,500)
New leases entered	—	—	852	—	—	852
Interest expense recognized . .	—	—	35	87	321	443
Recognition of other financial liability	—	—	—	—	30,763	30,763
Issue costs accrued	—	795	—	—	—	795
Exchange realignment	—	—	(8)	—	—	(8)
At April 30, 2025	35,000	640	2,049	—	31,084	68,773
At January 1, 2024	—	—	721	95,847	—	96,568
Financing cash flows (unaudited)	(353)	(177)	(171)	(12,395)	—	(13,096)
New leases entered (unaudited)	—	—	4	—	—	4
Interest expense recognized (unaudited)	—	—	17	253	—	270
Dividend declared (unaudited)	353	—	—	—	—	353
Issue costs accrued	—	177	—	—	—	177
Exchange realignment (unaudited)	—	—	22	(166)	—	(144)
At April 30, 2024 (unaudited)	—	—	593	83,539	—	84,132

35. PARTICULARS OF SUBSIDIARIES

As at the date of this report, the Shareholders of the Group/the Company have direct and indirect shareholdings/equity interests in the following subsidiaries:

Name of subsidiary	Place and date of incorporation/ establishment	Issued and fully paid share capital/paid-in registered capital	Shareholding/equity interest attributable to the Group/Company at					Date of report	Principal activities	Notes
			December 31,			April 30,				
			2022	2023	2024	2025				
Directly held:										
Softcare BVI Holdco	BVI April 26, 2022	US\$50,000	100%	100%	100%	100%	100%	100%	Investment holding	(a)
Indirectly held:										
Softcare Zambia . .	Zambia November 26, 2019	K1,615,000	100%	100%	100%	100%	100%	100%	Manufacture and sale of baby and feminine products	(b)
Softcare (U) Uganda	Uganda March 5, 2020	UGX3,800,000,000	100%	100%	100%	100%	100%	100%	Manufacture and sale of baby and feminine products	(c)
Softcare Ghana . .	Ghana December 21, 2020	GHS6,000,000	100%	100%	100%	100%	100%	100%	Manufacture and sale of baby and feminine products	(d)
Softcare Benin . .	Benin October 11, 2021	XOF328,970,000	100%	100%	100%	100%	100%	100%	Manufacture and sale of baby and feminine products	(e)
Softcare Kenya . .	Kenya December 10, 2021	KES100,000,000	100%	100%	100%	100%	100%	100%	Manufacture and sale of baby and feminine products	(f)
Guangzhou Sengong	The PRC December 10, 2021	RMB1,000,000	100%	100%	100%	100%	100%	100%	Supply chain	(g)
Kewor	Hong Kong December 16, 2021	HK\$100,000	100%	100%	100%	100%	100%	100%	Supply chain	(h)

APPENDIX I

ACCOUNTANTS' REPORT

Name of subsidiary	Place and date of incorporation/ establishment	Issued and fully paid share capital/paid-in registered capital	Shareholding/equity interest attributable to the Group/Company at					Principal activities	Notes
			December 31,			April 30,	Date of report		
			2022	2023	2024	2025			
Softcare Tanzania .	Tanzania December 16, 2021	TZS2,306,000,000	100%	100%	100%	100%	100%	Manufacture and sale of baby and feminine products	(i)
Softcare Senegal . .	Senegal February 2, 2022	XOF1,000,000	100%	100%	100%	100%	100%	Manufacture and sale of baby and feminine products	(j)
Softcare Cameroon	Cameroon July 18, 2022	XAF10,000,000	100%	100%	100%	100%	100%	Manufacture and sale of baby and feminine products	(k)
Softcare Impex Uganda	Uganda August 12, 2022	UGX10,000,000	100%	100%	100%	100%	100%	Sale of baby and feminine products	(l)
Softcare Dubai Holdco	UAE August 22, 2022	AED1,000	100%	100%	100%	100%	100%	Investment holding	(m)
Softcare Côte d'Ivoire	Côte d'Ivoire October 18, 2022	XOF10,000,000	100%	100%	100%	100%	100%	Sale of baby and feminine products	(n)
Sunmart Trading Dubai	UAE December 5, 2022	AED150,000	100%	100%	100%	100%	100%	Headquarter of the Group, procurement and trading of materials	(m)
Softcare Mauritius Holdco	Mauritius March 6, 2023	USD50,000	N/A	100%	100%	100%	100%	Investment holding	(o)
Softcare Peru . . .	Peru December 27, 2023	Peruvian Soles (“PEN”) 752,518	N/A	100%	100%	100%	100%	Sale of baby and feminine products	(p)
Softcare Panama Holdco	Panama May 13, 2024	USD10,000	N/A	N/A	100%	100%	100%	Investment holding	(a)

Name of subsidiary	Place and date of incorporation/ establishment	Issued and fully paid share capital/paid-in registered capital	Shareholding/equity interest attributable to the Group/Company at					Date of report	Principal activities	Notes
			December 31,			April 30,				
			2022	2023	2024	2025				
Softcare EL Salvador	El Salvador July 3, 2024	US\$301,010	N/A	N/A	100%	100%	100%	100%	Sale of baby and feminine products	(q)
Softcare Kazakhstan	Kazakhstan June 19, 2024	Kazakh Tenge (“KZT”) 500,000	N/A	N/A	100%	100%	100%	100%	Sale of baby and feminine products	(r)
Colline	Hong Kong February 24, 2023	US\$1	N/A	N/A	100%	100%	100%	100%	Investment holding	(s)
Guangzhou Wofei Supply Chain Management Co., Ltd. (廣州沃非供應鏈管理有限公司) (“Guangzhou Wofei”)	The PRC March 28, 2023	US\$1,000,000	N/A	N/A	100%	100%	100%	100%	Inactive	(t)
Guangzhou Qixin Trading Co., Ltd. (廣州祁新貿易有限公司) (“Guangzhou Qixin”).	The PRC December 15, 2022	RMB1,000,000	N/A	N/A	100%	100%	100%	100%	Inactive	(t)

Notes:

- (a) These companies prepare their financial statements under IFRS Accounting Standards. Their functional currency is US\$. No statutory audited financial statements for the period/years ended December 31, 2022, 2023 and 2024 have been issued as they are incorporated in jurisdictions where there is no statutory audit requirement.
- (b) This company prepares its financial statements under International Financial Reporting Standard for Small and Medium-sized Entities ("IFRS for SMEs"). Its statutory audited financial statements for the years ended December 31, 2022, 2023 and 2024 were audited by Deloitte & Touche, Certified Public Accountants in Zambia. Its functional currency is K, the lawful currency of Zambia.
- (c) This company prepares its financial statements under IFRS Accounting Standards. Its statutory audited financial statements for the years ended December 31, 2022, 2023 and 2024 were audited by Deloitte & Touche, Joek & Associates and Chris Evert Johnson & Co., respectively, Certified Public Accountants in Uganda. Its functional currency is UGX, the lawful currency of Uganda.
- (d) This company prepares its financial statements under IFRS for SMEs. Its statutory audited financial statements for the period/years ended December 31, 2022, 2023 and 2024 were audited by Deloitte & Touche, Certified Public Accountants in Ghana. Its functional currency is US\$.
- (e) This company prepares its financial statements under Organization for the Harmonization of Corporate Law In Africa ("OHADA"). Its statutory audited financial statements for the period/year ended December 31, 2022, 2023 and 2024 were audited by Deloitte Benin, Olayitan Fidèle DOFFON and Olayitan Fidèle DOFFON, respectively, Certified Public Accountants in Benin. Its functional currency is XOF, the lawful currency of Benin.

- (f) This company prepares its financial statements under IFRS Accounting Standards. Its statutory audited financial statements for the period/years ended December 31, 2022, 2023 and 2024 were audited by Deloitte & Touche LLP, Certified Public Accountants in Kenya. Its functional currency is KES, the lawful currency of Kenya.
- (g) This company prepares its financial statements under China Accounting Standards for Business Enterprises (“CASBE”). Its statutory audited financial statements for the period/years ended December 31, 2022, 2023 and 2024 were audited by 德勤華永會計師事務所(特殊普通合夥), 德勤華永會計師事務所(特殊普通合夥) and 滙創(廣州)會計師事務所(普通合夥), respectively, Certified Public Accountants in the PRC. Its functional currency is RMB, the lawful currency of the PRC.
- (h) This company prepares its financial statements under HKFRS Accounting Standards. Its statutory audited financial statements for the period/years ended December 31, 2022, 2023 and 2024 were audited by Deloitte Touche Tohmatsu, KKSC CPA & Co., and KKSC CPA & Co., respectively, Certified Public Accountants in Hong Kong. Its functional currency is US\$.
- (i) This company prepares its financial statements under IFRS Accounting Standards. Its statutory audited financial statements for the period/years ended December 31, 2022, 2023 and 2024 were audited by Deloitte & Touche, Certified Public Accountants in Tanzania. Its functional currency is TZS, the lawful currency of Tanzania.
- (j) This company prepares its financial statements under OHADA. Its statutory audited financial statements for the period/year ended December 31, 2022, 2023 and 2024 were audited by Deloitte Senegal, Certified Public Accountants in Senegal. Its functional currency is XOF, the lawful currency of Senegal.
- (k) This company prepares its financial statements under OHADA. Its statutory audited financial statements for the period/year ended December 31, 2022, 2023 and 2024 were audited by Deloitte & Touche Afrique Centrale, Certified Public Accountants in Cameroon. Its functional currency is XAF, the lawful currency of Cameroon.
- (l) This company prepares its financial statements under IFRS Accounting Standards. Its statutory audited financial statements for the period/year ended December 31, 2023 and 2024 were audited by Woodhask and Chris Evert Johnson & Co., respectively, Certified Public Accountants in Uganda. Its functional currency is UGX.
- (m) These companies prepare their financial statements under IFRS Accounting Standards. Their statutory audited financial statements for the period/year ended December 31, 2023 and 2024 were audited by Maryam Bin Belaila Auditing, Certified Public Accountants in UAE. Their functional currency are US\$.
- (n) This company prepares its financial statements under OHADA. Its statutory audited financial statements for the period/year ended December 31, 2023 and 2024 were audited by Hobson SA, Certified Public Accountants in Côte d'Ivoire. Its functional currency is XOF, the lawful currency of Côte d'Ivoire.
- (o) This company prepares its financial statements under IFRS Accounting Standards. Its statutory audited financial statements for the period/year ended December 31, 2023 and 2024 were audited by Barnes Associates, an audit, accounting, tax and advisory firm registered with the Financial Reporting Council of Mauritius and the Mauritius Institute of Professional Accountants. Its functional currency is US\$.
- (p) This company prepares its financial statements under IFRS for SMEs. Its first statutory audited financial statements for the period ended December 31, 2024 were audited by RSM Panez, Chacaliaza & Asociados, Certified Public Accountants in Peru. Its functional currency is PEN, the lawful currency of Peru.
- (q) This company prepares its financial statements under IFRS for SMEs and its first statutory financial statements for the period ended December 31, 2024 were audited by Romero Funes Auditores Y Asociados, S.A. DE C.V., Certified Public Accountants in El Salvador. Its functional currency is US\$.
- (r) This company prepares its financial statements under IFRS Accounting Standards and there is no requirement for issuance of audited statutory financial statements in Kazakhstan. Its functional currency is KZT, the lawful currency of Kazakhstan.
- (s) This company was acquired by the Group in December 2024, see note 39 for details. It prepares its financial statements under HKFRS Accounting Standards and its statutory financial statements for the period/year ended December 31, 2023 and 2024 were audited by ICS CPA Limited and KKSC CPA & Co., respectively, Certified Public Accountants in Hong Kong. Its functional currency is US\$.

- (t) These companies were acquired by the Group in December 2024, see note 39 for details. They prepare their statutory financial statements under CASBE and their first statutory financial statements for the year ended December 31, 2024 were audited by 滙創(廣州)會計師事務所(普通合夥), Certified Public Accountants in the PRC. Their functional currency is RMB.

The functional currency of each subsidiary has been individually determined by the directors of the Company based on the major currency for its sales of products, purchases of materials and payments of services that has the most influence on its revenue and production costs.

All companies now comprising the Group have adopted December 31 as their financial year end.

None of the subsidiaries had issued any debt securities at the end of each of the reporting periods.

The Company's unlisted investment in a subsidiary is stated at cost.

36. MAJOR NON-CASH TRANSACTIONS

During the Track Record Period, the Group had the following the major non-cash transactions:

During the four months ended April 30, 2025, the Group recognized other financial liability amounting to US\$30,763,000 upon issuance of new ordinary shares, together with put option and certain special rights by debiting the other reserve of the Group.

During the four months ended April 30, 2025, the Group entered into new lease agreements for the use of leased office premises for 2-5 years. On the lease commencement, the Group recognized right-of-use assets and lease liabilities of US\$852,000 and US\$852,000, respectively.

During the four months ended April 30, 2024, the Group entered into new lease agreements for the use of leased office premises for 2 years. On the lease commencement, the Group recognized right-of-use assets and lease liabilities of US\$4,000 (unaudited) and US\$4,000 (unaudited), respectively.

During the year ended December 31, 2024, the Group entered into new lease agreements for the use of leased warehouses and office premises for 2-5 years. On the lease commencement, the Group recognized right-of-use assets and lease liabilities of US\$1,225,000 and US\$1,225,000, respectively.

During the year ended December 31, 2023, the Group entered into new lease agreements for the use of leased warehouses and office premises for 2-5 years. On the lease commencement, the Group recognized right-of-use assets and lease liabilities of US\$206,000 and US\$206,000, respectively.

During the year ended December 31, 2022, the Group entered into new lease agreements for the use of leased warehouses and office premises for 3 years. On the lease commencement, the Group recognized right-of-use assets and lease liabilities of US\$249,000 and US\$249,000, respectively.

37. CAPITAL COMMITMENTS

	At December 31,			At April 30,
	2022	2023	2024	2025
	US\$'000	US\$'000	US\$'000	US\$'000
Capital expenditure in respect of acquisition of property, plant and equipment contracted for but not provided in the Historical Financial Information	—	4,278	13,323	14,554
	—	<u>4,278</u>	<u>13,323</u>	<u>14,554</u>

38. RESERVES OF THE COMPANY

	Share premium	Share-based payment reserve	Other reserve	(Accumulated losses) retained profits	Total
	US\$'000	US\$'000	US\$'000	US\$'000	US\$'000
At February 17, 2022 (date of incorporation)	—	—	—	—	—
Loss and other comprehensive expense for the period	—	—	—	(1)	(1)
At December 31, 2022	—	—	—	(1)	(1)
Loss and other comprehensive expense for the year	—	—	—	(3)	(3)
At December 31, 2023	—	—	—	(4)	(4)
Profit and other comprehensive income for the year	—	—	—	39,832	39,832
Dividend declared (<i>Note 13</i>).	—	—	—	(35,000)	(35,000)
At December 31, 2024	—	—	—	4,828	4,828
Loss and other comprehensive expense for the period	—	—	—	(1,381)	(1,381)
Cancellation of ordinary shares (<i>Note 28</i>)	17	—	—	—	17
Recognition of equity-settled share-based payments (<i>Note 29</i>)	—	481	—	—	481
Issue of new ordinary shares, together with put option and certain special rights (<i>Note 26</i>).	29,998	—	—	—	29,998
Recognition of other financial liability (<i>Note 26</i>).	—	—	(30,763)	—	(30,763)
At April 30, 2025	30,015	481	(30,763)	3,447	3,180
At January 1, 2024	—	—	—	(4)	(4)
Loss and other comprehensive expense for the period (unaudited)	—	—	—	(34)	(34)
At April 30, 2024 (unaudited)	—	—	—	(38)	(38)

39. ACQUISITION OF SUBSIDIARIES

On December 9, 2024, the Group acquired the 100% of shareholdings of Colline, which has two wholly-owned subsidiaries, namely, Guangzhou Wofei and Guangzhou Qixin, from Chaoyuet Holding at a cash consideration of approximately US\$15,000. Up to the date of acquisition, Colline, Guangzhou Wofei and Guangzhou Qixin have not commenced any activity and did not constitute a business.

Upon the completion of the aforesaid acquisition on December 9, 2024, Colline, Guangzhou Wofei and Guangzhou Qixin became indirect wholly-owned subsidiaries of the Company.

Assets acquired and liabilities recognized at the date of acquisition

	<i>US\$'000</i>
Bank balances	1,016
Loan from Chaoyuet Holding	(1,001)
	<u>15</u>
Cash consideration	<u>15</u>
Net cash flows arising on acquisition of Colline and its subsidiaries	
Consideration paid	(15)
Less: Bank balances acquired	1,016
	<u>1,001</u>

40. SUBSEQUENT EVENTS

Saved as disclosed in notes 13 and 29 to the Historical Financial Information, subsequent to the end of the Track Record Period, the following significant events took place:

- (a) In September and October, 2025, the Group entered into the following agreements for connected and related party transactions with connected and related parties:
 1. The “Trademark Licensing Framework Agreement” with Sunda Enterprise (for itself and on behalf of its subsidiaries of the Remaining Sunda Group in Guinea and Nigeria, the “Excluded Group”), pursuant to which the Group agreed to irrevocably and unconditionally grant to the Excluded Group a non-transferable license to use a total number of 25 trademarks registered in Nigeria and African Intellectual Property Organization (the “Transferred Trademarks”) in an ordinary course of business at an annual aggregate amount of not more than US\$5,000 for a term commencing from this agreement date and ending on December 31, 2027, which may be renewed as the parties may mutually agree, subject to compliance with the relevant requirements under the Listing Rules and all other applicable laws and regulations.
 2. The “Sales of Spare Parts Framework Agreement” with Sunda Enterprise (for itself and on behalf of the members of the Remaining Sunda Group), pursuant to which the Group agreed to sell spare parts for maintenance and replacement due to normal wear and tear of the production facilities and machineries at an annual aggregate amount not more than US\$50,000 for a term commencing from the Listing and ending on December 31, 2027, which may be renewed as the parties may mutually agree, subject to compliance with the relevant requirements under the Listing Rules and all other applicable laws and regulations.
 3. The “Sunda Enterprise Property Leasing Agreement” with Sunda Enterprise (for itself and on behalf of the members of the Remaining Sunda Group operating in Uganda), pursuant to which the Group agreed to lease to the Remaining Sunda Group office premises of approximately 480 m² and a warehouse of approximately 2,600 m² in Uganda at annual aggregate amounts not more than US\$70,000, US\$200,000 and US\$220,000, respectively, for a term commencing from the Listing and ending on December 31, 2027, which may be renewed as the parties may mutually agree, subject to compliance with the relevant requirements under the Listing Rules and all other applicable laws and regulations.

4. The “Procurement of Spare Parts Framework Agreement” with Sunda Enterprise (for itself and on behalf of the members of the Remaining Sunda Group), pursuant to which Sunda Enterprise agreed to sell spare parts for maintenance and replacement due to normal wear and tear of the production facilities and machineries at an annual aggregate amount not more than US\$500,000 for a term commencing from the Listing and ending on December 31, 2027, which may be renewed as the parties may mutually agree, subject to compliance with the relevant requirements under the Listing Rules and all other applicable laws and regulations.
5. The “IT Services Framework Agreement” with Sunda Enterprise (for itself and on behalf of the Remaining Sunda Group), pursuant to which the Remaining Sunda Group agreed to provide various IT support and maintenance services including (i) maintenance and operational services to the Group’s IT systems and networks; and (ii) procurement and licensing including implementation and upgrade of software and procurement of hardware services at annual aggregate amounts not more than US\$2,400,000, US\$2,200,000, and US\$2,500,000, respectively, for a term commencing from the Listing and ending on December 31, 2027, which may be renewed as the parties may mutually agree, subject to compliance with the relevant requirements under the Listing Rules and all other applicable laws and regulations.
6. The “Power Supply Services Agreement” with Keda (SN) Ceramics Company Limited (“Keda (SN)”, a subsidiary of an associate of the Remaining Sunda Group), pursuant to which Keda (SN) agreed to provide power supply services to the Group’s production facilities and staff dormitories in Senegal at annual aggregate amounts not more than US\$1,400,000, US\$1,600,000 and US\$1,800,000, respectively, for a term commencing from the Listing and ending on December 31, 2027, which may be renewed as the parties may mutually agree, subject to compliance with the relevant requirements under the Listing Rules and all other applicable laws and regulations.
7. The “Procurement of Cardboard Boxes Framework Agreement” with Keda (Ghana) Ceramics Company Limited (“Keda Ghana”, a subsidiary of an associate of the Remaining Sunda Group), pursuant to which Keda Ghana agreed to sell cardboard boxes to us for packaging of the Group’s baby and feminine hygiene products manufactured in Ghana at an annual aggregate amount not more than US\$150,000, US\$500,000 and US\$700,000, respectively, for a term commencing from the Listing and ending on December 31, 2027, which may be renewed as the parties may mutually agree, subject to compliance with the relevant requirements under the Listing Rules and all other applicable laws and regulations.
8. The “Twyford Property Leasing Agreement” with Twyford Impex (U) Ltd (“Twyford Uganda”, a subsidiary of an associate of the Remaining Sunda Group), pursuant to which the Group agreed to lease to Twyford Uganda office premises of approximately 480 m² and a warehouse of approximately 5,900 m² in Uganda at annual aggregate amounts not more than US\$140,000, US\$400,000, and US\$450,000, respectively, for a term commencing from the Listing and ending on December 31, 2027, which may be renewed as the parties may mutually agree, subject to compliance with the relevant requirements under the Listing Rules and all other applicable laws and regulations.
9. The “Integrated Support Services Framework Agreement” with Sunda Enterprise (on behalf of the members of the Remaining Sunda Group), pursuant to which the Remaining Sunda Group agreed to provide certain integrated support services to the Group, including (i) the processing and support services to the Group’s supply chain, such as (a) logistics documentation processing and logistics status tracking of raw materials procurement and products delivery, (b) warehousing and handling services and (c) labor support services in handling various import and export customs clearance procedures; and (ii) the integrated administrative support services to the Group’s human resources and administrative management at an annual aggregate amounts not more than US\$12,000,000, US\$14,500,000 and US\$17,100,000, respectively, for a term commencing from the Listing and ending on December 31, 2027, which may be renewed as the parties may mutually agree, subject to compliance with the relevant requirements under the Listing Rules and all other applicable laws and regulations.
10. The Group replaced its existing short-term leases with certain subsidiaries of the Remaining Sunda Group by entering into new leases with terms ranging between one and three years, at an average monthly rental of approximately US\$0.2 million.

- (b) On October 27, 2025, written resolutions passed by the shareholders of the Company, amongst others, to approve, conditional on the Listing:
 - (i) the allotment and issuance of new ordinary shares of the Company pursuant to the “Global Offering” as described in the Prospectus;
 - (ii) the adoption of “Post-IPO Share Option Scheme”, details of which are set out in section “D.2. Post-IPO Share Option Scheme” in the Appendix IV to the Prospectus; and
 - (iii) the grant of general mandates given to the directors of the Company to allot, issue or repurchase certain of the Company’s ordinary shares and such mandates will remain in effect until the conclusion of the next annual general meeting of the Company, details of which are set out in section “A.4. Written resolutions of our Shareholders passed on October 27, 2025” in Appendix IV to the Prospectus.

41. SUBSEQUENT FINANCIAL STATEMENTS

No audited financial statements have been prepared by the Company and its subsidiaries in respect of any period subsequent to April 30, 2025.

The information set out in this Appendix does not form part of the “Accountant’s Report” from Deloitte Touche Tohmatsu, Certified Public Accountants, Hong Kong, the reporting accountant of the Company, as set out in Appendix I to this Prospectus, and is included herein for illustrative purposes only. The unaudited pro forma financial information should be read in conjunction with the section headed “Financial Information” of this Prospectus and the Accountant’s Report set out in Appendix I to this Prospectus.

A. UNAUDITED PRO FORMA STATEMENT OF ADJUSTED CONSOLIDATED NET TANGIBLE ASSETS OF THE GROUP ATTRIBUTABLE TO OWNERS OF THE COMPANY

The following unaudited pro forma statement of adjusted consolidated net tangible assets of the Group attributable to owners of the Company which has been prepared in accordance with paragraph 4.29 of the Listing Rules is illustration only, and is set out to illustrate the effect of the Global Offering (as defined in this Prospectus) on the consolidated net tangible assets of the Group attributable to the owners of the Company as at April 30, 2025 as if the Global Offering had taken place on such date.

This unaudited pro forma statement of adjusted consolidated net tangible assets of the Group attributable to owners of the Company has been prepared for illustrative purpose only and, because of its hypothetical nature, it may not give a true picture of the consolidated net tangible assets of the Group attributable to owners of the Company as at April 30, 2025 or at any future dates following the Global Offering.

The following unaudited pro forma statement of adjusted consolidated net tangible assets of the Group attributable to owners of the Company is prepared based on the consolidated net tangible assets of the Group attributable to owners of the Company as at April 30, 2025 as derived from the Accountants’ Report set out in Appendix I to this Prospectus and adjusted as described below.

	Audited consolidated net tangible assets of the Group attributable to owners of the Company as at April 30, 2025	Estimated net proceeds from the Global Offering	Unaudited pro forma adjusted consolidated net tangible assets of the Group attributable to owners of the Company as at April 30, 2025	Unaudited pro forma adjusted consolidated net tangible assets of the Group attributable to owners of the Company per Share as at April 30, 2025	
	US\$'000 (Note 1)	US\$'000 (Note 2)	US\$'000	US\$ (Note 3)	HK\$ (Note 4)
Based on the offer price of HK\$24.2 per Share	<u>170,865</u>	<u>268,308</u>	<u>439,173</u>	<u>0.7</u>	<u>5.6</u>
Based on the offer price of HK\$26.2 per Share	<u>170,865</u>	<u>290,888</u>	<u>461,753</u>	<u>0.8</u>	<u>5.9</u>

Notes:

1. The audited consolidated net tangible assets of the Group attributable to owners of the Company as at April 30, 2025 is based on the audited consolidated total equity of the Group attributable to owners of the Company of US\$170,865,000 as at April 30, 2025, as extracted from the Accountants' Report as set out in Appendix I to this Prospectus.
2. The estimated net proceeds from the Global Offering are based on the estimated offer price of HK\$24.2 per Share and HK\$26.2 per Share, being the minimum and maximum of the indicative Offer Price respectively, and 90,884,000 Shares expected to be issued under the Global Offering, after deduction of the estimated underwriting fees and other listing expenses (excluding the listing expenses of US\$3,963,000 that have been charged to profit or loss on or prior to April 30, 2025). It does not take into account of any Shares which may be issued pursuant to the exercise of the Over-allotment Option; any options that have been granted and may be exercised into Shares under the Pre-IPO Share Option Scheme and any options that may be granted/exercised into Shares under the Post-IPO Share Option Scheme; or any Shares which may be allotted and issued or repurchased by the Company under the general mandates as set out in the section headed "Share Capital" in this Prospectus.
3. The unaudited pro forma adjusted consolidated net tangible assets of the Group attributable to owners of the Company per Share as at April 30, 2025 is arrived at by dividing the unaudited pro forma adjusted consolidated net tangible assets of the Group attributable to owners of the Company as at April 30, 2025 by 605,884,000 Shares assuming the Global Offering had been completed on April 30, 2025, without taking into account of any Shares which may be issued pursuant to the exercise of the Over-allotment Option; any options that have been granted and may be exercised into Shares under the Pre-IPO Share Option Scheme and any options that may be granted/exercised into Shares under the Post-IPO Share Option Scheme; or any Shares which may be allotted and issued or repurchased by the Company under the general mandates as set out in the section headed "Share Capital" in this Prospectus.
4. These amounts are converted from United States Dollar to Hong Kong Dollar at an exchange rate of US\$1.00 to HK\$7.77 as at the Latest Practicable Date with reference to the rate published by the Federal Reserve Board. No representation is made that United States Dollar/Hong Kong Dollar amount have been, could have been or may be converted to United States Dollar/Hong Kong Dollar at that rate or at all.
5. No adjustment has been made to the unaudited pro forma adjusted consolidated net tangible assets of the Group attributable to owners of the Company as at April 30, 2025 to reflect any trading results or other transactions of the Group entered into subsequent to April 30, 2025. In particular, the unaudited pro forma adjusted consolidated net tangible assets of the Group attributable to owners of the Company on the table as shown on page II-1 above have not been adjusted to show the effect of the derecognition of the other financial liability, as set out in the note 26 to the Accountant's Report as set out in Appendix I to this Prospectus, upon the Listing.

On February 20, 2025, the Company issued a total of 15,000,000 Pre-IPO Investor Shares for a total cash consideration of US\$30,000,000 to Pre-IPO Investor with, amongst others, a put option granted at the same time that imposed an obligation to the Company to purchase the Pre-IPO Investor Shares from the Pre-IPO Investor at a cash purchase amount equivalent to an annual internal rate of return on the amount the Pre-IPO Investor invested in the Pre-IPO Investment; giving rise to another financial liability of the Group. The other financial liability was initially determined based on the present value of the cash purchase amount at an annual effective interest rate and was subsequently measured at amortized cost. The put option will be terminated upon the Listing and the other financial liability will be, therefore, derecognized and credited directly to the equity (other reserve) of the Group. As at April 30, 2025, the carrying amount of the other financial liability was US\$31,084,000.

Assuming the Global Offering and the Listing had been completed on April 30, 2025, the put option would have been terminated and the other financial liability would have been derecognized and credited to the equity (other reserve) of the Group on the same date. The unaudited pro forma adjusted consolidated net tangible assets of the Group attributable to owners of the Company as at April 30, 2025 would therefore have increased to approximately US\$470,257,000 and US\$492,837,000, based on Offer Prices of HK\$24.2 and HK\$26.2 per Share, respectively, and the unaudited pro forma adjusted consolidated net tangible assets of the Group attributable to owners of the Company per Share as at April 30, 2025 would have also increased to approximately US\$0.8 (equivalent to approximately HK\$6.0) and approximately US\$0.8 (equivalent to approximately HK\$6.3), respectively.

All the amounts in this note have been converted from United States Dollar to Hong Kong Dollar at an exchange rate of US\$1.00 to HK\$7.77 as at the Latest Practicable Date with reference to the rate published by the Federal Reserve Board. No representation is made that United States Dollar/Hong Kong Dollar amount have been, could have been or may be converted to United States Dollar/Hong Kong Dollar at that rate or at all.

The following is the text of the independent reporting accountants' assurance report received from Deloitte Touche Tohmatsu, Certified Public Accountants, Hong Kong, the reporting accountants of the Company, in respect of the Group's unaudited pro forma financial information prepared for the purpose of incorporation in this prospectus.



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INDEPENDENT REPORTING ACCOUNTANTS' ASSURANCE REPORT ON THE COMPILATION OF UNAUDITED PRO FORMA FINANCIAL INFORMATION

To the Directors of Softcare Limited

We have completed our assurance engagement to report on the compilation of unaudited pro forma financial information of Softcare Limited (the "Company") and its subsidiaries (hereinafter collectively referred to as the "Group") by the directors of the Company (the "Directors") for illustrative purposes only. The unaudited pro forma financial information consists of the unaudited pro forma statement of adjusted consolidated net tangible assets as at April 30, 2025 and related notes as set out on pages II-1 to II-2 of Appendix II to the prospectus issued by the Company dated October 31, 2025 (the "Prospectus"). The applicable criteria on the basis of which the Directors have compiled the unaudited pro forma financial information are described on pages II-1 to II-2 of Appendix II to the Prospectus.

The unaudited pro forma financial information has been compiled by the Directors to illustrate the impact of the Global Offering on the Group's financial position as at April 30, 2025 as if the Global Offering had taken place at April 30, 2025. As part of this process, information about the Group's financial position has been extracted by the Directors from the Group's historical financial information for each of the three years ended December 31, 2024 and the four months ended April 30, 2025, on which an accountants' report set out in Appendix I to the Prospectus has been published.

Directors' Responsibilities for the Unaudited Pro Forma Financial Information

The Directors are responsible for compiling the unaudited pro forma financial information in accordance with paragraph 4.29 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the "Listing Rules") and with reference to Accounting Guideline 7 "Preparation of Pro Forma Financial Information for Inclusion in Investment Circulars" ("AG 7") issued by the Hong Kong Institute of Certified Public Accountants (the "HKICPA").

Our Independence and Quality Management

We have complied with the independence and other ethical requirements of the "Code of Ethics for Professional Accountants" issued by the HKICPA, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

Our firm applies Hong Kong Standard on Quality Management (HKSQM) 1 “Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements” issued by the HKICPA, which requires the firm to design, implement and operate a system of quality management including policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Reporting Accountants’ Responsibilities

Our responsibility is to express an opinion, as required by paragraph 4.29(7) of the Listing Rules, on the unaudited pro forma financial information and to report our opinion to you. We do not accept any responsibility for any reports previously given by us on any financial information used in the compilation of the unaudited pro forma financial information beyond that owed to those to whom those reports were addressed by us at the dates of their issue.

We conducted our engagement in accordance with Hong Kong Standard on Assurance Engagements 3420 “Assurance Engagements to Report on the Compilation of Pro Forma Financial Information Included in a Prospectus” issued by the HKICPA. This standard requires that the reporting accountants plan and perform procedures to obtain reasonable assurance about whether the Directors have compiled the unaudited pro forma financial information in accordance with paragraph 4.29 of the Listing Rules and with reference to AG 7 issued by the HKICPA.

For purposes of this engagement, we are not responsible for updating or reissuing any reports or opinions on any historical financial information used in compiling the unaudited pro forma financial information, nor have we, in the course of this engagement, performed an audit or review of the financial information used in compiling the unaudited pro forma financial information.

The purpose of unaudited pro forma financial information included in an investment circular is solely to illustrate the impact of a significant event or transaction on unadjusted financial information of the Group as if the event had occurred or the transaction had been undertaken at an earlier date selected for purposes of the illustration. Accordingly, we do not provide any assurance that the actual outcome of the event or transaction at April 30, 2025 would have been as presented.

A reasonable assurance engagement to report on whether the unaudited pro forma financial information has been properly compiled on the basis of the applicable criteria involves performing procedures to assess whether the applicable criteria used by the Directors in the compilation of the unaudited pro forma financial information provide a reasonable basis for presenting the significant effects directly attributable to the event or transaction, and to obtain sufficient appropriate evidence about whether:

- the related pro forma adjustments give appropriate effect to those criteria; and
- the unaudited pro forma financial information reflects the proper application of those adjustments to the unadjusted financial information.

The procedures selected depend on the reporting accountants' judgment, having regard to the reporting accountants' understanding of the nature of the Group, the event or transaction in respect of which the unaudited pro forma financial information has been compiled, and other relevant engagement circumstances.

The engagement also involves evaluating the overall presentation of the unaudited pro forma 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:

- (a) the unaudited pro forma financial information has been properly compiled on the basis stated;
- (b) such basis is consistent with the accounting policies of the Group; and
- (c) the adjustments are appropriate for the purposes of the unaudited pro forma financial information as disclosed pursuant to paragraph 4.29(1) of the Listing Rules.

Deloitte Touche Tohmatsu
Certified Public Accountants
Hong Kong
October 31, 2025

Set out below is a summary of certain provisions of the Memorandum and Articles of Association of the Company and of certain aspects of Cayman company law.

The Company was incorporated in the Cayman Islands as an exempted company with limited liability on 17 February 2022 under the Companies Act (As Revised) of the Cayman Islands (the “Companies Act”). The Company’s constitutional documents consist of its Memorandum of Association (the “Memorandum”) and its Articles of Association (the “Articles”).

1. MEMORANDUM OF ASSOCIATION

- (a) The Memorandum states, inter alia, that the liability of members of the Company is limited to the amount, if any, for the time being unpaid on the shares respectively held by them and that the objects for which the Company is established are unrestricted, and that the Company shall have and be capable of exercising all the functions of a natural person of full capacity irrespective of any question of corporate benefit, as provided in section 27(2) of the Companies Act and in view of the fact that the Company is an exempted company that the Company will not trade in the Cayman Islands with any person, firm or corporation except in furtherance of the business of the Company carried on outside the Cayman Islands.
- (b) The Company may by special resolution alter its Memorandum with respect to any objects, powers or other matters specified therein.

2. ARTICLES OF ASSOCIATION

The Articles were conditionally adopted on 27 October 2025 with effect from the Listing Date. The following is a summary of certain provisions of the Articles:

(a) Shares

(i) Classes of shares

The share capital of the Company consists of ordinary shares.

(ii) Variation of rights of existing shares or classes of shares

Subject to the Companies Act, if at any time the share capital of the Company is divided into different classes of shares, all or any of the special rights attached to the shares or any class of shares may (unless otherwise provided for by the terms of issue of that class) be varied, modified or abrogated either with the consent in writing of the holders of not less than three-fourths in nominal value of the issued shares of that class or with the sanction of a special resolution passed at a separate general meeting of the holders of the shares of that class. To every such separate general meeting the provisions of the Articles relating to general meetings will *mutatis mutandis* apply, but so that the necessary quorum (including at an adjourned

meeting) shall be two persons holding or representing by proxy not less than one-third in nominal value of the issued shares of that class. Every holder of shares of the class shall be entitled to one vote for every such share held by him.

Any special rights conferred upon the holders of any shares or class of shares shall not, unless otherwise expressly provided in the rights attaching to the terms of issue of such shares, be deemed to be varied by the creation or issue of further shares ranking *pari passu* therewith.

(iii) Alteration of capital

The Company may by ordinary resolution of its members:

- (i) increase its share capital by the creation of new shares;
- (ii) consolidate all or any of its capital into shares of larger amount than its existing shares;
- (iii) divide its shares into several classes and attach to such shares any preferential, deferred, qualified or special rights, privileges, conditions or restrictions as the Company in general meeting or as the directors may determine;
- (iv) subdivide its shares or any of them into shares of smaller amount than is fixed by the Memorandum; or
- (v) cancel any shares which, at the date of passing of the resolution, have not been taken and diminish the amount of its capital by the amount of the shares so cancelled.

The Company may reduce its share capital or any capital redemption reserve or other undistributable reserve in any way by special resolution.

(iv) Transfer of shares

All transfers of shares may be effected by an instrument of transfer in the usual or common form or in a form prescribed by The Stock Exchange of Hong Kong Limited (the “**Stock Exchange**”) or in such other form as the board may approve and which may be under hand or, if the transferor or transferee is a clearing house or its nominee(s), by hand or by machine imprinted signature or by such other manner of execution as the board may approve from time to time.

Notwithstanding the foregoing, for so long as any shares are listed on the Stock Exchange, titles to such listed shares may be evidenced and transferred in accordance with the laws applicable to and the rules and regulations of the Stock Exchange that are or shall be applicable to such listed shares. The register of members in respect of its listed shares (whether the principal register or a branch register) may be kept by recording the particulars required by

Section 40 of the Companies Act in a form otherwise than legible if such recording otherwise complies with the laws applicable to and the rules and regulations of the Stock Exchange that are or shall be applicable to such listed shares.

The instrument of transfer shall be executed by or on behalf of the transferor and the transferee provided that the board may dispense with the execution of the instrument of transfer by the transferee. The transferor shall be deemed to remain the holder of the share until the name of the transferee is entered in the register of members in respect of that share.

The board may, in its absolute discretion, at any time transfer any share upon the principal register to any branch register or any share on any branch register to the principal register or any other branch register.

The board may decline to recognise any instrument of transfer unless a fee (not exceeding the maximum sum as the Stock Exchange may determine to be payable) determined by the Directors is paid to the Company, the instrument of transfer is properly stamped (if applicable), it is in respect of only one class of share and is lodged at the relevant registration office or registered office or such other place at which the principal register is kept accompanied by the relevant share certificate(s) and such other evidence as the board may reasonably require to show the right of the transferor to make the transfer (and if the instrument of transfer is executed by some other person on his behalf, the authority of that person so to do).

The registration of transfers may be suspended and the register closed on giving notice by advertisement in any newspaper or by any other means in accordance with the requirements of the Stock Exchange, at such times and for such periods as the board may determine. The register of members must not be closed for periods exceeding in the whole thirty (30) days in any year. The period of thirty (30) days may be extended for a further period or periods not exceeding thirty (30) days in respect of any year if approved by members by ordinary resolution.

Subject to the above, fully paid shares are free from any restriction on transfer and free of all liens in favour of the Company.

(v) Power of the Company to purchase its own shares

The Company is empowered by the Companies Act and the Articles to purchase its own shares subject to certain restrictions and the board may only exercise this power on behalf of the Company subject to any applicable requirements imposed from time to time by the Stock Exchange. Subject to the Companies Act, the rules of the Stock Exchange and of any competent regulatory authority, the Company is also authorized to hold any repurchased, redeemed or surrendered shares as treasury shares without the need for a separate resolution of the board for each instance.

The board may accept the surrender for no consideration of any fully paid share.

(vi) Power of any subsidiary of the Company to own shares in the Company

There are no provisions in the Articles relating to ownership of shares in the Company by a subsidiary.

(vii) Calls on shares and forfeiture of shares

The board may from time to time make such calls upon the members in respect of any monies unpaid on the shares held by them respectively (whether on account of the nominal value of the shares or by way of premium). A call may be made payable either in one lump sum or by installments. If the sum payable in respect of any call or instalment is not paid on or before the day appointed for payment thereof, the person or persons from whom the sum is due shall pay interest on the same at such rate not exceeding twenty per cent. (20%) per annum as the board may agree to accept from the day appointed for the payment thereof to the time of actual payment, but the board may waive payment of such interest wholly or in part. The board may, if it thinks fit, receive from any member willing to advance the same, either in money or money's worth, all or any part of the monies uncalled and unpaid or installments payable upon any shares held by him, and upon all or any of the monies so advanced the Company may pay interest at such rate (if any) as the board may decide.

If a member fails to pay any call on the day appointed for payment thereof, the board may serve not less than fourteen (14) clear days' notice on him requiring payment of so much of the call as is unpaid, together with any interest which may have accrued and which may still accrue up to the date of actual payment and stating that, in the event of non-payment at or before the time appointed, the shares in respect of which the call was made will be liable to be forfeited.

If the requirements of any such notice are not complied with, any share in respect of which the notice has been given may at any time thereafter, before the payment required by the notice has been made, be forfeited by a resolution of the board to that effect. Such forfeiture will include all dividends and bonuses declared in respect of the forfeited share and not actually paid before the forfeiture.

A person whose shares have been forfeited shall cease to be a member in respect of the forfeited shares but shall, notwithstanding, remain liable to pay to the Company all monies which, at the date of forfeiture, were payable by him to the Company in respect of the shares, together with (if the board shall in its discretion so require) interest thereon from the date of forfeiture until the date of actual payment at such rate not exceeding twenty per cent. (20%) per annum as the board determines.

(b) Directors***(i) Appointment, retirement and removal***

At each annual general meeting, one third of the Directors for the time being (or if their number is not a multiple of three, then the number nearest to but not less than one third) shall retire from office by rotation provided that every Director shall be subject to retirement at an annual general meeting at least once every three years. The Directors to retire by rotation shall include any Director who wishes to retire and not offer himself for re-election. Any further Directors so to retire shall be those who have been longest in office since their last re-election or appointment but as between persons who became or were last re-elected Directors on the same day those to retire will (unless they otherwise agree among themselves) be determined by lot.

Neither a Director nor an alternate Director is required to hold any shares in the Company by way of qualification. Further, there are no provisions in the Articles relating to retirement of Directors upon reaching any age limit.

The Directors have the power to appoint any person as a Director either to fill a casual vacancy on the board or as an addition to the existing board. Any Director so appointed shall hold office only until the first annual general meeting of the Company after his appointment and shall then be eligible for re-election.

A Director (including a managing or other executive Director) may be removed by an ordinary resolution of the Company before the expiration of his term of office (but without prejudice to any claim which such Director may have for damages for any breach of any contract between him and the Company) and members of the Company may by ordinary resolution appoint another in his place. Unless otherwise determined by the Company in general meeting, the number of Directors shall not be less than two. There is no maximum number of Directors.

The office of director shall be vacated if:

- (aa) he resigns by notice in writing delivered to the Company;
- (bb) he becomes of unsound mind or dies;
- (cc) without special leave, he is absent from meetings of the board for six (6) consecutive months, and the board resolves that his office is vacated;
- (dd) he becomes bankrupt or has a receiving order made against him or suspends payment or compounds with his creditors;
- (ee) he is prohibited from being a director by law; or

- (ff) he ceases to be a director by virtue of any provision of law or is removed from office pursuant to the Articles.

The board may appoint one or more of its body to be managing director, joint managing director, or deputy managing director or to hold any other employment or executive office with the Company for such period and upon such terms as the board may determine and the board may revoke or terminate any of such appointments. The board may delegate any of its powers, authorities and discretions to committees consisting of such Director or Directors and other persons as the board thinks fit, and it may from time to time revoke such delegation or revoke the appointment of and discharge any such committees either wholly or in part, and either as to persons or purposes, but every committee so formed must, in the exercise of the powers, authorities and discretions so delegated, conform to any regulations that may from time to time be imposed upon it by the board.

(ii) Power to allot and issue shares and warrants

Subject to the provisions of the Companies Act and the Memorandum and Articles and to any special rights conferred on the holders of any shares or class of shares, any share may be issued (a) with or have attached thereto such rights, or such restrictions, whether with regard to dividend, voting, return of capital, or otherwise, as the Directors may determine, or (b) on terms that, at the option of the Company or the holder thereof, it is liable to be redeemed.

The board may issue warrants or convertible securities or securities of similar nature conferring the right upon the holders thereof to subscribe for any class of shares or securities in the capital of the Company on such terms as it may determine.

Subject to the provisions of the Companies Act and the Articles and, where applicable, the rules of the Stock Exchange and without prejudice to any special rights or restrictions for the time being attached to any shares or any class of shares, all unissued shares in the Company are at the disposal of the board, which may offer, allot, grant options over or otherwise dispose of them to such persons, at such times, for such consideration and on such terms and conditions as it in its absolute discretion thinks fit, but so that no shares shall be issued at a discount to their nominal value.

Neither the Company nor the board is obliged, when making or granting any allotment of, offer of, option over or disposal of shares, to make, or make available, any such allotment, offer, option or shares to members or others with registered addresses in any particular territory or territories being a territory or territories where, in the absence of a registration statement or other special formalities, this would or might, in the opinion of the board, be unlawful or impracticable. Members affected as a result of the foregoing sentence shall not be, or be deemed to be, a separate class of members for any purpose whatsoever.

(iii) Power to dispose of the assets of the Company or any of its subsidiaries

There are no specific provisions in the Articles relating to the disposal of the assets of the Company or any of its subsidiaries. The Directors may, however, exercise all powers and do all acts and things which may be exercised or done or approved by the Company and which are not required by the Articles or the Companies Act to be exercised or done by the Company in general meeting.

(iv) Borrowing powers

The board may exercise all the powers of the Company to raise or borrow money, to mortgage or charge all or any part of the undertaking, property and assets and uncalled capital of the Company and, subject to the Companies Act, to issue debentures, bonds and other securities of the Company, whether outright or as collateral security for any debt, liability or obligation of the Company or of any third party.

(v) Remuneration

The ordinary remuneration of the Directors is to be determined by the Company in general meeting, such sum (unless otherwise directed by the resolution by which it is voted) to be divided amongst the Directors in such proportions and in such manner as the board may agree or, failing agreement, equally, except that any Director holding office for part only of the period in respect of which the remuneration is payable shall only rank in such division in proportion to the time during such period for which he held office. The Directors are also entitled to be prepaid or repaid all travelling, hotel and incidental expenses reasonably expected to be incurred or incurred by them in attending any board meetings, committee meetings or general meetings or separate meetings of any class of shares or of debentures of the Company or otherwise in connection with the discharge of their duties as Directors.

Any Director who, by request, goes or resides abroad for any purpose of the Company or who performs services which in the opinion of the board go beyond the ordinary duties of a Director may be paid such extra remuneration as the board may determine and such extra remuneration shall be in addition to or in substitution for any ordinary remuneration as a Director. An executive Director appointed to be a managing director, joint managing director, deputy managing director or other executive officer shall receive such remuneration and such other benefits and allowances as the board may from time to time decide. Such remuneration may be either in addition to or in lieu of his remuneration as a Director.

The board may establish or concur or join with other companies (being subsidiary companies of the Company or companies with which it is associated in business) in establishing and making contributions out of the Company's monies to any schemes or funds for providing pensions, sickness or compassionate allowances, life assurance or other benefits for employees (which expression as used in this and the following paragraph shall include any

Director or past Director who may hold or have held any executive office or any office of profit with the Company or any of its subsidiaries) and ex-employees of the Company and their dependents or any class or classes of such persons.

The board may pay, enter into agreements to pay or make grants of revocable or irrevocable, and either subject or not subject to any terms or conditions, pensions or other benefits to employees and ex-employees and their dependents, or to any of such persons, including pensions or benefits additional to those, if any, to which such employees or ex-employees or their dependents are or may become entitled under any such scheme or fund as is mentioned in the previous paragraph. Any such pension or benefit may, as the board considers desirable, be granted to an employee either before and in anticipation of, or upon or at any time after, his actual retirement.

The board may resolve to capitalise all or any part of any amount for the time being standing to the credit of any reserve or fund (including a share premium account and the profit and loss account) whether or not the same is available for distribution by applying such sum in paying up unissued shares to be allotted to (i) employees (including directors) of the Company and/or its affiliates (meaning any individual, corporation, partnership, association, joint-stock company, trust, unincorporated association or other entity (other than the Company) that directly, or indirectly through one or more intermediaries, controls, is controlled by or is under common control with, the Company) upon exercise or vesting of any options or awards granted under any share incentive scheme or employee benefit scheme or other arrangement which relates to such persons that has been adopted or approved by the members in general meeting, or (ii) any trustee of any trust to whom shares are to be allotted and issued by the Company in connection with the operation of any share incentive scheme or employee benefit scheme or other arrangement which relates to such persons that has been adopted or approved by the members in general meeting.

(vi) Compensation or payments for loss of office

Pursuant to the Articles, payments to any Director or past Director of any sum by way of compensation for loss of office or as consideration for or in connection with his retirement from office (not being a payment to which the Director is contractually entitled) must be approved by the Company in general meeting.

(vii) Loans and provision of security for loans to Directors

The Company must not make any loan, directly or indirectly, to a Director or his close associate(s) if and to the extent it would be prohibited by the Companies Ordinance (Chapter 622 of the laws of Hong Kong) as if the Company were a company incorporated in Hong Kong.

(viii) Disclosure of interests in contracts with the Company or any of its subsidiaries

A Director may hold any other office or place of profit with the Company (except that of the auditor of the Company) in conjunction with his office of Director for such period and upon such terms as the board may determine, and may be paid such extra remuneration therefor in addition to any remuneration provided for by or pursuant to the Articles. A Director may be or become a director or other officer of, or otherwise interested in, any company promoted by the Company or any other company in which the Company may be interested, and shall not be liable to account to the Company or the members for any remuneration, profits or other benefits received by him as a director, officer or member of, or from his interest in, such other company. The board may also cause the voting power conferred by the shares in any other company held or owned by the Company to be exercised in such manner in all respects as it thinks fit, including the exercise thereof in favour of any resolution appointing the Directors or any of them to be directors or officers of such other company, or voting or providing for the payment of remuneration to the directors or officers of such other company.

No Director or proposed or intended Director shall be disqualified by his office from contracting with the Company, either with regard to his tenure of any office or place of profit or as vendor, purchaser or in any other manner whatsoever, nor shall any such contract or any other contract or arrangement in which any Director is in any way interested be liable to be avoided, nor shall any Director so contracting or being so interested be liable to account to the Company or the members for any remuneration, profit or other benefits realised by any such contract or arrangement by reason of such Director holding that office or the fiduciary relationship thereby established. A Director who to his knowledge is in any way, whether directly or indirectly, interested in a contract or arrangement or proposed contract or arrangement with the Company must declare the nature of his interest at the meeting of the board at which the question of entering into the contract or arrangement is first taken into consideration, if he knows his interest then exists, or in any other case, at the first meeting of the board after he knows that he is or has become so interested.

A Director shall not vote (nor be counted in the quorum) on any resolution of the board approving any contract or arrangement or other proposal in which he or any of his close associates is materially interested, but this prohibition does not apply to any of the following matters, namely:

(aa) the giving of any security or indemnity either:–

(aaa) to the Director or his close associate(s) in respect of money lent or obligations incurred or undertaken by him or any of them at the request of or for the benefit of the Company or any of its subsidiaries; or

(bbb) to a third party in respect of a debt or obligation of the Company or any of its subsidiaries for which the Director or his close associate(s) has himself/themselves assumed responsibility in whole or in part and whether alone or jointly under a guarantee or indemnity or by the giving of security;

- (bb) any proposal concerning an offer of shares or debentures or other securities of or by the Company or any other company which the Company may promote or be interested in for subscription or purchase where the Director or his close associate(s) is/are or is/are to be interested as a participant in the underwriting or sub-underwriting of the offer;
- (cc) any proposal or arrangement concerning the benefit of employees of the Company or its subsidiaries including:–
 - (aaa) the adoption, modification or operation of any employees' share scheme or any share incentive or share option scheme under which the Director or his close associate(s) may benefit; or
 - (bbb) the adoption, modification or operation of a pension fund or retirement, death or disability benefits scheme which relates to the Directors, his close associate(s) and employee(s) of the Company or any of its subsidiaries and does not provide in respect of any Director, or his close associate(s), as such any privilege or advantage not generally accorded to the class of persons to which such scheme or fund relates;
 - (ccc) any contract or arrangement in which the Director or his close associate(s) is/are interested in the same manner as other holders of shares or debentures or other securities of the Company by virtue only of his/their interest in shares or debentures or other securities of the Company.

(c) Proceedings of the Board

The board may meet for the despatch of business, adjourn and otherwise regulate its meetings as it considers appropriate. Questions arising at any meeting shall be determined by a majority of votes. In the case of an equality of votes, the chairman of the meeting shall have an additional or casting vote.

(d) Alterations to constitutional documents and the Company's name

The Articles may be rescinded, altered or amended by the Company in general meeting by special resolution. The Articles state that a special resolution shall be required to alter the provisions of the Memorandum, to amend the Articles or to change the name of the Company.

(e) Meetings of members***(i) Special and ordinary resolutions***

A special resolution of the Company must be passed by a majority of not less than three-fourths of the votes cast by such members as, being entitled so to do, vote in person or, in the case of such members as are corporations, by their duly authorised representatives or, where proxies are allowed, by proxy at a general meeting of which notice has been duly given in accordance with the Articles.

Under the Companies Act, a copy of any special resolution must be forwarded to the Registrar of Companies in the Cayman Islands within fifteen (15) days of being passed.

An ordinary resolution is defined in the Articles to mean a resolution passed by a simple majority of the votes of such members of the Company as, being entitled to do so, vote in person or, in the case of corporations, by their duly authorised representatives or, where proxies are allowed, by proxy at a general meeting of which notice has been duly given in accordance with the Articles.

(ii) Voting rights and right to demand a poll

Subject to any special rights or restrictions as to voting for the time being attached to any shares, at any general meeting on a poll every member present in person or by proxy or, in the case of a member being a corporation, by its duly authorised representative shall have one vote for every fully paid share of which he is the holder but so that no amount paid up or credited as paid up on a share in advance of calls or installments is treated for the foregoing purposes as paid up on the share. A member entitled to more than one vote need not use all his votes or cast all the votes he uses in the same way.

At any general meeting a resolution put to the vote of the meeting is to be decided by way of a poll save that the chairman of the meeting may in good faith, allow a resolution which relates purely to a procedural or administrative matter to be voted on by a show of hands in which case every member present in person (or being a corporation, is present by a duly authorized representative), or by proxy(ies) shall have one vote provided that where more than one proxy is appointed by a member which is a clearing house (or its nominee(s)), each such proxy shall have one vote on a show of hands. Votes (whether on a show of hands or by way of poll) may be cast by such means, electronic or otherwise, as the Directors or the chairman of the meeting may determine.

Any corporation which is a member may by resolution of its directors or other governing body authorise such person as it thinks fit to act as its representative at any general meeting of the Company or at any meeting of any class of members. The person so authorised shall be

entitled to exercise the same powers on behalf of such corporation as the corporation could exercise if it were an individual member and such corporation shall for the purposes of the Articles be deemed to be present in person at any such meeting if a person so authorised is present thereat.

If a recognised clearing house (or its nominee(s)) is a member of the Company it may authorise such person or persons as it thinks fit to act as its representative(s) at any meeting of the Company or at any meeting of any class of members of the Company provided that, if more than one person is so authorised, the authorisation shall specify the number and class of shares in respect of which each such person is so authorised. A person authorised pursuant to this provision shall be deemed to have been duly authorised without further evidence of the facts and be entitled to exercise the same powers on behalf of the recognised clearing house (or its nominee(s)) as if such person was the registered holder of the shares of the Company held by that clearing house (or its nominee(s)) including, the right to speak and to vote, and where a show of hands is allowed, the right to vote individually on a show of hands.

All members have the right to speak and vote at a general meeting except where a member is required, by the rules of the Stock Exchange, to abstain from voting to approve the matter under consideration.

Where the Company has any knowledge that any member is, under the rules of the Stock Exchange, required to abstain from voting on any particular resolution of the Company or restricted to voting only for or only against any particular resolution of the Company, any votes cast by or on behalf of such member in contravention of such requirement or restriction shall not be counted.

(iii) Annual general meetings and extraordinary general meetings

The Company must hold an annual general meeting of the Company for each financial year and such general meeting must be held within six (6) months after the end of the Company's financial year unless a longer period would not infringe the rules of the Stock Exchange.

Extraordinary general meetings may be convened on the requisition of one or more members holding, at the date of deposit of the requisition, not less than one-tenth of the paid up capital of the Company having the right of voting at general meetings, on a one vote per share basis. Such requisition shall be made in writing to the board or the secretary for the purpose of requiring an extraordinary general meeting to be called by the board for the transaction of any business or resolution specified in such requisition. Such meeting shall be held within 2 months after the deposit of such requisition. If within 21 days of such deposit, the board fails to proceed to convene such meeting, the requisitionist(s) himself/herself (themselves) may do so in the same manner, and all reasonable expenses incurred by the requisitionist(s) as a result of the failure of the board shall be reimbursed to the requisitionist(s) by the Company.

Notwithstanding any provisions in the Articles, any general meeting or any class meeting may be held physically, as a hybrid meeting (partially physical and partially electronic) or wholly by electronic means using such telephone, electronic or other communication facilities as to permit all persons participating in the meeting to communicate with each other, and participation in such a meeting shall constitute presence at such meeting. Unless otherwise determined by the Directors, the manner of convening and the proceedings at a general meeting set out in the Articles shall apply, *mutatis mutandis*, to hybrid or wholly electronic meetings.

(iv) Notices of meetings and business to be conducted

An annual general meeting must be called by notice of not less than twenty-one (21) clear days. All other general meetings must be called by notice of at least fourteen (14) clear days. The notice is exclusive of the day on which it is served or deemed to be served and of the day for which it is given, and must specify the time and place of the meeting and particulars of resolutions to be considered at the meeting and, in the case of special business, the general nature of that business.

In addition, notice of every general meeting must be given to all members of the Company other than to such members as, under the provisions of the Articles or the terms of issue of the shares they hold, are not entitled to receive such notices from the Company, and also to, among others, the auditors for the time being of the Company.

Any notice to be given to or by any person pursuant to the Articles may be served on or delivered to any member of the Company personally, by post to such member's registered address or by advertisement in newspapers in accordance with the requirements of the Stock Exchange. Subject to compliance with Cayman Islands law and the rules of the Stock Exchange, notice may also be served or delivered by the Company to any member by electronic means.

All business that is transacted at an extraordinary general meeting and at an annual general meeting is deemed special, save that in the case of an annual general meeting, each of the following business is deemed an ordinary business:

- (aa) the declaration and sanctioning of dividends;
- (bb) the consideration and adoption of the accounts and balance sheet and the reports of the directors and the auditors;
- (cc) the election of directors in place of those retiring;
- (dd) the appointment of auditors and other officers; and
- (ee) the fixing of the remuneration of the directors and of the auditors.

(v) *Quorum for meetings and separate class meetings*

No business shall be transacted at any general meeting unless a quorum is present when the meeting proceeds to business, but the absence of a quorum shall not preclude the appointment of a chairman.

The quorum for a general meeting shall be two members present in person (or, in the case of a member being a corporation, by its duly authorised representative) or by proxy or, for quorum purposes only, two persons appointed by the clearing house as authorized representative or proxy, and entitled to vote. In respect of a separate class meeting (including an adjourned meeting) convened to sanction the modification of class rights the necessary quorum shall be two persons holding or representing by proxy not less than one-third in nominal value of the issued shares of that class.

(vi) *Proxies*

Any member of the Company entitled to attend and vote at a meeting of the Company is entitled to appoint another person as his proxy to attend and vote instead of him. A member who is the holder of two or more shares may appoint more than one proxy to represent him and vote on his behalf at a general meeting of the Company or at a class meeting. A proxy need not be a member of the Company and is entitled to exercise the same powers on behalf of a member who is an individual and for whom he acts as proxy as such member could exercise. In addition, a proxy is entitled to exercise the same powers on behalf of a member which is a corporation and for which he acts as proxy as such member could exercise as if it were an individual member. Votes may be given either personally (or, in the case of a member being a corporation, by its duly authorised representative) or by proxy.

(f) *Accounts and audit*

The board shall cause true accounts to be kept of the sums of money received and expended by the Company, and the matters in respect of which such receipt and expenditure take place, and of the property, assets, credits and liabilities of the Company and of all other matters required by the Companies Act or necessary to give a true and fair view of the Company's affairs and to explain its transactions.

The accounting records must be kept at the registered office or at such other place or places as the board decides and shall always be open to inspection by any Director. No member (other than a Director) shall have any right to inspect any accounting record or book or document of the Company except as conferred by law or authorised by the board or the Company in general meeting. However, an exempted company must make available at its registered office in electronic form or any other medium, copies of its books of account or parts thereof as may be required of it upon service of an order or notice by the Tax Information Authority pursuant to the Tax Information Authority Act of the Cayman Islands.

A copy of every balance sheet and profit and loss account (including every document required by law to be annexed thereto) which is to be laid before the Company at its general meeting, together with a printed copy of the Directors' report and a copy of the auditors' report, shall not less than twenty-one (21) days before the date of the meeting and at the same time as the notice of annual general meeting be sent to every person entitled to receive notices of general meetings of the Company under the provisions of the Articles; however, subject to compliance with all applicable laws, including the rules of the Stock Exchange, the Company may send to such persons summarised financial statements derived from the Company's annual accounts and the directors' report instead provided that any such person may by notice in writing served on the Company, demand that the Company sends to him, in addition to summarised financial statements, a complete printed copy of the Company's annual financial statement and the directors' report thereon.

At the annual general meeting or at a subsequent extraordinary general meeting in each year, the members shall by ordinary resolution appoint an auditor to audit the accounts of the Company and such auditor shall hold office until the next annual general meeting. Moreover, the members may, at any general meeting, by ordinary resolution remove the auditor at any time before the expiration of his terms of office and shall by ordinary resolution at that meeting appoint another auditor for the remainder of his term. The remuneration of the auditors shall be fixed and approved by the Company by an ordinary resolution passed at a general meeting or in such manner as the members may by ordinary resolution determine.

The financial statements of the Company shall be audited by the auditor in accordance with generally accepted auditing standards which may be those of a country or jurisdiction other than the Cayman Islands. The auditor shall make a written report thereon in accordance with generally accepted auditing standards and the report of the auditor must be submitted to the members in general meeting.

(g) Dividends and other methods of distribution

The Company in general meeting may declare dividends in any currency to be paid to the members but no dividend shall be declared in excess of the amount recommended by the board.

The Articles provide dividends may be declared and paid out of the profits of the Company, realised or unrealised, or from any reserve set aside from profits which the directors determine is no longer needed. With the sanction of an ordinary resolution dividends may also be declared and paid out of share premium account or any other fund or account which can be authorised for this purpose in accordance with the Companies Act.

Except in so far as the rights attaching to, or the terms of issue of, any share may otherwise provide, (i) all dividends shall be declared and paid according to the amounts paid up on the shares in respect whereof the dividend is paid but no amount paid up on a share in advance of calls shall for this purpose be treated as paid up on the share and (ii) all dividends shall be apportioned and paid pro rata according to the amount paid up on the shares during

any portion or portions of the period in respect of which the dividend is paid. The Directors may deduct from any dividend or other monies payable to any member or in respect of any shares all sums of money (if any) presently payable by him to the Company on account of calls or otherwise.

Whenever the board or the Company in general meeting has resolved that a dividend be paid or declared on the share capital of the Company, the board may further resolve either (a) that such dividend be satisfied wholly or in part in the form of an allotment of shares credited as fully paid up, provided that the members entitled thereto will be entitled to elect to receive such dividend (or part thereof) in cash in lieu of such allotment, or (b) that members entitled to such dividend will be entitled to elect to receive an allotment of shares credited as fully paid up in lieu of the whole or such part of the dividend as the board may think fit.

The Company may also upon the recommendation of the board by an ordinary resolution resolve in respect of any one particular dividend of the Company that it may be satisfied wholly in the form of an allotment of shares credited as fully paid up without offering any right to members to elect to receive such dividend in cash in lieu of such allotment.

Any dividend, interest or other sum payable in cash to the holder of shares may be paid by cheque or warrant sent through the post addressed to the holder at his registered address, or in the case of joint holders, addressed to the holder whose name stands first in the register of the Company in respect of the shares at his address as appearing in the register or addressed to such person and at such addresses as the holder or joint holders may in writing direct. Every such cheque or warrant shall, unless the holder or joint holders otherwise direct, be made payable to the order of the holder or, in the case of joint holders, to the order of the holder whose name stands first on the register in respect of such shares, and shall be sent at his or their risk and payment of the cheque or warrant by the bank on which it is drawn shall constitute a good discharge to the Company. Any one of two or more joint holders may give effectual receipts for any dividends or other moneys payable or property distributable in respect of the shares held by such joint holders.

Whenever the board or the Company in general meeting has resolved that a dividend be paid or declared the board may further resolve that such dividend be satisfied wholly or in part by the distribution of specific assets of any kind.

All dividends or bonuses unclaimed for one year after having been declared may be invested or otherwise made use of by the board for the benefit of the Company until claimed and the Company shall not be constituted a trustee in respect thereof. All dividends or bonuses unclaimed for six years after having been declared may be forfeited by the board and shall revert to the Company.

No dividend or other monies payable by the Company on or in respect of any share shall bear interest against the Company.

(h) Inspection of corporate records

Pursuant to the Articles, the register and branch register of members maintained in Hong Kong shall be open to inspection for at least two (2) hours during business hours by members without charge, or by any other person upon a maximum payment of HK\$2.50 or such lesser sum specified by the board, at the registered office or such other place at which the register is kept in accordance with the Companies Act or, upon a maximum payment of HK\$1.00 or such lesser sum specified by the board, at the office where the branch register of members is kept, unless the register is closed in accordance with the Articles.

(i) Rights of minorities in relation to fraud or oppression

There are no provisions in the Articles relating to rights of minority shareholders in relation to fraud or oppression. However, certain remedies are available to members of the Company under Cayman Islands law, as summarised in paragraph 3(f) of this Appendix.

(j) Procedures on liquidation

Unless otherwise provided by the Companies Act, a resolution that the Company be wound up by the court or be wound up voluntarily shall be a special resolution.

Subject to any special rights, privileges or restrictions as to the distribution of available surplus assets on liquidation for the time being attached to any class or classes of shares:

- (i) if the Company is wound up and the assets available for distribution amongst the members of the Company shall be more than sufficient to repay the whole of the capital paid up at the commencement of the winding up, the excess shall be distributed *pari passu* amongst such members in proportion to the amount paid up on the shares held by them respectively; and
- (ii) if the Company is wound up and the assets available for distribution amongst the members as such shall be insufficient to repay the whole of the paid-up capital, such assets shall be distributed so that, as nearly as may be, the losses shall be borne by the members in proportion to the capital paid up, or which ought to have been paid up, at the commencement of the winding up on the shares held by them respectively.

If the Company is wound up (whether the liquidation is voluntary or by the court) the liquidator may, with the authority of a special resolution and any other sanction required by the Companies Act divide among the members in specie or kind the whole or any part of the assets of the Company whether the assets shall consist of property of one kind or shall consist of properties of different kinds and the liquidator may, for such purpose, set such value as he deems fair upon any one or more class or classes of property to be divided as aforesaid and may determine how such division shall be carried out as between the members or different classes of members. The liquidator may, with the like authority, vest any part of the assets in trustees upon such trusts for the benefit of members as the liquidator, with the like authority, shall think fit, but so that no contributory shall be compelled to accept any shares or other property in respect of which there is a liability.

(k) Subscription rights reserve

The Articles provide that to the extent that it is not prohibited by and is in compliance with the Companies Act, if warrants to subscribe for shares have been issued by the Company and the Company does any act or engages in any transaction which would result in the subscription price of such warrants being reduced below the par value of a share, a subscription rights reserve shall be established and applied in paying up the difference between the subscription price and the par value of a share on any exercise of the warrants.

(l) Electronic communications and securities management

The Articles permit the Company to accept electronic instructions from members and securities holders of the Company for activities such as attending meetings, appointing proxies, voting, and responding to corporate communications, provided such actions comply with applicable laws, the rules of the Stock Exchange, and authentication measures determined by the board. Further, the Articles have provisions to align with the Securities and Futures Ordinance and the Securities and Futures (Uncertificated Securities Market) Rules (Cap. 571AS) of Hong Kong, enabling the holding, transfer, and registration of shares and other securities in uncertificated form through electronic systems, such as the Uncertificated Securities Registration and Transfer (UNSRT) system, which facilitates title evidencing and transfer without physical instruments; the Company is also authorised to support electronic voting, proxy instructions, and distribution of corporate action proceeds, ensuring alignment with the uncertificated securities market framework and Cayman Islands laws.

3. CAYMAN ISLANDS COMPANY LAW

The Company is incorporated in the Cayman Islands subject to the Companies Act and, therefore, operates subject to Cayman Islands law. Set out below is a summary of certain provisions of Cayman company law, although this does not purport to contain all applicable qualifications and exceptions or to be a complete review of all matters of Cayman company law and taxation, which may differ from equivalent provisions in jurisdictions with which interested parties may be more familiar:

(a) Company operations

As an exempted company, the Company's operations must be conducted mainly outside the Cayman Islands. The Company is required to file an annual return each year with the Registrar of Companies of the Cayman Islands and pay a fee which is based on the amount of its authorised share capital.

(b) Share capital

The Companies Act provides that where a company issues shares at a premium, whether for cash or otherwise, a sum equal to the aggregate amount of the value of the premiums on those shares shall be transferred to an account, to be called the “share premium account”. At the option of a company, these provisions may not apply to premiums on shares of that company allotted pursuant to any arrangement in consideration of the acquisition or cancellation of shares in any other company and issued at a premium.

The Companies Act provides that the share premium account may be applied by the company subject to the provisions, if any, of its memorandum and articles of association in (a) paying distributions or dividends to members; (b) paying up unissued shares of the company to be issued to members as fully paid bonus shares; (c) the redemption and repurchase of shares (subject to the provisions of section 37 of the Companies Act); (d) writing-off the preliminary expenses of the company; and (e) writing-off the expenses of, or the commission paid or discount allowed on, any issue of shares or debentures of the company.

No distribution or dividend may be paid to members out of the share premium account unless immediately following the date on which the distribution or dividend is proposed to be paid, the company will be able to pay its debts as they fall due in the ordinary course of business.

The Companies Act provides that, subject to confirmation by the Grand Court of the Cayman Islands (the “**Court**”), a company limited by shares or a company limited by guarantee and having a share capital may, if so authorised by its articles of association, by special resolution reduce its share capital in any way.

(c) Financial assistance to purchase shares of a company or its holding company

There is no statutory restriction in the Cayman Islands on the provision of financial assistance by a company to another person for the purchase of, or subscription for, its own or its holding company’s shares. Accordingly, a company may provide financial assistance if the directors of the company consider, in discharging their duties of care and acting in good faith, for a proper purpose and in the interests of the company, that such assistance can properly be given. Such assistance should be on an arm’s-length basis.

(d) Purchase of shares and warrants by a company and its subsidiaries

A company limited by shares or a company limited by guarantee and having a share capital may, if so authorised by its articles of association, issue shares which are to be redeemed or are liable to be redeemed at the option of the company or a shareholder and the Companies Act expressly provides that it shall be lawful for the rights attaching to any shares to be varied, subject to the provisions of the company’s articles of association, so as to provide that such shares are to be or are liable to be so redeemed. In addition, such a company may,

if authorised to do so by its articles of association, purchase its own shares, including any redeemable shares. However, if the articles of association do not authorise the manner and terms of purchase, a company cannot purchase any of its own shares unless the manner and terms of purchase have first been authorised by an ordinary resolution of the company. At no time may a company redeem or purchase its shares unless they are fully paid. A company may not redeem or purchase any of its shares if, as a result of the redemption or purchase, there would no longer be any issued shares of the company other than shares held as treasury shares. A payment out of capital by a company for the redemption or purchase of its own shares is not lawful unless immediately following the date on which the payment is proposed to be made, the company shall be able to pay its debts as they fall due in the ordinary course of business.

Shares purchased by a company is to be treated as cancelled unless, subject to the memorandum and articles of association of the company, the directors of the company resolve to hold such shares in the name of the company as treasury shares prior to the purchase. Where shares of a company are held as treasury shares, the company shall be entered in the register of members as holding those shares, however, notwithstanding the foregoing, the company is not to be treated as a member for any purpose and must not exercise any right in respect of the treasury shares, and any purported exercise of such a right shall be void, and a treasury share must not be voted, directly or indirectly, at any meeting of the company and must not be counted in determining the total number of issued shares at any given time, whether for the purposes of the company's articles of association or the Companies Act.

A company is not prohibited from purchasing and may purchase its own warrants subject to and in accordance with the terms and conditions of the relevant warrant instrument or certificate. There is no requirement under Cayman Islands law that a company's memorandum or articles of association contain a specific provision enabling such purchases and the directors of a company may rely upon the general power contained in its memorandum of association to buy and sell and deal in personal property of all kinds.

Under Cayman Islands law, a subsidiary may hold shares in its holding company and, in certain circumstances, may acquire such shares.

(e) Dividends and distributions

The Companies Act permits, subject to a solvency test and the provisions, if any, of the company's memorandum and articles of association, the payment of dividends and distributions out of the share premium account. With the exception of the foregoing, there are no statutory provisions relating to the payment of dividends. Based upon English case law, which is regarded as persuasive in the Cayman Islands, dividends may be paid only out of profits.

No dividend may be declared or paid, and no other distribution (whether in cash or otherwise) of the company's assets (including any distribution of assets to members on a winding up) may be made to the company, in respect of a treasury share.

(f) Protection of minorities and shareholders' suits

The Courts ordinarily would be expected to follow English case law precedents which permit a minority shareholder to commence a representative action against or derivative actions in the name of the company to challenge (a) an act which is ultra vires the company or illegal, (b) an act which constitutes a fraud against the minority and the wrongdoers are themselves in control of the company and (c) an irregularity in the passing of a resolution which requires a qualified (or special) majority.

In the case of a company (not being a bank) having a share capital divided into shares, the Court may, on the application of members holding not less than one fifth of the shares of the company in issue, appoint an inspector to examine into the affairs of the company and to report thereon in such manner as the Court shall direct.

Any shareholder of a company may petition the Court which may make a winding up order if the Court is of the opinion that it is just and equitable that the company should be wound up or, as an alternative to a winding up order, (a) an order regulating the conduct of the company's affairs in the future, (b) an order requiring the company to refrain from doing or continuing an act complained of by the shareholder petitioner or to do an act which the shareholder petitioner has complained it has omitted to do, (c) an order authorising civil proceedings to be brought in the name and on behalf of the company by the shareholder petitioner on such terms as the Court may direct, or (d) an order providing for the purchase of the shares of any shareholders of the company by other shareholders or by the company itself and, in the case of a purchase by the company itself, a reduction of the company's capital accordingly.

Generally claims against a company by its shareholders must be based on the general laws of contract or tort applicable in the Cayman Islands or their individual rights as shareholders as established by the company's memorandum and articles of association.

(g) Disposal of assets

The Companies Act contains no specific restrictions on the power of directors to dispose of assets of a company. However, as a matter of general law, every officer of a company, which includes a director, managing director and secretary, in exercising his powers and discharging his duties must do so honestly and in good faith with a view to the best interests of the company and exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.

(h) Accounting and auditing requirements

A company must cause proper books of account to be kept with respect to (i) all sums of money received and expended by the company and the matters in respect of which the receipt and expenditure takes place; (ii) all sales and purchases of goods by the company; and (iii) the assets and liabilities of the company.

Proper books of account shall not be deemed to be kept if there are not kept such books as are necessary to give a true and fair view of the state of the company's affairs and to explain its transactions.

An exempted company must make available at its registered office in electronic form or any other medium, copies of its books of account or parts thereof as may be required of it upon service of an order or notice by the Tax Information Authority pursuant to the Tax Information Authority Act of the Cayman Islands.

(i) Exchange control

There are no exchange control regulations or currency restrictions in the Cayman Islands.

(j) Taxation

Pursuant to the Tax Concessions Act of the Cayman Islands, the Company has obtained an undertaking:

- (1) that no law which is enacted in the Cayman Islands imposing any tax to be levied on profits, income, gains or appreciation shall apply to the Company or its operations; and
- (2) that the aforesaid tax or any tax in the nature of estate duty or inheritance tax shall not be payable on or in respect of the shares, debentures or other obligations of the Company.

The undertaking for the Company is for a period of twenty years from 13 May 2024.

The Cayman Islands currently levy no taxes on individuals or corporations based upon profits, income, gains or appreciations and there is no taxation in the nature of inheritance tax or estate duty. There are no other taxes likely to be material to the Company levied by the Government of the Cayman Islands save for certain stamp duties which may be applicable, from time to time, on certain instruments executed in or brought within the jurisdiction of the Cayman Islands. The Cayman Islands are a party to a double tax treaty entered into with the United Kingdom in 2010 but otherwise is not party to any double tax treaties.

(k) Stamp duty on transfers

No stamp duty is payable in the Cayman Islands on transfers of shares of Cayman Islands companies except those which hold interests in land in the Cayman Islands.

(l) Loans to directors

There is no express provision in the Companies Act prohibiting the making of loans by a company to any of its directors.

(m) Inspection of corporate records

The notice of registered office is a matter of public record. A list of the names of the current directors and alternate directors (if applicable) is made available by the Registrar of Companies for inspection by any person on payment of a fee. The register of mortgages is open to inspection by creditors and members.

Members of the Company have no general right under the Companies Act to inspect or obtain copies of the register of members or corporate records of the Company. They will, however, have such rights as may be set out in the Company's Articles.

(n) Register of members

An exempted company may maintain its principal register of members and any branch registers at such locations, whether within or without the Cayman Islands, as the directors may, from time to time, think fit. The register of members shall contain such particulars as required by Section 40 of the Companies Act. A branch register must be kept in the same manner in which a principal register is by the Companies Act required or permitted to be kept. The company shall cause to be kept at the place where the company's principal register is kept a duplicate of any branch register duly entered up from time to time.

There is no requirement under the Companies Act for an exempted company to make any returns of members to the Registrar of Companies of the Cayman Islands. The names and addresses of the members are, accordingly, not a matter of public record and are not available for public inspection. However, an exempted company shall make available at its registered office, in electronic form or any other medium, such register of members, including any branch register of members, as may be required of it upon service of an order or notice by the Tax Information Authority pursuant to the Tax Information Authority Act of the Cayman Islands.

(o) Register of Directors and Officers

The Company is required to maintain at its registered office a register of directors and officers which is not available for inspection by the public. A copy of such register must be filed with the Registrar of Companies in the Cayman Islands and any change must be notified to the Registrar within thirty (30) days of any change in such directors or officers.

(p) Beneficial Ownership Register

An exempted company is required to identify its beneficial owners and provide details of these beneficial owners to its corporate service provider (“CSP”) which maintains its beneficial ownership register in the Cayman Islands. A beneficial owner is defined as an individual who (a) ultimately owns or controls, whether through director or indirect ownership or control 25% or more of the shares, voting rights, or partnership interests in the company, (b) otherwise exercises ultimate effective control over the management of the company, or (c) is identified as exercising control of the company through other means. The beneficial ownership register may be accessed by members of the public who demonstrate a legitimate interest, subject to approval by the competent authority. An exempted company with its shares listed on an approved stock exchange, which includes the Stock Exchange, may provide its CSP with details of its listed status as an alternative compliance route instead of providing details of its beneficial owners. Accordingly, as long as the shares of the Company remain listed on the Stock Exchange, the Company may opt for this alternative compliance route rather than maintain a beneficial ownership register.

(q) Winding up

A company may be wound up (a) compulsorily by order of the Court, (b) voluntarily, or (c) under the supervision of the Court.

The Court has authority to order winding up in a number of specified circumstances including where the members of the company have passed a special resolution requiring the company to be wound up by the Court, or where the company is unable to pay its debts, or where it is, in the opinion of the Court, just and equitable to do so. Where a petition is presented by members of the company as contributories on the ground that it is just and equitable that the company should be wound up, the Court has the jurisdiction to make certain other orders as an alternative to a winding-up order, such as making an order regulating the conduct of the company’s affairs in the future, making an order authorising civil proceedings to be brought in the name and on behalf of the company by the petitioner on such terms as the Court may direct, or making an order providing for the purchase of the shares of any of the members of the company by other members or by the company itself.

A company (save with respect to a limited duration company) may be wound up voluntarily when the company so resolves by special resolution or when the company in general meeting resolves by ordinary resolution that it be wound up voluntarily because it is

unable to pay its debts. In the case of a voluntary winding up, such company is obliged to cease to carry on its business (except so far as it may be beneficial for its winding up) from the time of passing the resolution for voluntary winding up or upon the expiry of the period or the occurrence of the event referred to above.

For the purpose of conducting the proceedings in winding up a company and assisting the Court therein, there may be appointed an official liquidator or official liquidators; and the court may appoint to such office such person, either provisionally or otherwise, as it thinks fit, and if more persons than one are appointed to such office, the Court must declare whether any act required or authorised to be done by the official liquidator is to be done by all or any one or more of such persons. The Court may also determine whether any and what security is to be given by an official liquidator on his appointment; if no official liquidator is appointed, or during any vacancy in such office, all the property of the company shall be in the custody of the Court.

As soon as the affairs of the company are fully wound up, the liquidator must make a report and an account of the winding up, showing how the winding up has been conducted and how the property of the company has been disposed of, and thereupon call a general meeting of the company for the purposes of laying before it the account and giving an explanation thereof. This final general meeting must be called by at least 21 days' notice to each contributory in any manner authorised by the company's articles of association and published in the Gazette.

(r) Reconstructions

There are statutory provisions which facilitate reconstructions and amalgamations approved by (i) a majority in number representing seventy-five per cent. (75%) in value of creditors, or (ii) seventy-five per cent. (75%) in value of shareholders or class of shareholders, as the case may be, as are present at a meeting called for such purpose and thereafter sanctioned by the Court. Whilst a dissenting shareholder would have the right to express to the Court his view that the transaction for which approval is sought would not provide the shareholders with a fair value for their shares, the Court is unlikely to disapprove the transaction on that ground alone in the absence of evidence of fraud or bad faith on behalf of management.

The Companies Act also contains statutory provisions which provide that a company may present a petition to the Court for the appointment of a restructuring officer on the grounds that the company (a) is or is likely to become unable to pay its debts within the meaning of section 93 of the Companies Act; and (b) intends to present a compromise or arrangement to its creditors (or classes thereof) either, pursuant to the Companies Act, the law of a foreign country or by way of a consensual restructuring. The petition may be presented by a company acting by its directors, without a resolution of its shareholders or an express power in its articles of association. On hearing such a petition, the Court may, among other things, make an order appointing a restructuring officer or make any other order as the Court thinks fit.

(s) Take-overs

Where an offer is made by a company for the shares of another company and, within four (4) months of the offer, the holders of not less than ninety per cent. (90%) of the shares which are the subject of the offer accept, the offeror may at any time within two (2) months after the expiration of the said four (4) months, by notice in the prescribed manner require the dissenting shareholders to transfer their shares on the terms of the offer. A dissenting shareholder may apply to the Court within one (1) month of the notice objecting to the transfer. The burden is on the dissenting shareholder to show that the Court should exercise its discretion, which it will be unlikely to do unless there is evidence of fraud or bad faith or collusion as between the offeror and the holders of the shares who have accepted the offer as a means of unfairly forcing out minority shareholders.

(t) Indemnification

Cayman Islands law does not limit the extent to which a company's articles of association may provide for indemnification of officers and directors, except to the extent any such provision may be held by the Court to be contrary to public policy (e.g. for purporting to provide indemnification against the consequences of committing a crime).

(u) Economic Substance Requirements

Pursuant to the International Tax Cooperation (Economic Substance) Act of the Cayman Islands ("ES Act") that came into force on 1 January 2019, a "relevant entity" is required to satisfy the economic substance test set out in the ES Act. A "relevant entity" includes an exempted company incorporated in the Cayman Islands as is the Company; however, it does not include an entity that is tax resident outside the Cayman Islands. Accordingly, for so long as the Company is a tax resident outside the Cayman Islands, including in Hong Kong, it is not required to satisfy the economic substance test set out in the ES Act.

4. GENERAL

Conyers Dill & Pearman, the Company's special legal counsel on Cayman Islands law, have sent to the Company a letter of advice summarising certain aspects of Cayman Islands company law. This letter, together with a copy of the Companies Act, is available for inspection as referred to in the paragraph headed "Documents Delivered to the Registrar of Companies and Documents on Display" in Appendix V to this prospectus. Any person wishing to have a detailed summary of Cayman Islands company law or advice on the differences between it and the laws of any jurisdiction with which he is more familiar is recommended to seek independent legal advice.

A. FURTHER INFORMATION ABOUT OUR COMPANY**1. Incorporation of our Company**

Our Company was incorporated in the Cayman Islands under the Cayman Companies Act as an exempted company with limited liability on February 17, 2022. Our Company has established its principal place of business in Hong Kong at 31/F, Tower Two, Times Square, 1 Matheson Street, Causeway Bay, 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 on July 19, 2024. Mr. Lung Shei Kei (龍瑞麒) has been appointed as the authorized representative of our Company for the acceptance of service of process and notices on behalf of our Company in Hong Kong.

As our Company was incorporated in the Cayman Islands, its operations are subject to the Cayman Companies Act, the Memorandum and the Articles of Association and the applicable laws of Cayman Islands. A summary of certain provisions of the Memorandum and Articles of Association and relevant aspects of the Cayman Companies Act is set out in “Appendix III—Summary of the Constitution of the Company and Cayman Islands Company Law” to this prospectus.

2. Changes in the share capital of our Company

As of the date of incorporation of our Company, the authorized share capital of our Company was US\$50,000 divided into 50,000 shares of US\$1.00 each. Upon its incorporation, one share was allotted and issued to an initial subscriber who is an Independent Third Party at par, and such share was transferred to Century BVI on the same day. On the same day, our Company allotted and issued at par 49,999 shares to Century BVI.

Pursuant to the written resolutions of our then Shareholder passed on January 15, 2025:

- (i) each of our issued and unissued shares of US\$1.00 each was subdivided into 10,000 Shares of US\$0.0001 each, such that following the subdivision, (a) the authorized share capital of our Company was changed from US\$50,000 divided into 50,000 shares of a par value of US\$1.00 each to US\$50,000 divided into 500,000,000 Shares of a par value of US\$0.0001 each; and (b) the issued share capital of our Company was changed to US\$50,000 divided into 500,000,000 Shares of a par value of US\$0.0001 each;
- (ii) a total of 168,260,500 Shares were surrendered by Century BVI at nil consideration, which were immediately canceled by our Company;
- (iii) the authorized share capital of our Company was increased from US\$50,000 divided into 500,000,000 Shares of a par value of US\$0.0001 each to US\$100,000 divided into 1,000,000,000 Shares of a par value of US\$0.0001 each;

(iv) a total of 168,260,500 Shares were allotted and issued, credited as fully paid, in the following manner:

- (a) 34,476,500 Shares to Lideal;
- (b) 8,947,000 Shares to Gong Ying;
- (c) 5,749,000 Shares to Changqi;
- (d) 6,923,000 Shares to Zhou Chenxi;
- (e) 6,898,500 Shares to Colcar;
- (f) 6,395,500 Shares to Anthony Holding;
- (g) 7,018,500 Shares to Pamanour;
- (h) 4,798,000 Shares to Yanran;
- (i) 5,259,500 Shares to Just Love;
- (j) 14,757,000 Shares to SHUFEI;
- (k) 12,947,500 Shares to SHUFAN;
- (l) 16,444,500 Shares to SHUMEI;
- (m) 5,916,000 Shares to SHUHAO;
- (n) 11,444,500 Shares to SHULE; and
- (o) 20,285,500 Shares to SHUSHI.

Pursuant to the written resolutions of our then Directors passed on February 18, 2025, a total of 15,000,000 Shares were allotted and issued to the Pre-IPO Investor at a total consideration of US\$30,000,000 on February 20, 2025, being the completion date of the Pre-IPO Investment pursuant to the terms of conditions under the Pre-IPO Investment.

Immediately following completion of the Global Offering, assuming the Over-allotment Option is not exercised and without taking into account any Shares which may be issued upon the exercise of any options which have been granted under the Pre-IPO Share Option Scheme and any options which may be granted under the Post-IPO Share Option Scheme, the issued share capital of our Company will be US\$60,588.4 divided into 605,884,000 Shares, all fully paid or credited as fully paid, and 356,248,000 Shares will remain unissued.

Save as disclosed above and as mentioned in “—4. Written resolutions of our Shareholders passed on October 27, 2025” below, there has been no alteration in the share capital of our Company since its incorporation.

3. Changes in the share capital of our subsidiaries

Our subsidiaries are set out in the Accountants' Report, the text of which is set out in Appendix I to this prospectus.

Save as disclosed in "History, Reorganization and Corporate Structure" in this prospectus, there has been no other alterations in the share capital of our subsidiaries within the two years immediately preceding the date of this prospectus.

4. Written resolutions of our Shareholders passed on October 27, 2025

Pursuant to the written resolutions passed by our Shareholders on October 27, 2025, among other matters:

- (a) we approved and conditionally adopted the Articles which will become effective upon Listing;
- (b) conditional on (aa) the Stock Exchange granting the approval for the listing of, and permission to deal in, the Shares in issue and Shares to be allotted and issued pursuant to the Global Offering and as mentioned in this prospectus including the Shares which may be allotted and issued pursuant to the exercise of the Over-allotment Option, any options which have been granted under the Pre-IPO Share Option Scheme or any options which may be granted under the Post-IPO Share Option Scheme; (bb) the Offer Price having been duly determined; and (cc) the obligations of the Underwriters under the Underwriting Agreements becoming unconditional and not being terminated in accordance with the terms of such agreement (or any conditions as specified in this prospectus), in each case on or before the dates and times specified in the Underwriting Agreements:
 - (i) the Global Offering was approved and our Directors were authorized to allot and issue the Offer Shares pursuant to the Global Offering;
 - (ii) the Over-allotment Option was approved and our Directors were authorized to allot and issue Shares upon the exercise of the Over-allotment Option;
 - (iii) the rules of the Post-IPO Share Option Scheme, the principal terms of which are set out in "—D. Share Incentive Schemes—2. Post-IPO Share Option Scheme" below in this appendix, were approved and adopted and our Directors were authorized, at their absolute discretion, to grant options to subscribe for Shares thereunder and to allot, issue and deal with Shares (including the power to transfer any treasury shares) pursuant to the exercise of options granted under the Post-IPO Share Option Scheme;

- (iv) a general unconditional mandate was given to our Directors to allot, issue and deal with (including the power to sell or transfer any treasury shares and to make an offer or agreement, or grant securities which would or might require Shares to be allotted and issued or treasury shares to be sold or transferred), otherwise than pursuant to a rights issue or pursuant to any scrip dividend schemes or similar arrangements providing for the allotment and issue of Shares in lieu of the whole or part of a dividend on Shares in accordance with the Articles or pursuant to a specific authority granted by the Shareholders in general meeting, unissued Shares not exceeding the aggregate of 20% of the number of issued Shares (excluding treasury shares) immediately following the completion of the Global Offering (but taking no account of any Shares which may be allotted and issued pursuant to the exercise of the Over-allotment Option, any options which have been granted under the Pre-IPO Share Option Scheme or any options which may be granted under the Post-IPO Share Option Scheme), such mandate to remain in effect until the conclusion of the next annual general meeting of our Company, or the expiration of the period within which the next annual general meeting of our Company is required by the Articles of Association or any applicable laws to be held, or until revoked or varied by an ordinary resolution of the Shareholders in general meeting, whichever occurs first;
- (v) a general unconditional mandate was given to our Directors authorizing them to exercise all powers of our Company to buy back on the Stock Exchange or on any other approved stock exchange on which the securities of our Company may be listed and which is recognized by the SFC and the Stock Exchange for this purpose such number of Shares as will represent up to 10% of the number of issued Shares (excluding treasury shares) immediately following the completion of the Global Offering (but taking no account of any Shares which may be allotted and issued pursuant to the exercise of the Over-allotment Option, any options which have been granted under the Pre-IPO Share Option Scheme or any options which may be granted under the Post-IPO Share Option Scheme), such mandate to remain in effect until the conclusion of the next annual general meeting of our Company, or the expiration of the period within which the next annual general meeting of our Company is required by the Articles of Association or any applicable laws to be held, or until revoked or varied by an ordinary resolution of the Shareholders in general meeting, whichever occurs first; and
- (vi) the general unconditional mandate mentioned in paragraph (iv) above was extended by the addition to the number of issued Shares which may be allotted and issued or agreed conditionally or unconditionally to be allotted and issued by our Directors pursuant to such general mandate of an amount representing the total number of issued Shares bought back by our Company pursuant to the mandate to buy back Shares referred to in paragraph (v) above.

5. Reorganization

In preparation for the Listing, the companies comprising our Group underwent the Reorganization and our Company became the holding company of our Group. For further details with regard to the Reorganization, see “History, Reorganization and Corporate Structure—Reorganization.”

6. Buyback by our Company of our own securities

This section includes information required by the Stock Exchange to be included in this prospectus concerning the buyback by our Company of our own securities.

(a) *Provisions of the Listing Rules*

The Listing Rules permit companies with a primary listing on the Stock Exchange to purchase their shares on the Stock Exchange subject to certain restrictions.

(i) *Shareholders’ approval*

The Listing Rules provide that all proposed buybacks of shares (which must be fully paid in the case of shares) by a company with a primary listing on the Stock Exchange must be approved in advance by an ordinary resolution of its shareholders in general meeting, either by way of general mandate or by specific approval of a particular transaction.

(ii) *Source of funds*

Buybacks must be funded out of funds legally available for the purpose in accordance with the Memorandum and the Articles, the Listing Rules and the Cayman Companies Act. A listed company may not buyback its own shares on the Stock Exchange for a consideration other than cash or for settlement otherwise than in accordance with the trading rules of the Stock Exchange from time to time.

Note: Pursuant to the written resolutions passed by our Shareholders on October 27, 2025, a general unconditional mandate (the “**Buyback Mandate**”) was granted to our Directors authorizing the buyback of shares by our Company on the Stock Exchange, or on any other stock exchange on which the securities of our Company may be listed and which is recognized by the SFC and the Stock Exchange for this purpose, with the total number of Shares not exceeding 10% of the total number of issued Shares immediately following the completion of the Global Offering (but not taking into account the Shares which may be allotted and issued pursuant to the exercise of the Over-allotment Option, any options which have been granted under the Pre-IPO Share Option Scheme and any options which may be granted under the Post-IPO Share Option Scheme) (excluding treasury shares), at any time until the conclusion of the next annual general meeting of our Company, the expiration of the period within which the next annual general meeting of our Company is required by an applicable law or the Articles to be held or when such mandate is revoked or varied by an ordinary resolution of our Shareholders in general meeting, whichever occurs first.

(iii) Core connected persons

The Listing Rules prohibit our Company from knowingly buying back Shares on the Stock Exchange from a “core connected person”, which includes a Director, chief executive or substantial shareholder of our Company or any of its subsidiaries or any of their close associates and a core connected person shall not knowingly sell his/her/its Shares to our Company.

(b) Reasons for buybacks

Our Directors believe that it is in the best interests of our Company and our Shareholders as a whole for our Directors to have a general authority from our Shareholders to enable our Company to buy back Shares on the Stock Exchange. Such buybacks may, depending on the market conditions and funding arrangements at the time, lead to an enhancement of our Company’s net asset value per Share and/or earnings per Share and will only be made when our Directors believe that such buybacks will benefit our Company and our Shareholders.

(c) Funding of buyback

In buying back Shares, our Company may only apply funds legally available for such purpose in accordance with the Memorandum and the Articles, the Listing Rules and the applicable laws of the Cayman Islands.

It is presently proposed that any buyback of Shares will be made out of the profits of our Company, the share premium amount of our Company and/or the proceeds of a fresh issue of Shares made for the purpose of the buyback and, in the case of any premium payable on a purchase over the par value of the Shares to be bought back must be provided for, out of either or both of the profits of our Company or from sums standing to the credit of the share premium account of our Company. Subject to the Cayman Companies Act, a buyback of Shares may also be paid out of capital.

On the basis of the current financial position of our Group as disclosed in “Financial Information” and taking into account the current working capital position of our Company, our Directors consider that, if the Buyback Mandate were to be exercised in full, it might have a material adverse effect on the working capital and/or the gearing position of our Group as compared to the position disclosed in this prospectus. However, our Directors do not propose to exercise the Buyback Mandate to such an extent as would, in the circumstances, have a material adverse effect on the working capital and/or the gearing position of our Group which in the opinion of our Directors are from time to time appropriate for our Group.

(d) Share capital

The exercise in full of the Buyback Mandate, on the basis of 605,884,000 Shares in issue immediately after the Listing (but not taking into account the Shares which may be allotted and issued pursuant to the exercise of the Over-allotment Option, any options which have been granted under the Pre-IPO Share Option Scheme and any options which may be granted under the Post-IPO Share Option Scheme), would result in up to 60,588,400 Shares being bought back by our Company during the period until:

- (i) the conclusion of the next annual general meeting of our Company;
- (ii) the expiration of the period within which the next annual general meeting of our Company is required by any applicable law or the Articles of Association to be held;
or
- (iii) the date on which the Buyback Mandate is revoked or varied by an ordinary resolution of our Shareholders in general meeting, whichever occurs first.

(e) General

None of our Directors nor, to the best of their knowledge, information and belief, and having made all reasonable enquiries, any of their close associates (as defined in the Listing Rules), has any present intention if the Buyback Mandate is exercised to sell any Share(s) to our Company or our subsidiaries.

Our Directors have undertaken to the Stock Exchange that, so far as the same may be applicable, they will exercise the Buyback Mandate in accordance with the Listing Rules and the applicable laws of the Cayman Islands.

If as a result of a buyback of Shares pursuant to the Buyback Mandate, a Shareholder's proportionate interest in the voting rights of our Company increases, such increase will be treated as an acquisition for the purposes of the Takeovers Code. Accordingly, a Shareholder or a group of Shareholders acting in concert (within the meaning of the Takeovers Code), depending on the level of increase of the Shareholders' interest, could obtain or consolidate control of our Company and may become obliged to make a mandatory offer in accordance with Rule 26 of the Takeovers Code as a result of any such increase. Save as disclosed above, our Directors are not aware of any other consequence that may arise under the Takeovers Code as a result of a buyback pursuant to the Buyback Mandate. Our Directors have no present intention to exercise the power to buy back Shares to such extent.

If the Buyback Mandate is fully exercised immediately following completion of the Global Offering (but not taking into account the Shares which may be allotted and issued pursuant to the exercise of the Over-allotment Option, any options which have been granted under the Pre-IPO Share Option Scheme and any options which may be granted under the Post-IPO Share Option Scheme), the total number of Shares which will be bought back pursuant to the Buyback Mandate will be 60,588,400 Shares, being 10% of the total number of Shares based on the aforesaid assumptions. The percentage of total number of issued Shares in which our Controlling Shareholders are interested will be increased to approximately 60.84% of the issued share capital of our Company immediately following the full exercise of the Buyback Mandate. Any buyback of Shares which results in the number of Shares held by the public being reduced to less than the prescribed percentage of our Shares then in issue could only be implemented with the approval of the Stock Exchange to waive the Listing Rules requirements regarding the public float under Rule 8.08 of the Listing Rules. However, our Directors have no present intention to exercise the Buyback Mandate to such an extent that, in the circumstances, there is insufficient public float as prescribed under the Listing Rules.

No core connected person of our Company has notified our Company that he/she/it has a present intention to sell Shares to our Company, or has undertaken not to do so, if the Buyback Mandate is exercised.

B. FURTHER INFORMATION ABOUT OUR BUSINESS

1. Summary of material contracts

The following contracts (not being contracts in the ordinary course of business) have been entered into by members of our Group within the two years preceding the date of this prospectus and are material:

- (a) a share transfer agreement dated January 25, 2024 entered into among KEWOR LIMITED as transferor and SENBAI HOLDINGS FZCO as transferee, pursuant to which KEWOR LIMITED agreed to assign 100 shares representing 100% of the shares of SOFTCARE CAMEROON LTD to SENBAI HOLDINGS FZCO, at a consideration of FCFA10,000,000;
- (b) a deed of transfer dated January 28, 2024 entered into among CENTURY INDUSTRIAL LTD as transferor and Sunda FM Holdings Limited as transferee, pursuant to which CENTURY INDUSTRIAL LTD agreed to transfer all of the 6,000,000 shares in SUNDA FM MANUFACTURING LIMITED COMPANY to Sunda FM Holdings Limited, at a consideration of GHS6,000,000;
- (c) a share purchase agreement dated February 1, 2024 entered into among CENTURY INDUSTRIAL LTD as transferor and SENBAI HOLDINGS FZCO as transferee, pursuant to which CENTURY INDUSTRIAL LTD agreed to sell and SENBAI HOLDINGS FZCO agreed to purchase 1,614,997 ordinary shares representing 99.999814% of the issued share capital of SUNDA INDUSTRIAL ZAMBIA COMPANY LIMITED, at a consideration of US\$1.00;

- (d) a share purchase agreement dated February 1, 2024 entered into among Han Du as transferor and Sunda FM Holdings Limited as transferee, pursuant to which Han Du agreed to sell and Sunda FM Holdings Limited agreed to purchase 1 ordinary share representing 0.000062% of the issued share capital of SUNDA INDUSTRIAL ZAMBIA COMPANY LIMITED, at a consideration of US\$1.00;
- (e) a share purchase agreement dated February 1, 2024 entered into among Liu Jiuxing as transferor and Sunda FM Holdings Limited as transferee, pursuant to which Liu Jiuxing agreed to sell and Sunda FM Holdings Limited agreed to purchase 1 ordinary share representing 0.000062% of the issued share capital of SUNDA INDUSTRIAL ZAMBIA COMPANY LIMITED, at a consideration of US\$1.00;
- (f) a share purchase agreement dated February 1, 2024 entered into among Shi Zheng as transferor and Sunda FM Holdings Limited as transferee, pursuant to which Shi Zheng agreed to sell and Sunda FM Holdings Limited agreed to purchase 1 ordinary share representing 0.000062% of the issued share capital of SUNDA INDUSTRIAL ZAMBIA COMPANY LIMITED, at a consideration of US\$1.00;
- (g) a share purchase agreement dated February 29, 2024 entered into among CENTURY INDUSTRIAL LTD as transferor and SENBAI HOLDINGS FZCO as transferee, pursuant to which CENTURY INDUSTRIAL LTD agreed to sell and SENBAI HOLDINGS FZCO agreed to purchase 100,000 ordinary shares representing 100% of the issued share capital of SOFTCARE KENYA COMPANY LIMITED, at a consideration of KES100,000,000;
- (h) a sale of shares agreement dated April 10, 2024 entered into among CENTURY INDUSTRIAL LTD as vendor and SENBAI HOLDINGS FZCO as purchaser, pursuant to which CENTURY INDUSTRIAL LTD agreed to sell and SENBAI HOLDINGS FZCO agreed to buy 49 ordinary shares in DOWEICARE TECHNOLOGY LIMITED, at a consideration of TZS1,129,940,000;
- (i) a sale of shares agreement dated April 10, 2024 entered into among CENTURY INDUSTRIAL LTD as vendor and Sunmart Trading FZCO as purchaser, pursuant to which CENTURY INDUSTRIAL LTD agreed to sell and Sunmart Trading FZCO agreed to buy 49 ordinary shares in DOWEICARE TECHNOLOGY LIMITED, at a consideration of TZS1,129,940,000;
- (j) a sale of shares agreement dated April 10, 2024 entered into among CENTURY INDUSTRIAL LTD as vendor and Sunda FM Holdings Limited as purchaser, pursuant to which CENTURY INDUSTRIAL LTD agreed to sell and Sunda FM Holdings Limited agreed to buy 1 ordinary share in DOWEICARE TECHNOLOGY LIMITED, at a consideration of TZS23,060,000;

- (k) a sale of shares agreement dated April 10, 2024 entered into among Century (Mauritius) International Limited as vendor and Sunda FM Holdings Limited as purchaser, pursuant to which Century (Mauritius) International Limited agreed to sell and Sunda FM Holdings Limited agreed to buy 1 ordinary share in DOWEICARE TECHNOLOGY LIMITED, at a consideration of TZS23,060,000;
- (l) a share transfer agreement dated April 19, 2024 (and as supplemented by a supplemental agreement dated October 16, 2024) entered into among CENTURY INDUSTRIAL LTD as transferor and SENBAI HOLDINGS FZCO as transferee, pursuant to which CENTURY INDUSTRIAL LTD agreed to transfer 32,897 shares in SUNDA BENIN LIMITED to SENBAI HOLDINGS FZCO, at a consideration of FCFA328,970,000;
- (m) a transfer of share stock form dated May 2, 2024 entered into among CENTURY INDUSTRIAL LTD as transferor and Sunda FM Holdings Limited as transferee, pursuant to which CENTURY INDUSTRIAL LTD agreed to transfer 99 ordinary shares in BEST CARE IMPEX LIMITED to Sunda FM Holdings Limited, at a consideration of UGX9,900,000;
- (n) a transfer of share stock form dated May 2, 2024 entered into among KEWOR LIMITED as transferor and SENBAI HOLDINGS FZCO as transferee, pursuant to which KEWOR LIMITED agreed to transfer 1 ordinary share in BEST CARE IMPEX LIMITED to SENBAI HOLDINGS FZCO, at a consideration of UGX100,000;
- (o) a transfer of share stock form dated May 2, 2024 entered into among CENTURY INDUSTRIAL LTD as transferor and Sunda FM Holdings Limited as transferee, pursuant to which CENTURY INDUSTRIAL LTD agreed to transfer 99 ordinary shares in GENERAL WARES (U) SMC LTD to Sunda FM Holdings Limited, at a consideration of UGX356,400,000;
- (p) a transfer of share stock form dated May 2, 2024 entered into among CENTURY INDUSTRIAL LTD as transferor and SENBAI HOLDINGS FZCO as transferee, pursuant to which CENTURY INDUSTRIAL LTD agreed to transfer 1 ordinary share in GENERAL WARES (U) SMC LTD to SENBAI HOLDINGS FZCO, at a consideration of UGX3,600,000;
- (q) a transfer of shares agreement dated April 3, 2024 entered into among CENTURY INDUSTRIAL LTD as transferor and SENBAI HOLDINGS FZCO as transferee, pursuant to which CENTURY INDUSTRIAL LTD agreed to transfer 100 shares in SOFTCARE SN COMPANY LIMITED to SENBAI HOLDINGS FZCO, at a consideration of FCFA1,000,000;

- (r) a share purchase agreement dated June 15, 2024 entered into among SENBAI HOLDINGS FZCO as transferor and Sunda FM Holdings Limited as transferee, pursuant to which SENBAI HOLDINGS FZCO agreed to sell and Sunda FM Holdings Limited agreed to purchase 16,147 ordinary shares representing 0.999814% of the issued share capital of Softcare Industrial Zambia Limited, at a consideration of K16,147;
- (s) an instrument of transfer and a bought and sold note dated October 30, 2024 entered into among Sunda Group Co., Limited as transferor and Softcare Fm Limited as transferee, pursuant to which Sunda Group Co., Limited agreed to transfer 100,000 ordinary shares in KEWOR LIMITED to Softcare Fm Limited, at a consideration of HK\$100,000;
- (t) an equity transfer agreement (股權轉讓合同) dated November 25, 2024 entered into among Sunda Group Co., Limited as transferor and KEWOR LIMITED as transferee, pursuant to which Sunda Group Co., Limited agreed to transfer 100% of equity interest in Guangzhou Sunda Supply Chain Management Co., Ltd (廣州森大供應鏈管理有限公司) to KEWOR LIMITED, at a consideration of RMB24,310,000;
- (u) an investment agreement dated February 18, 2025 entered into among our Company, SUNDA ENTERPRISE LIMITED, CENTURY INDUSTRIAL LTD and International Finance Corporation, pursuant to which International Finance Corporation has agreed to invest our Company, and our Company has agreed to grant certain rights to IFC, in accordance with the terms and conditions therein;
- (v) a subscription agreement dated February 18, 2025 entered into between our Company, SUNDA ENTERPRISE LIMITED and International Finance Corporation, pursuant to which International Finance Corporation agreed to subscribe and pay for an aggregate of 15,000,000 fully paid and non-assessable ordinary shares (the “**Subscription Shares**”), in our Company at the subscription price of US\$2.00 per Subscription Share;
- (w) a policy agreement dated February 18, 2025 entered into between our Company and International Finance Corporation, pursuant to which our Company has agreed to adhere to certain operational policy requirements prescribed by International Finance Corporation;
- (x) a put option agreement dated February 18, 2025 entered into among SUNDA ENTERPRISE LIMITED, our Company and International Finance Corporation, pursuant to which International Finance Corporation is granted a put option and an event of default (EoD) exit right in accordance with the terms and conditions therein;

- (y) a cornerstone investment agreement dated October 30, 2025 entered into between our Company, BA Sprout Limited, China International Capital Corporation Hong Kong Securities Limited, CITIC Securities (Hong Kong) Limited, GF Capital (Hong Kong) Limited, CLSA Limited and GF Securities (Hong Kong) Brokerage Limited, pursuant to which BA Sprout Limited agreed to subscribe for such number of Offer Shares (rounded down to the nearest whole board lot) which may be subscribed for in the aggregate amount of US\$15,000,000 (excluding brokerage and levies) at the Offer Price;
- (z) a cornerstone investment agreement dated October 30, 2025 entered into between our Company, BA HM Limited, China International Capital Corporation Hong Kong Securities Limited, CITIC Securities (Hong Kong) Limited, GF Capital (Hong Kong) Limited, CLSA Limited and GF Securities (Hong Kong) Brokerage Limited, pursuant to which BA HM Limited agreed to subscribe for such number of Offer Shares (rounded down to the nearest whole board lot) which may be subscribed for in the aggregate amount of US\$5,000,000 (excluding brokerage and levies) at the Offer Price;
- (aa) a cornerstone investment agreement dated October 30, 2025 entered into between our Company, Arc Avenue Asset Management Pte. Ltd., China International Capital Corporation Hong Kong Securities Limited, CITIC Securities (Hong Kong) Limited, GF Capital (Hong Kong) Limited, CLSA Limited and GF Securities (Hong Kong) Brokerage Limited, pursuant to which Arc Avenue Asset Management Pte. Ltd. agreed to subscribe for such number of Offer Shares (rounded down to the nearest whole board lot) which may be subscribed for in the aggregate amount of US\$20,000,000 (excluding brokerage and levies) at the Offer Price;
- (bb) a cornerstone investment agreement dated October 30, 2025 entered into between our Company, Arcane Nexus Limited, China International Capital Corporation Hong Kong Securities Limited, CITIC Securities (Hong Kong) Limited, GF Capital (Hong Kong) Limited, CLSA Limited and GF Securities (Hong Kong) Brokerage Limited, pursuant to which Arcane Nexus Limited agreed to subscribe for such number of Offer Shares (rounded down to the nearest whole board lot) which may be subscribed for in the aggregate amount of US\$10,000,000 (excluding brokerage and levies) at the Offer Price;
- (cc) a cornerstone investment agreement dated October 30, 2025 entered into between our Company, Beijing Shunao Business Information Consulting Partnership (Limited Partnership), China International Capital Corporation Hong Kong Securities Limited, CITIC Securities (Hong Kong) Limited, GF Capital (Hong Kong) Limited, CLSA Limited and GF Securities (Hong Kong) Brokerage Limited, pursuant to which Beijing Shunao Business Information Consulting Partnership (Limited Partnership) agreed to subscribe for such number of Offer Shares (rounded down to the nearest whole board lot) which may be subscribed for in the aggregate amount of US\$10,000,000 (excluding brokerage and levies) at the Offer Price;

- (dd) a cornerstone investment agreement dated October 30, 2025 entered into between our Company, CDH Emerging Markets Fund II, L.P., China International Capital Corporation Hong Kong Securities Limited, CITIC Securities (Hong Kong) Limited, GF Capital (Hong Kong) Limited, CLSA Limited and GF Securities (Hong Kong) Brokerage Limited, pursuant to which CDH Emerging Markets Fund II, L.P. agreed to subscribe for such number of Offer Shares (rounded down to the nearest whole board lot) which may be subscribed for in the aggregate amount of US\$10,000,000 (excluding brokerage and levies) at the Offer Price;
- (ee) a cornerstone investment agreement dated October 30, 2025 entered into between our Company, HCEP Management Limited, China International Capital Corporation Hong Kong Securities Limited, CITIC Securities (Hong Kong) Limited, GF Capital (Hong Kong) Limited, CLSA Limited and GF Securities (Hong Kong) Brokerage Limited, pursuant to which HCEP Management Limited agreed to subscribe for such number of Offer Shares (rounded down to the nearest whole board lot) which may be subscribed for in the aggregate amount of US\$10,000,000 (excluding brokerage and levies) at the Offer Price;
- (ff) a cornerstone investment agreement dated October 30, 2025 entered into between our Company, Newtrails Capital, L.P., China International Capital Corporation Hong Kong Securities Limited, CITIC Securities (Hong Kong) Limited, GF Capital (Hong Kong) Limited, CLSA Limited and GF Securities (Hong Kong) Brokerage Limited, pursuant to which Newtrails Capital, L.P. agreed to subscribe for such number of Offer Shares (rounded down to the nearest whole board lot) which may be subscribed for in the aggregate amount of US\$4,500,000 (excluding brokerage and levies) at the Offer Price;
- (gg) a cornerstone investment agreement dated October 30, 2025 entered into between our Company, NewTrails Forest L.P., China International Capital Corporation Hong Kong Securities Limited, CITIC Securities (Hong Kong) Limited, GF Capital (Hong Kong) Limited, CLSA Limited and GF Securities (Hong Kong) Brokerage Limited, pursuant to which NewTrails Forest L.P. agreed to subscribe for such number of Offer Shares (rounded down to the nearest whole board lot) which may be subscribed for in the aggregate amount of US\$5,500,000 (excluding brokerage and levies) at the Offer Price;
- (hh) a cornerstone investment agreement dated October 30, 2025 entered into between our Company, China Southern Asset Management Co., Ltd., China International Capital Corporation Hong Kong Securities Limited, CITIC Securities (Hong Kong) Limited, GF Capital (Hong Kong) Limited, CLSA Limited and GF Securities (Hong Kong) Brokerage Limited, pursuant to which China Southern Asset Management Co., Ltd. agreed to subscribe for such number of Offer Shares (rounded down to the nearest whole board lot) which may be subscribed for in the aggregate amount of US\$8,000,000 (excluding brokerage and levies) at the Offer Price;

- (ii) a cornerstone investment agreement dated October 30, 2025 entered into between our Company, Fullgoal Fund Management Co. Ltd., China International Capital Corporation Hong Kong Securities Limited, CITIC Securities (Hong Kong) Limited, GF Capital (Hong Kong) Limited, CLSA Limited and GF Securities (Hong Kong) Brokerage Limited, pursuant to which Fullgoal Fund Management Co. Ltd. agreed to subscribe for such number of Offer Shares (rounded down to the nearest whole board lot) which may be subscribed for in the aggregate amount of US\$5,870,000 (excluding brokerage and levies) at the Offer Price;
- (jj) a cornerstone investment agreement dated October 30, 2025 entered into between our Company, Fullgoal Asset Management (HK) Limited, China International Capital Corporation Hong Kong Securities Limited, CITIC Securities (Hong Kong) Limited, GF Capital (Hong Kong) Limited, CLSA Limited and GF Securities (Hong Kong) Brokerage Limited, pursuant to which Fullgoal Asset Management (HK) Limited agreed to subscribe for such number of Offer Shares (rounded down to the nearest whole board lot) which may be subscribed for in the aggregate amount of US\$2,130,000 (excluding brokerage and levies) at the Offer Price;
- (kk) a cornerstone investment agreement dated October 30, 2025 entered into between our Company, E Fund Management Co Ltd, China International Capital Corporation Hong Kong Securities Limited, CITIC Securities (Hong Kong) Limited, GF Capital (Hong Kong) Limited, CLSA Limited and GF Securities (Hong Kong) Brokerage Limited, pursuant to which E Fund Management Co Ltd agreed to subscribe for such number of Offer Shares (rounded down to the nearest whole board lot) which may be subscribed for in the aggregate amount of US\$7,000,000 (excluding brokerage and levies) at the Offer Price;
- (ll) a cornerstone investment agreement dated October 30, 2025 entered into between our Company, E Fund Management (Hong Kong) Co., Ltd., China International Capital Corporation Hong Kong Securities Limited, CITIC Securities (Hong Kong) Limited, GF Capital (Hong Kong) Limited, CLSA Limited and GF Securities (Hong Kong) Brokerage Limited, pursuant to which E Fund Management (Hong Kong) Co., Ltd. agreed to subscribe for such number of Offer Shares (rounded down to the nearest whole board lot) which may be subscribed for in the aggregate amount of US\$1,000,000 (excluding brokerage and levies) at the Offer Price;
- (mm) a cornerstone investment agreement dated October 30, 2025 entered into between our Company, Charisma Mega Limited, Charisma Partner Consumer Fund II, L.P., China International Capital Corporation Hong Kong Securities Limited, CITIC Securities (Hong Kong) Limited, GF Capital (Hong Kong) Limited, CLSA Limited and GF Securities (Hong Kong) Brokerage Limited, pursuant to which Charisma Mega Limited agreed to subscribe for such number of Offer Shares (rounded down to the nearest whole board lot) which may be subscribed for in the aggregate amount of US\$5,000,000 (excluding brokerage and levies) at the Offer Price;

- (nn) a cornerstone investment agreement dated October 30, 2025 entered into between our Company, TruMed Healthcare Master Fund, China International Capital Corporation Hong Kong Securities Limited, CITIC Securities (Hong Kong) Limited, GF Capital (Hong Kong) Limited, CLSA Limited and GF Securities (Hong Kong) Brokerage Limited, pursuant to which TruMed Healthcare Master Fund agreed to subscribe for such number of Offer Shares (rounded down to the nearest whole board lot) which may be subscribed for in the aggregate amount of US\$500,000 (excluding brokerage and levies) at the Offer Price;
- (oo) a cornerstone investment agreement dated October 30, 2025 entered into between our Company, TruMed Health Innovation Fund LP, China International Capital Corporation Hong Kong Securities Limited, CITIC Securities (Hong Kong) Limited, GF Capital (Hong Kong) Limited, CLSA Limited and GF Securities (Hong Kong) Brokerage Limited, pursuant to which TruMed Health Innovation Fund LP agreed to subscribe for such number of Offer Shares (rounded down to the nearest whole board lot) which may be subscribed for in the aggregate amount of US\$4,500,000 (excluding brokerage and levies) at the Offer Price;
- (pp) a cornerstone investment agreement dated October 30, 2025 entered into between our Company, Qihui Runjin (Qingdao) Private Equity Investment Fund Partnership (Limited Partnership), China International Capital Corporation Hong Kong Securities Limited, CITIC Securities (Hong Kong) Limited, GF Capital (Hong Kong) Limited, CLSA Limited and GF Securities (Hong Kong) Brokerage Limited, pursuant to which Qihui Runjin (Qingdao) Private Equity Investment Fund Partnership (Limited Partnership) agreed to subscribe for such number of Offer Shares (rounded down to the nearest whole board lot) which may be subscribed for in the aggregate amount of US\$5,000,000 (excluding brokerage and levies) at the Offer Price;
- (qq) a cornerstone investment agreement dated October 30, 2025 entered into between our Company, China Asset Management (Hong Kong) Limited, China International Capital Corporation Hong Kong Securities Limited, CITIC Securities (Hong Kong) Limited, GF Capital (Hong Kong) Limited, CLSA Limited and GF Securities (Hong Kong) Brokerage Limited, pursuant to which China Asset Management (Hong Kong) Limited agreed to subscribe for such number of Offer Shares (rounded down to the nearest whole board lot) which may be subscribed for in the aggregate amount of US\$5,000,000 (excluding brokerage and levies) at the Offer Price;
- (rr) a cornerstone investment agreement dated October 30, 2025 entered into between our Company, Jane Street Asia Trading Limited, China International Capital Corporation Hong Kong Securities Limited, CITIC Securities (Hong Kong) Limited, GF Capital (Hong Kong) Limited, CLSA Limited and GF Securities (Hong Kong) Brokerage Limited, pursuant to which Jane Street Asia Trading Limited agreed to

subscribe for such number of Offer Shares (rounded down to the nearest whole board lot) which may be subscribed for in the aggregate amount of US\$5,000,000 (excluding brokerage and levies) at the Offer Price;

(ss) the Deed of Non-competition;

(tt) the Deed of Indemnity; and

(uu) the Hong Kong Underwriting Agreement.

2. Intellectual property rights of our Group

(a) Trademarks

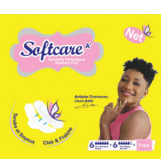
As of the Latest Practicable Date, our Group was the registered owner of the following trademarks which, in the opinion of our Directors, are material to our business:

No.	Trademark	Registration number	Class	Registered proprietor	Place of registration	Date of registration	Date of Expiry
1. . .	   	306576788	16	Softcare Limited	Hong Kong	June 7, 2024	June 6, 2034
2. . .	SOFTCARE	41807	5	Sunmart Trading Dubai	Ghana	June 16, 2011	June 16, 2031
3. . .	SOFTCARE SPACE	55340	5	Sunmart Trading Dubai	Ghana	November 17, 2021	November 17, 2031
4. . .		39699	16	Sunmart Trading Dubai	Ghana	September 10, 2009	September 10, 2029
5. . .		103165	5	Sunmart Trading Dubai	Kenya	July 20, 2018	July 20, 2028
6. . .		103441	5	Sunmart Trading Dubai	Kenya	August 8, 2018	August 8, 2028
7. . .		105084	5	Sunmart Trading Dubai	Kenya	November 29, 2018	November 29, 2028

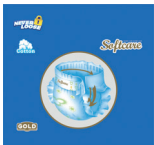
APPENDIX IV

STATUTORY AND GENERAL INFORMATION

No.	Trademark	Registration number	Class	Registered proprietor	Place of registration	Date of registration	Date of Expiry
8. . .		105085	5	Sunmart Trading Dubai	Kenya	November 29, 2018	November 29, 2028
9. . .		111864	5	Sunmart Trading Dubai	Kenya	May 4, 2020	May 4, 2030
10. . .		111868	5	Sunmart Trading Dubai	Kenya	May 4, 2020	May 4, 2030
11. . .	Softcare Sponge	125697	5	Sunmart Trading Dubai	Kenya	December 15, 2022	December 15, 2032
12. . .	SOFTCARE SPACE	120437	5	Sunmart Trading Dubai	Kenya	December 6, 2021	December 6, 2031
13. . .	SOFTCARE	67895	5, 16	Sunmart Trading Dubai	Kenya	April 9, 2010	April 9, 2030
14. . .	SOFTCARE SMARTS	130553	5	Sunmart Trading Dubai	Kenya	October 18, 2023	October 18, 2033
15. . .	SOFTCARE MODELS	130554	5	Sunmart Trading Dubai	Kenya	October 18, 2023	October 18, 2033
16. . .	SOFTCARE LUXE	130555	5	Sunmart Trading Dubai	Kenya	October 18, 2023	October 18, 2033
17. . .	<i>Softcare</i>	92305	3, 5, 16	Sunmart Trading Dubai	OAPI	March 15, 2013	March 15, 2033
18. . .	SOFTCARE SPACE	125432	5	Sunmart Trading Dubai	OAPI	November 16, 2021	November 16, 2031
19. . .	<i>Softcare Smart</i>	131936	5	Sunmart Trading Dubai	OAPI	November 23, 2022	November 23, 2032
20. . .	<i>Softcare</i>	TZ/T/2011/1347	5	Sunmart Trading Dubai	Tanzania	November 29, 2011	August 5, 2028
21. . .	Softcare	ZN/T/2021/731	5	Sunmart Trading Dubai	Tanzania (Zanzibar)	October 27, 2021	October 27, 2031

No.	Trademark	Registration number	Class	Registered proprietor	Place of registration	Date of registration	Date of Expiry
22 . .	Softcare	ZN/T/2021/730	16	Sunmart Trading Dubai	Tanzania (Zanzibar)	October 27, 2021	October 27, 2031
23 . .	Softcare	1946/2017	5	Sunmart Trading Dubai	Zambia	November 16, 2017	November 16, 2038
24 . .	Softcare Smart	1733/2022	5	Sunmart Trading Dubai	Zambia	November 18, 2022	November 18, 2029
25 . .	SPACE Softcare	1734/2022	5	Sunmart Trading Dubai	Zambia	November 18, 2022	November 18, 2029
26 . .	Softcare	60273	5	Sunmart Trading Dubai	Uganda	November 22, 2017	November 22, 2034
27 . .	Softcare	58822	16	Sunmart Trading Dubai	Uganda	June 6, 2017	June 6, 2034
28 . .		80789	3, 5, 16	Sunmart Trading Dubai	OAPI	July 19, 2014	July 19, 2034
29 . .		104732	3, 5, 16	Sunmart Trading Dubai	OAPI	October 5, 2018	October 5, 2028
30 . .		104731	3, 5, 16	Sunmart Trading Dubai	OAPI	October 5, 2018	October 5, 2028
31 . .		104733	3, 5, 16	Sunmart Trading Dubai	OAPI	October 5, 2018	October 5, 2028
32 . .	A+	103489	3, 5, 16	Sunmart Trading Dubai	OAPI	May 30, 2018	May 30, 2028
33 . .	Cuettie	41822	16	Sunmart Trading Dubai	Ghana	September 29, 2011	September 29, 2031
34 . .	Cuettie	55614	5	Sunmart Trading Dubai	Ghana	September 2, 2021	September 2, 2031
35 . .		103275	5	Sunmart Trading Dubai	Kenya	July 26, 2018	July 26, 2028
36 . .	Cuettie	118323	5	Sunmart Trading Dubai	Kenya	July 19, 2021	July 19, 2031
37 . .	CUETTIE	72254	16	Sunmart Trading Dubai	Kenya	August 18, 2011	August 18, 2031

No.	Trademark	Registration number	Class	Registered proprietor	Place of registration	Date of registration	Date of Expiry
38 . .	<i>ClinCleeer</i>	77108	5	Sunmart Trading Dubai	Kenya	December 17, 2012	December 17, 2032
39 . .	<i>ClinCleeer</i>	92306	3, 5, 16	Sunmart Trading Dubai	OAPI	March 15, 2013	March 15, 2033
40 . .	<i>ClinCleeer</i>	46270	5	Sunmart Trading Dubai	Ghana	December 5, 2012	December 5, 2032
41 . .	Cuettie	92302	3, 5, 16	Sunmart Trading Dubai	OAPI	December 7, 2012	December 7, 2032
42 . .	<i>clincleeer</i>	TZ/T/2010/373	5	Sunmart Trading Dubai	Tanzania	April 16, 2010	April 16, 2027
43 . .	Cuettie	TZ/T/2011/809	16	Sunmart Trading Dubai	Tanzania	August 5, 2011	August 5, 2028
44 . .	Cuettie	ZN/T/2021/727	5	Sunmart Trading Dubai	Tanzania (Zanzibar)	October 27, 2021	October 27, 2031
45 . .	<i>Cuettie</i>	1796/2018	5	Sunmart Trading Dubai	Zambia	November 21, 2018	November 21, 2039
46 . .	<i>ClinCleeer</i>	1050/2018	5	Sunmart Trading Dubai	Zambia	July 18, 2018	July 18, 2039
47 . .	Cuettie	1167/2019	5	Sunmart Trading Dubai	Zambia	August 19, 2019	August 19, 2026
48 . .	Cuettie	59094	5	Sunmart Trading Dubai	Uganda	July 3, 2017	July 3, 2034
49 . .	 <i>ClinCleeer</i>	66637	5	Sunmart Trading Dubai	Uganda	November 19, 2019	November 19, 2026
50 . .	<i>Maya</i>	39460	16	Sunmart Trading Dubai	Ghana	September 10, 2009	September 10, 2029
51 . .		109831	5	Sunmart Trading Dubai	Kenya	November 1, 2019	November 1, 2029
52 . .		109833	5	Sunmart Trading Dubai	Kenya	November 1, 2019	November 1, 2029
53 . .	MAYA	105306	5	Sunmart Trading Dubai	Kenya	December 14, 2018	December 14, 2028
54 . .	<i>Maya</i>	92301	3, 5, 16	Sunmart Trading Dubai	OAPI	December 7, 2012	December 7, 2032

No.	Trademark	Registration number	Class	Registered proprietor	Place of registration	Date of registration	Date of Expiry
55 . .	MAYA	TZ/T/2019/1638	5	Sunmart Trading Dubai	Tanzania	July 13, 2019	July 13, 2026
56 . .	Maya	50/2019	5	Sunmart Trading Dubai	Zambia	January 18, 2019	January 18, 2026
57 . .	Maya	64313	5	Sunmart Trading Dubai	Uganda	March 1, 2019	March 1, 2026
58 . .	Veesper	41857	16	Sunmart Trading Dubai	Ghana	September 29, 2011	September 29, 2031
59 . .	Veesper	TZ/T/2011/811	16	Sunmart Trading Dubai	Tanzania	August 5, 2011	August 5, 2028
60 . .	VEESPER	62277	5	Sunmart Trading Dubai	Uganda	July 18, 2018	July 18, 2035
61 . .	Veesper	71900	16	Sunmart Trading Dubai	Uganda	July 9, 2021	July 9, 2028
62 . .		100986	16	Sunmart Trading Dubai	Kenya	February 21, 2018	February 21, 2028
63 . .		100987	16	Sunmart Trading Dubai	Kenya	February 21, 2018	February 21, 2028
64 . .	VEESPER	72251	3, 16	Sunmart Trading Dubai	Kenya	August 18, 2011	August 18, 2031
65 . .	Veesper	78650	3	Sunmart Trading Dubai	Kenya	May 30, 2013	May 30, 2033
66 . .		TZ/T/2024/1670	5	Sunmart Trading Dubai	Tanzania	April 29, 2024	April 29, 2031
67 . .		TZ/T/2024/2296	5	Sunmart Trading Dubai	Tanzania	April 29, 2024	April 29, 2031
68 . .		TZ/T/2024/2297	5	Sunmart Trading Dubai	Tanzania	April 29, 2024	April 29, 2031
69 . .		383/2025	5	Sunmart Trading Dubai	Zambia	February 3, 2025	February 3, 2032

As of the Latest Practicable Date, our Group had applied for the registration of the following trademarks which our Directors consider to be or may be material to our business:

No.	Trademark	Application number	Class	Applicant	Place of registration	Date of application
1 . . .	SOFTCARE SPONGE	GH/T/2023/509	5	Sunmart Trading Dubai	Ghana	April 25, 2023
2 . . .		GH/T/2023/503	5	Sunmart Trading Dubai	Ghana	April 25, 2023

As of the Latest Practicable Date, our Group had licensed the following trademarks to the Excluded Group:

No.	Trademark	Registration number	Class	Registered proprietor	Place of registration	Date of registration	Date of Expiry
1 . .		92305	3, 5, 16	Sunmart Trading Dubai	OAPI	March 15, 2013	March 15, 2033
2 . .	SOFTCARE SPACE	125432	5	Sunmart Trading Dubai	OAPI	November 16, 2021	November 16, 2031
3 . .		131936	5	Sunmart Trading Dubai	OAPI	November 23, 2022	November 23, 2032
4 . .	SOFT CARE	20856	5	Sunmart Trading Dubai	Nigeria	December 14, 2018	December 14, 2025
5 . .		56733	5	Sunmart Trading Dubai	Nigeria	November 21, 2022	November 21, 2029
6 . .		56745	5	Sunmart Trading Dubai	Nigeria	November 21, 2022	November 21, 2029
7 . .		43641	5	Sunmart Trading Dubai	Nigeria	May 2, 2022	May 2, 2029
8 . .		43640	16	Sunmart Trading Dubai	Nigeria	May 2, 2022	May 2, 2029
9 . .	SOFT CARE SANITARY PAD	101248	5	Sunmart Trading Dubai	Nigeria	February 21, 2011	February 21, 2032
10 . .	SOFT CARE BABY DIAPER	101247	5	Sunmart Trading Dubai	Nigeria	February 21, 2011	February 21, 2032
11 . .		43663	5	Sunmart Trading Dubai	Nigeria	May 2, 2022	May 2, 2029
12 . .		80789	3, 5, 16	Sunmart Trading Dubai	OAPI	July 19, 2014	July 19, 2034

No.	Trademark	Registration number	Class	Registered proprietor	Place of registration	Date of registration	Date of Expiry
13 . .		104732	3, 5, 16	Sunmart Trading Dubai	OAPI	October 5, 2018	October 5, 2028
14 . .		104731	3, 5, 16	Sunmart Trading Dubai	OAPI	October 5, 2018	October 5, 2028
15 . .		104733	3, 5, 16	Sunmart Trading Dubai	OAPI	October 5, 2018	October 5, 2028
16 . .		103489	3, 5, 16	Sunmart Trading Dubai	OAPI	May 30, 2018	May 30, 2028
17 . .	<i>ClinCleeR</i>	92306	3, 5, 16	Sunmart Trading Dubai	OAPI	March 15, 2013	March 15, 2033
18 . .	Cuettie	92302	3, 5, 16	Sunmart Trading Dubai	OAPI	December 7, 2012	December 7, 2032
19 . .	<i>ClinCleeR</i>	43644	5	Sunmart Trading Dubai	Nigeria	May 2, 2022	May 2, 2029
20 . .	CLINCLEER BABY DIAPER	8583	5	Sunmart Trading Dubai	Nigeria	April 20, 2017	April 20, 2038
21 . .	CLINCLEER SANITARY PAD	8584	5	Sunmart Trading Dubai	Nigeria	April 20, 2017	April 20, 2038
22 . .	<i>Maya</i>	92301	3, 5, 16	Sunmart Trading Dubai	OAPI	December 7, 2012	December 7, 2032
23 . .	<i>Maya</i>	43638	5	Sunmart Trading Dubai	Nigeria	May 2, 2022	May 2, 2029
24 . .	<i>Deesper</i>	43642	5	Sunmart Trading Dubai	Nigeria	May 2, 2022	May 2, 2029
25 . .	<i>Deesper</i>	43643	16	Sunmart Trading Dubai	Nigeria	May 2, 2022	May 2, 2029

(b) Domain names

As of the Latest Practicable Date, our Group had registered the following domain names which, in the opinion of our Directors, are material to our business:

No.	Domain Name	Name of Registered Proprietor	Date of Registration	Date of Expiry
1 . . .	softcarehome.com	Guangzhou Sengong	January 22, 2024	January 22, 2034
2 . . .	softcarehome.com.cn	Guangzhou Sengong	January 22, 2024	January 22, 2034
3 . . .	softcarehome.hk	Guangzhou Sengong	March 28, 2025	March 28, 2035

C. FURTHER INFORMATION ABOUT OUR DIRECTORS AND SUBSTANTIAL SHAREHOLDERS

1. Directors

(a) Disclosure of Interests—Interests and short positions of the Directors and the chief executive of our Company in the Shares, underlying Shares and debentures of our Company and its associated corporations

Immediately following completion of the Global Offering, assuming the Over-allotment Option is not exercised and without taking into account any Shares which may be issued upon the exercise of any options which have been granted under the Pre-IPO Share Option Scheme or any options which may be granted under the Post-IPO Share Option Scheme, the interests or short positions of our Directors or chief executive of our Company in the shares, underlying shares and debentures of our Company or our 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 interests 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 Listed Issuers, to be notified to our Company and the Stock Exchange, once our Shares are listed, will be as follows:

Interest in Shares and underlying Shares of our Company

Name of Director	Nature of interest	Number of Shares interested ⁽¹⁾	Approximate percentage of interest
Mr. Shen ⁽²⁾⁽³⁾	Interest in controlled corporations	331,739,500 Shares (L)	54.75%
	Interest of spouse	331,739,500 Shares (L)	54.75%

Name of Director	Nature of interest	Number of Shares interested ⁽¹⁾	Approximate percentage of interest
Ms. Yang ⁽²⁾⁽³⁾	Interest in controlled corporations	331,739,500 Shares (L)	54.75%
	Interest of spouse	331,739,500 Shares (L)	54.75%
Mr. Luo Jichao ⁽⁴⁾⁽⁵⁾	Interest in controlled corporations	47,424,000 Shares (L)	7.83%
Mr. Zhao Yongqiang ⁽⁶⁾ . .	Beneficial owner	355,400 Shares (L)	0.059%
Mr. Zhou Renwei ⁽⁷⁾	Interest in controlled corporations	6,923,000 Shares (L)	1.14%

Notes:

- (1) The letter “L” denotes the person’s long position in our Shares.
- (2) Ms. Yang is the spouse of Mr. Shen. By virtue of the SFO, Mr. Shen and Ms. Yang are deemed to be interested in the Shares held by each other is interested.
- (3) As of the Latest Practicable Date, Century BVI was wholly owned by Sunda Enterprise. Sunda Enterprise is owned as to 51% by Chaoyuet Holding, which in turn is wholly owned by Mr. Shen, and 49% by Haoyue Investment, which in turn is wholly owned by Ms. Yang. By virtue of the SFO, each of Mr. Shen and Ms. Yang is deemed to be interested in the Shares held by Century BVI through Sunda Enterprise, Chaoyuet Holding and Haoyue Investment.
- (4) As of the Latest Practicable Date, Lideal was wholly owned by Mr. Luo Jichao, our executive Director. By virtue of the SFO, Mr. Luo Jichao is deemed to be interested in the Shares held by Lideal.
- (5) As of the Latest Practicable Date, SHUFAN was wholly owned by Guangzhou Shufan Enterprise Management Partnership (Limited Partnership) (廣州舒凡企業管理合夥企業(有限合夥)), the general partner of which is Mr. Luo Jichao. By virtue of the SFO, Mr. Luo is deemed to be interested in the Shares held by SHUFAN.
- (6) These are underlying Shares in the form of share options of our Company granted pursuant to the Pre-IPO Share Option Scheme.
- (7) As of the Latest Practicable Date, Zhou Chenxi was wholly owned by Mr. Zhou Renwei, our non-executive Director. By virtue of the SFO, Mr. Zhou Renwei is deemed to be interested in the Shares held by Zhou Chenxi.

(b) Particulars of service agreements and letters of appointment

Each of our executive Directors has entered into a service agreement with our Company for a term of three years commencing from the date of appointment, which may be terminated by not less than three months’ notice in writing served by either party on the other.

Each of our non-executive Directors and independent non-executive Directors has entered into a letter of appointment with our Company for a term of three years commencing from the date of appointment as non-executive Director or an independent non-executive Director (as the case may be), which may be terminated by not less than three months' notice in writing served by either party on the other.

(c) *Directors' remuneration*

During the three years ended December 31, 2024 and the four months ended April 30, 2025, the aggregate remuneration (including salaries, allowances and other benefits and retirement benefits schemes contribution) paid to our Directors was approximately US\$36,000, US\$144,000, US\$317,000 and US\$332,000, respectively. For details, please refer to Note 11 of the Accountants' Report set out in Appendix I to this prospectus.

Under the arrangement currently in force, the aggregate remuneration (including fees, salaries, allowances and other benefits and retirement benefits schemes contribution) of our Directors for the year ending December 31, 2025 is estimated to be approximately US\$1.6 million.

2. Substantial Shareholders

Save as disclosed in "Substantial Shareholders" in this prospectus, so far as our Directors are aware, immediately following the completion of the Global Offering assuming that the Over-allotment Option is not exercised, no person (other than our Directors and chief executives of our Company) will have or be deemed or taken to have an interest and/or short position in our Shares or the underlying Shares which would fall to be disclosed under the provisions of Division 2 and 3 of Part XV of the SFO, or who will be, directly or indirectly, interested in 10% or more of the issued voting shares of any member of our Group.

3. Agency fees or commissions received

Save as disclosed in "Underwriting" in this prospectus, no commissions, discounts, brokerages or other special terms were granted in connection with the issue or sale of any capital of any member of our Group within the two years immediately preceding the date of this prospectus.

4. Disclaimers

- (a) save as disclosed in this section, none of our Directors or chief executive of our Company has any interest or short position in our 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 Listed Issuers once our Shares are listed;

- (b) none of our Directors or experts referred to under “—E. Other information—7. Qualifications and consents of experts” below 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 prospectus 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 or experts referred to under “—E. Other information—7. Qualifications and consents of experts” below is materially interested in any contract or arrangement subsisting at the date of this prospectus which is significant in relation to the business of our Group taken as a whole;
- (d) save as disclosed in this section, 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) save as disclosed in “—C. Further information about our Directors and substantial shareholders—2. Substantial Shareholders” above, none of our Directors knows of any person (not being a Director or chief executive of our Company) who will, immediately following completion of the Global Offering and assuming that the Over-allotment Option is not exercised, have an interest or short position in our 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 issued voting shares of any member of our Group; and
- (f) save as disclosed in “Business—Our Customers” and “Business—Our Suppliers”, so far as is known to our Directors as of the Latest Practicable Date, none of our Directors, their respective close associates (as defined under the Listing Rules) or Shareholders of our Company who are interested in more than 5% of the total number of issued Shares has any interests in the five largest customers or the five largest suppliers of our Group in each year/period during the Track Record Period.

D. SHARE INCENTIVE SCHEMES

1. Pre-IPO Share Option Scheme

The following is a summary of the principal terms of the Pre-IPO Share Option Scheme conditionally adopted by our Company pursuant to the written resolutions of our then sole Shareholder passed on January 15, 2025.

(a) Purpose of the Pre-IPO Share Option Scheme

The Pre-IPO Share Option Scheme is a share incentive scheme and is established to recognize and acknowledge the contributions or potential contributions of certain eligible participants who are directors or employees of our Group. The Pre-IPO Share Option Scheme is not subject to Chapter 17 of the Listing Rules as the Pre-IPO Share Option Scheme does not involve the grant of options by our Company after Listing. The Company shall comply with Chapter 14A and other applicable rules of the Listing Rules in respect of the Pre-IPO Share Option Scheme upon Listing. The Pre-IPO Share Option Scheme will provide the eligible participants with an opportunity to have a personal stake in our Company with a view to achieving the following objectives:

- (i) motivate the eligible participants to optimize their performance efficiency for the benefit of our Group; and
- (ii) attract and retain or otherwise maintain relationships with the eligible participants whose contributions are or will be beneficial to the long-term growth of our Group.

(b) Eligible participants of the Pre-IPO Share Option Scheme

Our Board or its duly authorized committee may, at its sole and absolute discretion, offer to grant an option to any director and employee of our Group (including persons who are granted options under the Pre-IPO Share Option Scheme as an inducement to enter into employment contracts with our Group) to subscribe for such number of new Shares as our Board or its duly authorized committee may determine at an exercise price determined in accordance with paragraph (f) below.

Upon acceptance of the option, the grantee shall pay HK\$1.00 to our Company by way of consideration for the grant.

(c) Maximum number of Shares

The maximum number of Shares in respect of which options may be granted under the Pre-IPO Share Option Scheme shall be up to 0.55% of the total number of shares of the Company in issue immediately upon completion of the Global Offering, but excluding any Shares which may be issued upon the exercise of the options granted or to be granted under the Pre-IPO Share Option Scheme, the Post-IPO Share Option Scheme, other share schemes as defined in the rules of the Pre-IPO Share Option Scheme and Shares that may fall to be issued upon the exercise of the Over-allotment Option.

(d) Grant of the Pre-IPO share options

In recognition of the contributions made by the employees of our Group towards its growth and success, on February 28, 2025 and June 17, 2025 (the “**Offer Dates**”, each as an “**Offer Date**”), a total of 20 eligible participants were offered options to subscribe for an aggregate of 2,339,700 Shares, representing approximately 0.386% of the total number of Shares in issue immediately upon completion of the Global Offering (but excluding any Shares which may be issued upon the exercise of the options which have been granted under the Pre-IPO Share Option Scheme, any options which may be granted under the Post-IPO Share Option Scheme, other share schemes as defined in the rules of the Pre-IPO Share Option Scheme and Shares that may fall to be issued upon the exercise of the Over-allotment Option), at an exercise price of HK\$2.26 per share as decided by the Board on the Offer Date. A full list of such grantees under the Pre-IPO Share Option Scheme, containing all particulars required under paragraph 10 of Part I of the Third Schedule to the Companies (Winding Up and Miscellaneous Provisions) Ordinance and Rule 17.02(1)(b) of and paragraph 27 of Appendix D1A to the Listing Rules is set forth below:

Grantee	Position(s) held with our Group	Address	Vesting option ^(Note 1)	Number of Shares to be issued under options granted	Approximate percentage of the total number of Shares in issue after completion of the Global Offering ^(Note 2)
<i>Director of our Company</i>					
Zhao Yongqiang (趙永強)	Executive Director and chief operating officer	Room 3-402 Building 25 Xinhua Lianjin Yuan No. 6 Wulidian West Road Tongzhou District Beijing, PRC	2	355,400	0.059%
<i>Senior management and other employees of our Group</i>					
Lung Shei Kei (龍瑞麒)	Chief financial officer and joint company secretary	31/F, Tower Two Times Square 1 Matheson Street Causeway Bay Hong Kong	3	827,100	0.137%
Wang Xiaoyun (王曉雲)	Head of quality center	45/F, CITIC Plaza No. 233 Tianhe North Road Guangzhou, PRC	1	159,900	0.026%
Ma Yanhua (馬延華)	Brand expert	45/F, CITIC Plaza No. 233 Tianhe North Road Guangzhou, PRC	1	121,500	0.020%

APPENDIX IV
STATUTORY AND GENERAL INFORMATION

Grantee	Position(s) held with our Group	Address	Vesting option^(Note 1)	Number of Shares to be issued under options granted	Approximate percentage of the total number of Shares in issue after completion of the Global Offering^(Note 2)
Wang Zexu (王澤旭)	Sales manager	45/F, CITIC Plaza No. 233 Tianhe North Road Guangzhou, PRC	1	113,000	0.019%
Xu Yangyang (許洋洋)	Sales manager	45/F, CITIC Plaza No. 233 Tianhe North Road Guangzhou, PRC	1	113,000	0.018%
Zhang Xinchu (張新雛)	Head of R&D Center	45/F, CITIC Plaza No. 233 Tianhe North Road Guangzhou, PRC	1	98,100	0.016%
Xian Wenjia (咸文佳)	Sales manager	45/F, CITIC Plaza No. 233 Tianhe North Road Guangzhou, PRC	1	64,000	0.011%
Yin Xianming (尹顯明)	Sales manager	45/F, CITIC Plaza No. 233 Tianhe North Road Guangzhou, PRC	1	64,000	0.011%
Zeng Penghui (曾鵬輝)	Sales manager	45/F, CITIC Plaza No. 233 Tianhe North Road Guangzhou, PRC	1	64,000	0.011%
Zhu Qiwu (朱啟武)	Manager of facilities management department	45/F, CITIC Plaza No. 233 Tianhe North Road Guangzhou, PRC	1	51,100	0.008%
Huang Jungang (黃俊剛)	Project development manager	45/F, CITIC Plaza No. 233 Tianhe North Road Guangzhou, PRC	1	51,100	0.008%
Liang Lixia (梁麗霞)	Purchasing strategy manager	45/F, CITIC Plaza No. 233 Tianhe North Road Guangzhou, PRC	1	51,100	0.008%

APPENDIX IV
STATUTORY AND GENERAL INFORMATION

Grantee	Position(s) held with our Group	Address	Vesting option^(Note 1)	Number of Shares to be issued under options granted	Approximate percentage of the total number of Shares in issue after completion of the Global Offering^(Note 2)
Ouyang Bin (歐陽彬)	Manager of financial reporting department	45/F, CITIC Plaza No. 233 Tianhe North Road Guangzhou, PRC	1	51,100	0.008%
Qiu Wenjie (邱文傑)	Financial reporting manager	45/F, CITIC Plaza No. 233 Tianhe North Road Guangzhou, PRC	1	51,100	0.008%
Zou Manqing (鄒曼青)	Supervisor of budget management department	45/F, CITIC Plaza No. 233 Tianhe North Road Guangzhou, PRC	1	40,500	0.007%
Lin Qin (林芹) . .	Legal manager and joint company secretary	45/F, CITIC Plaza No. 233 Tianhe North Road Guangzhou, PRC	1	22,300	0.004%
Xie Wenzhou (謝雯舟)	Manager of human resources and administration department	45/F, CITIC Plaza No. 233 Tianhe North Road Guangzhou, PRC	1	13,800	0.002%
Wang Min (王敏)	Head of strategic purchasing department	45/F, CITIC Plaza No. 233 Tianhe North Road Guangzhou, PRC	1	13,800	0.002%
Liu Bing (劉冰) .	Manager of diaper production material control	45/F, CITIC Plaza No. 233 Tianhe North Road Guangzhou, PRC	1	13,800	0.002%
Total				2,339,700	0.386%

Notes:

- See “(e) Timing of exercise of option and duration of the Pre-IPO Share Option Scheme” below.
- Assuming the Over-allotment Option is not exercised and without taking into account any Shares which may be issued upon exercise of any options which have been or may be granted under the Pre-IPO Share Option Scheme or which may be granted under the Post-IPO Share Option Scheme.

As of the Latest Practicable Date, no other options under the Pre-IPO Share Option Scheme has been granted.

Application will be made to the Stock Exchange for the approval for the listing of and permission to deal in Shares to be issued pursuant to the exercise of options granted under the Pre-IPO Share Option Scheme.

We will not permit the exercise of any Pre-IPO Share Option Scheme by any of our core connected persons if, upon such exercise, we would not be able to attain the minimum public float requirement of the Stock Exchange.

(e) Timing of exercise of option and duration of the Pre-IPO Share Option Scheme

Each of the grantees to whom an option has been granted under the Pre-IPO Share Option Scheme shall be entitled to exercise his/her option in the manner as specified in the offer letter in respect of the grant of options (the “**Offer Letter**”). Depending on the ranking and duration of services of the eligible participants with the Group, there are three vesting options in which the granted options shall vest with the grantees:

Vesting option 1

- Up to 33% of the Shares that are subject to the granted options (rounded down to the nearest whole number) shall be vested on the day falling on the 1st anniversary of the Date of the Offer Letter;
- Up to 33% of the Shares that are subject to the granted options (rounded down to the nearest whole number) shall be vested on the day falling on the 2nd anniversary of the Date of the Offer Letter; and
- Up to 34% of the Shares that are subject to the granted options (rounded down to the nearest whole number) shall be vested on the day falling on the 3rd anniversary of the Date of the Offer Letter.

Vesting option 2

- Up to 50% of the Shares that are subject to the granted options (rounded down to the nearest whole number) shall be vested on the day falling on the 1st anniversary of the Date of the Offer Letter; and
- Up to 50% of the Shares that are subject to the granted options (rounded down to the nearest whole number) shall be vested on the day falling on the 2nd anniversary of the Date of the Offer Letter.

Vesting option 3

- Up to 100% of the Shares that are subject to the granted options (rounded down to the nearest whole number) shall be vested on the day falling on the 1st anniversary of the Date of the Offer Letter.

In respect of the granted options that are vested on the relevant vesting date, the granted options may be exercised from each of the relevant vesting date to the fifth anniversary of the Date of the Offer Letter, or until the lapse, cancelation or termination of the granted options in accordance with the Scheme (the “**Option Period**”). The grantees may exercise the granted options in whole or in parts by one time or multiple times during the Option Period. For the avoidance of doubt, all granted options that are not exercised within the Option Period will automatically lapse.

Additional vesting conditions

The vesting of the granted options in accordance with the vesting options above shall be subject to the following additional conditions:

- (i) our Shares shall remain listed on the Stock Exchange on the relevant vesting date;
- (ii) the vesting percentage of the granted options shall be further adjusted based on the annual performance appraisal targets achieved by the grantee as set forth below:

<u>Annual performance appraisal targets achieved</u>	<u>Vesting percentage of the granted options during the Option Period as set forth in vesting options above</u>
Good or above	From 80% and up to 100%
Passed	From 50% and up to 80%
Subject to further improvement	Up to 50%
Failed	0%

The satisfaction of the annual performance appraisal targets of the grantee shall be determined in the sole and absolute discretion by our Board or its duly authorized committee from time to time. For the avoidance of doubt, all granted options that are not vested during the periods as specified in above due to the failure to achieve the annual performance appraisal targets by the grantee shall be automatically forfeited.

Lock-up period of the granted options

With respect to any Shares allotted and issued upon the exercise of the grant options (the “**Relevant Shares**”), the grantees shall undertake that, for a period of 12 months from and including the Listing Date, the grantees shall not and shall procure that none of his/her nominees and any person acting on his/her behalf shall (except with the prior written approval of our Company) (a) issue, offer, sell, transfer, contract to sell or otherwise dispose of, or grant options, issue warrants or offer rights entitling persons to subscribe for or purchase any interest, in any Relevant Shares or any securities convertible into, exchangeable for or which carry rights to subscribe for or purchase the Relevant Shares or other instruments representing interests in the Relevant Shares, (b) enter into any swap or other agreement that transfers, in whole or in part, any of the economic consequences of the ownership of the Relevant Shares, (c) enter into any transaction with the same economic effect as, or which is designed to, or which may reasonably be expected to result in, or agree to do, any of the foregoing, whether any such transaction of the kind described in (a), (b) or (c) is to be settled by delivery of Relevant Shares or other securities, in cash or otherwise or (d) announce or otherwise make public an intention to do any of the foregoing.

(f) Exercise price of the Pre-IPO share options

The exercise price per Share in respect of any particular option granted under the Pre-IPO Share Option Scheme shall be decided by our Board at the time of the grant.

(g) Rights are personal to grantee

An option is personal to the grantee and shall not be transferable or assignable. No grantee shall in any way sell, transfer, charge, mortgage, encumber or create any interest (legal or beneficial) in favor of any third party over or in relation to any option or attempt so to do.

(h) Rights on takeover

If a general offer is made to all our Shareholders (or all such Shareholders other than the offeror and/or any person controlled by the offeror and/or any person acting in concert with the offeror (as defined in the Takeovers Codes)) and such offer becomes or is declared unconditional during the option period of the relevant option, the grantee of an option shall be entitled to exercise the option in full (to the extent not already exercised) at any time within 14 days after the date on which the offer becomes or is declared unconditional.

(i) Rights on winding-up

In the event a notice is given by our Company to our members to convene a general meeting for the purposes of considering, and if thought fit, approving a resolution to voluntarily wind-up our Company, our Company shall forthwith give notice thereof to all grantees and thereupon, each grantee (or his/her legal personal representative(s)) shall be

entitled to exercise all or any of his/her options (to the extent not already exercised) at any time not later than two business days prior to the proposed general meeting of our Company referred to above by giving notice in writing to our Company, accompanied by a remittance or payment for the full amount of the aggregate subscription price for our Shares in respect of which the notice is given, whereupon our Company shall as soon as possible and, in any event, no later than the business day immediately prior to the date of the proposed general meeting, allot the relevant Shares to the grantee credited as fully paid and register the grantee as holder thereof.

(j) Rights on compromise or arrangement between our Company and our members or creditors

If a compromise or arrangement between our Company and our members or creditors is proposed for the purposes of a scheme for the reconstruction of our Company or its amalgamation with any other company or companies, our Company shall give notice to all the grantees of the options on the same day as it gives notice of the meeting to its members or creditors summoning the meeting to consider such a scheme or arrangement and any grantee may by notice in writing to our Company accompanied by a remittance or payment for the full amount of the aggregate subscription price for our Shares in respect of which the notice is given (such notice to be received by our Company not later than two business days prior to the proposed meeting), exercise the option to its full extent or to the extent specified in the notice and our Company shall as soon as possible and in any event no later than the business day immediately prior to the date of the proposed meeting, allot and issue such number of Shares to the grantee which falls to be issued on such exercise of the option credited as fully paid and register the grantee as holder thereof.

With effect from the date of such meeting, the rights of all grantees to exercise their respective options shall forthwith be suspended. Upon such compromise or arrangement becoming effective, all options shall, to the extent that they have not been exercised, lapse and determine. If for any reason such compromise or arrangement does not become effective and is terminated or lapses, the rights of grantees to exercise their respective options shall with effect from such termination be restored in full but only upon the extent not already exercised and shall become exercisable as if such compromise or arrangement had not been proposed by our Company.

(k) Ranking of Shares

The Shares to be allotted upon the exercise of an option will not carry voting, dividend, transfer or other rights until completion of the registration of the grantee (or any other person nominated by the grantee) as the holder thereof. Subject to the aforesaid, the Shares to be allotted upon the exercise of an option shall be subject to all the provisions of the Articles and shall carry the same voting, dividend, transfer and other rights, including those arising on liquidation of our Company and rights in respect of any dividend or other distributions paid or made on or after the date of issue. For the avoidance of doubt, Shares issued on the exercise of an option shall not be entitled to any rights attaching to Shares by reference to a record date preceding the date of allotment.

(l) Effect of alterations to capital

In the event of any alteration in the capital structure of our Company whilst any option may become or remains exercisable, whether by way of capitalization issue, rights issue, open offer, sub-division, consolidation of shares, or reduction of share capital of our Company, or otherwise howsoever, such corresponding alterations (if any) shall be made in (i) the number of Shares subject to any outstanding options; and/or (ii) the exercise price of each outstanding option; and/or (iii) the method of exercise of the options as the auditors or the approved independent financial advisor of our Company shall certify in writing to our Board or its duly authorized committee, to be in their opinion fair and reasonable, provided that any such alterations shall be made on the basis that a Grantee shall have the same proportion of the equity capital of our Company (as interpreted in accordance with the Supplementary Guidance on Main Board Listing Rule 17.03(13)/GEM Listing Rule 23.03(13) and the Note to the Rule attached to the Frequently Asked Questions on share schemes (FAQ13 – No. 16) published by the Stock Exchange (as may be amended and updated from time to time) (the “**Supplemental Guidance**”) as that to which he/she was entitled to subscribe had he/she exercised all the options held by him/her immediately before such adjustments and the aggregate exercise price payable by a grantee on the full exercise of any option shall remain as nearly as possible the same as (but shall not be greater than) it was before such event. Any adjustment to be made shall comply with the Listing Rules, the Supplemental Guidance and any future guidance/interpretation of the Listing Rules issued by the Stock Exchange from time to time.

(m) Lapse of options

An option shall automatically lapse and not be exercisable (to the extent not already exercised) on the earliest of:

- (i) the date of expiry of the Option Period relevant to that option;
- (ii) the expiry of any of the periods referred to in paragraphs (h), (i) or (j);
- (iii) the date on which the scheme of arrangement of our Company referred to in paragraph (j) becomes effective;
- (iv) the date of commencement of the winding-up of our Company in accordance with the Companies Act;
- (v) the date on which the grantee ceases to be an eligible participant for any reason including serious misconduct, conviction of a criminal offense involving his/her integrity or honesty or in relation to the employee of our Company and/or its subsidiaries or insolvency, bankruptcy, arrangements or compositions with his/her creditors generally or any other ground as determined by our Board or its duly authorized committee that would warrant the termination of his/her employment or service with our Company and/or its subsidiaries at common law or pursuant to any applicable laws or under the grantee's service contract with our Company or its relevant subsidiary or any other grounds as specified in the Offer Letter; and

- (vi) the date on which our Board or its duly authorized committee shall exercise our right to cancel the option at any time after the grantee commits a breach of paragraph (g) above or the options are canceled in accordance with paragraph (o) below.

Other provisions in relation to the lapse of an option shall be specified in the Offer Letter.

(n) Alteration of the Pre-IPO Share Option Scheme

The terms and conditions of the Pre-IPO Share Option Scheme may be altered in any respect by resolution of our Board or its duly authorized committee except that any alteration to the advantage of the grantees or the eligible participant (as the case may be) in respect of the definitions of eligible participants, option period and grantee and any material alteration to the terms and conditions of the Pre-IPO Share Option Scheme shall first be approved by our Shareholders in general meeting provided that if the proposed alteration shall adversely affect any option granted or agreed to be granted prior to the date of alteration, such alteration shall be further subject to the grantees' approval in accordance with the terms of the Pre-IPO Share Option Scheme.

(o) Cancellation of Pre-IPO share options

Any cancellation of options granted but not exercised must be approved by the grantees of the relevant options in writing.

(p) Termination of the Pre-IPO Share Option Scheme

Our Company may by resolution in general meeting or our Board or its duly authorized committee at any time terminate the Pre-IPO Share Option Scheme, and in such event, no further options shall be offered but the provisions of the Pre-IPO Share Option Scheme shall remain in force to the extent necessary to give effect to the exercise of any option granted prior thereto or otherwise as may be required in accordance with the provisions of the Pre-IPO Share Option Scheme. Options granted prior to such termination but not yet exercised at the time of termination shall continue to be valid and exercisable in accordance with the Pre-IPO Share Option Scheme.

(q) Administration of our Board

The Pre-IPO Share Option Scheme shall be subject to the administration of our Board or its duly authorized committee which (i) shall administer the Pre-IPO Share Option Scheme in accordance with the provisions hereof and all applicable requirements of the Listing Rules; and (ii) may make such rules not being inconsistent with the terms and conditions hereof and the Listing Rules for the conduct of the Pre-IPO Share Option Scheme and the determination and terms of each entitlement under an Option as our Board or its duly authorized committee thinks fit. Any decision of our Board or its duly authorized committee with respect to any matter arising under the Pre-IPO Share Option Scheme (including the interpretation of any provisions herein) shall be final and binding on all parties.

(r) Conditions of the Pre-IPO Share Option Scheme

The Pre-IPO Share Option Scheme shall take effect subject to and is conditional upon:

- (i) the passing of the necessary resolutions by our Shareholder(s) to approve and adopt the rules of the Pre-IPO Share Option Scheme;
- (ii) the Stock Exchange granting the approval for the listing of, and permission to deal in, the Shares falling to be issued pursuant to the exercise of options under the Pre-IPO Share Option Scheme;
- (iii) the obligations of the Underwriters under the Underwriting Agreements becoming unconditional (including if relevant, as a result of the waiver(s) thereof) and not being terminated in accordance with the terms of the Underwriting Agreements or otherwise; and
- (iv) the commencement of dealings in our Shares on the Stock Exchange.

(s) Disclosure in annual and interim reports

We will disclose details of the Pre-IPO Share Option Scheme in our annual and interim reports in accordance with the Listing Rules in force from time to time.

2. Post-IPO Share Option Scheme

The following is a summary of the principal terms of the Post-IPO Share Option Scheme conditionally adopted by our Company pursuant to the written resolutions of our then Shareholders passed on October 27, 2025.

(a) Purpose of the Post-IPO Share Option Scheme

The Post-IPO Share Option Scheme is a share incentive scheme prepared in accordance with Chapter 17 of the Listing Rules and is established to recognize and acknowledge the contributions or potential contributions of certain eligible participants who are directors or employees of our Group. The Post-IPO Share Option Scheme will provide the eligible participants an opportunity to have a personal stake in our Company with the view to achieving the following objectives:

- (i) motivate the eligible participants to optimize their performance efficiency for the benefit of our Group; and
- (ii) attract and retain or otherwise maintain an on-going business relationship with the eligible participants whose contributions are or will be beneficial to the long-term growth of our Group.

(b) Eligible participants of the Post-IPO Share Option Scheme

Our Board or its duly authorized committee may, at its sole and discretion, offer to grant an option to any director and employee of our Group (including persons who are granted options under the Post-IPO Share Option Scheme as an inducement to enter into employment contracts with our Group) to subscribe for such number of new Shares as our Board or its duly authorized committee may determine at an exercise price determined in accordance with paragraph (f) below.

Upon acceptance of the option, the grantee shall pay HK\$1.00 to our Company by way of consideration for the grant.

(c) Acceptance of an offer of options

An option shall be deemed to have been granted and accepted by the grantee and to have taken effect when the acceptance letter, the form of which be attached to the offer letter (the “**Offer letter**” constituting acceptance of the option duly signed by the grantee), together with a remittance or payment in favor of our Company of HK\$1.00 by way of consideration for the grant thereof, is received by our Company on or before the relevant acceptance date. Such remittance or payment shall in no circumstances be refundable. Any offer to grant an option to subscribe for Shares may be accepted in respect of less than the number of Shares for which it is offered provided that it is accepted in respect of a board lot for dealing in Shares on the Stock Exchange or an integral multiple thereof and such number is clearly stated in the acceptance letter. To the extent that the offer to grant an option is not accepted by any prescribed acceptance date, it shall be deemed to have been irrevocably declined.

Subject to paragraphs (l), (m), (n), (o) and (p) and our Company can meet the public float requirement under Rule 8.08 of the Listing Rules after the exercise of the option, a grantee may exercise his/her options, in whole or in part and, other than where it is exercised to the full extent outstanding, shall be exercised in integral multiples of such number of Shares as shall represent one board lot for dealing in Shares on the Stock Exchange for the time being, by the grantee by giving notice in writing to our Company stating that the option is thereby exercised and the number of Shares in respect of which it is exercised. Each such notice must be accompanied by a remittance or payment for the full amount of the exercise price for our Shares in respect of which the notice is given. Within 21 days after receipt of the notice and the remittance and, where appropriate, receipt of the certificate by the auditors to our Company or the approved independent financial advisor as the case may be pursuant to paragraph (r), our Company shall allot and issue the relevant number of Shares to the grantee credited as fully paid and issue to the grantee certificates in respect of our Shares so allotted.

The exercise of any option shall be subject to our Shareholders in general meeting approving any necessary increase in the authorized share capital of our Company.

The vesting period of any options shall not be less than 12 months. Options may be subject to a shorter vesting period under any of the following circumstances:

- (i) where the options are granted in assumption of, or in substitution or exchange for, an award previously granted, or the right or obligation to make a future award, in all cases by a company acquired by our Company or any of our subsidiary or with which our Company or any of our subsidiary combines;
- (ii) where the Shares to be issued upon the exercise of such options are subject to a minimum holding period of not less than 12 months and are delivered to an eligible participant under his/her compensation arrangements with our Company, including Shares delivered to a non-employee director in respect of such non-employee director's annual retainer;
- (iii) where the options are sign-on or make-whole grants to new eligible participants;
- (iv) where the options are subject to performance-based vesting conditions;
- (v) where the options are granted in batches for administrative or compliance reasons;
- (vi) where the options shall vest evenly over a period of 12 months or more;
- (vii) where the options are subject to a total vesting and holding period of more than 12 months; or
- (viii) in cases of retirement, separation, retention arrangements, death, disability or a change in control of our Company, our Board may accelerate the vesting of the options at its sole discretion.

(d) *Maximum number of Shares*

The maximum number of Shares in respect of which options may be granted under the Post-IPO Share Option Scheme and under any other share schemes of our Company must not in aggregate exceed 10% ("**Scheme Limit**") of the total number of Shares in issue (excluding treasury shares) immediately following the completion of the Global Offering, being 60,588,400 Shares (assuming that the Over-allotment Option is not exercised and without taking into account any Shares which may be issued upon the exercise of any options which have been granted under the Pre-IPO Share Option Scheme). Our Company may either issue new Shares or transfer treasury shares to the relevant grantee to satisfy the awards upon exercise of the options under the Post-IPO Share Option Scheme. As of the date on which such option is offered in writing to an eligible participant which must be a Business Day (the "**Offer Date**") of any proposed grant of options under the Post-IPO Share Option Scheme, the maximum number of Shares in respect of which options may be granted is such number of Shares less the aggregate of the following:

- (i) the number of Shares which would be issued (including treasury shares which would be transferred) on the exercise in full of the options under the Post-IPO Share Option Scheme or under any other share schemes of our Company but not canceled or exercised;

- (ii) the number of Shares which have been issued and allotted (including treasury shares would be transferred) pursuant to the exercise of any options under the Post-IPO Share Option Scheme or under any other share schemes of our Company or any awards granted under any other share schemes of our Company; and
- (iii) the number of those Shares which were the subject of options which had been granted and accepted under the Post-IPO Share Option Scheme and any other share schemes of our Company but subsequently canceled.

Subject to the approval of our Shareholders in general meeting in compliance with Rules 17.03C(1) and 17.03C(2) of the Listing Rules and/or such other requirements prescribed under the Listing Rules from time to time, our Board may refresh the Scheme Limit from time to time to 10% of the number of Shares in issue (excluding treasury shares) (“**New Scheme Limit**”) as of the date of the approval by our Shareholders in general meeting (“**New Approval Date**”). Any refreshment within any three-year period from the date of our Shareholders’ approval for the last refreshment (or the adoption of the Post-IPO Share Option Scheme) must be approved by our Shareholders subject to the following provisions:

- (i) any controlling shareholders and their associates (or if there is no controlling shareholder, directors (excluding independent non-executive directors) and the chief executive of our Company and their respective associates) abstaining from voting in favor of the relevant resolution at the general meeting of our Company; and
- (ii) our Company must comply with the requirements under Rules 13.39(6) and (7), 13.40, 13.41 and 13.42 of the Listing Rules

and thereafter, as of the date of grant of any options under the Post-IPO Share Option Scheme, the maximum number of Shares in respect of which options may be granted is the New Scheme Limit less the aggregate of the following:

- (i) the number of Shares which would be issued (including treasury shares which would be transferred) on the exercise in full of the options under the Post-IPO Share Option Scheme or under any other share schemes of our Company granted on or after the New Approval Date but not canceled or exercised;
- (ii) the number of Shares which have been issued and allotted (including treasury shares which would be transferred) pursuant to the exercise of any options under the Post-IPO Share Option Scheme or under any other share schemes of our Company or any awards granted under any other share schemes of our Company granted on or after the New Approval Date; and
- (iii) the number of those Shares which were the subject of options which had been granted on or after the New Approval Date and accepted under the Post-IPO Share Option Scheme and any other share schemes of our Company but subsequently canceled.

Subject to the approval of our Shareholders in general meeting in compliance with Rule 17.03C(3) of the Listing Rules and/or such other requirements as prescribed under the Listing Rules from time to time, our Board may grant options exceeding the Scheme Limit to eligible participants specifically identified by our Board.

The Scheme Limit shall be adjusted, in such manner as the auditors of our Company or an approved independent financial advisor shall certify to be appropriate, fair and reasonable in the event of any alteration in the capital structure of our Company in accordance with paragraph (r) below whether by way of capitalization issue, rights issue, sub-division or consolidation of shares or reduction of the share capital of our Company.

(e) Maximum number of options to any one individual

Our Board shall, subject to and in accordance with the provisions of the Post-IPO Share Option Scheme and the Listing Rules, be entitled to but shall not be bound, at any time on any business day during the Scheme Period (as defined in paragraph (j) below) offer to grant an option to any eligible participant whom our Board or its duly authorized committee may in its sole and absolute discretion select and subject to such conditions (including, without limitation, the vesting period and/or any performance targets as assessed in accordance with the Performance Measures (as defined in paragraph (k) below) during a specified performance period which must be achieved before an option can be exercised) as it may think fit.

If our Board or its duly authorized committee determines to offer options under the Post-IPO Share Option Scheme to an eligible participant which, when aggregated with any Shares issued or to be issued in respect of all options or awards granted to that person (excluding any options or awards lapsed in accordance with the terms of the relevant schemes) under the Post-IPO Share Option Scheme and the other share schemes of our Company in any 12-month period up to and including the Offer Date, exceed 1% of the number of Shares in issue (excluding treasury shares) on the Offer Date:

- (i) the grant shall be subject to (aa) the issue of a circular by our Company to our Shareholders which shall comply with Rules 17.03D and 17.06 of the Listing Rules and/or such other requirements as prescribed under the Listing Rules from time to time; and (bb) the approval of our Shareholders in general meeting and/or such other requirements prescribed under the Listing Rules from time to time with such eligible participant and his/her close associates (or his/her associates if the eligible participant is a connected person) abstaining from voting; and
- (ii) unless provided otherwise in the Listing Rules, the date of the meeting at which our Board or its duly authorized committee resolves to grant the proposed options to such eligible participant shall be taken as the Offer Date for the purpose of calculating the exercise price of our Shares.

Our Board or its duly authorized committee shall forward to such eligible participant the Offer Letter in such form as our Board or its duly authorized committee may from time to time determine (or, alternatively, documents accompanying the Offer Letter which state), among others:

- (aa) the eligible participant's name, address and occupation;
- (bb) the Offer Letter;
- (cc) the date upon which an offer for an option must be accepted;
- (dd) the vesting dates of the relevant options;
- (ee) the number of Shares in respect of which the option is offered;
- (ff) the exercise price and the manner of payment of such price for our Shares on and in consequence of the exercise of the option;
- (gg) the period within which of the option may be exercised as may be determined by our Board or its duly authorized committee;
- (hh) the method of acceptance of the option which shall, unless our Board or its duly authorized committee otherwise determines, be as set out in paragraph (c); and
- (ii) such other terms and conditions (including, without limitation, the vesting period and/or any performance targets as assessed in accordance with the Performance Measures (as defined in paragraph (k) below) during a specified performance period which must be achieved before the option can be exercised) relating to the offer of the option which in the opinion of our Board are fair and reasonable but not being inconsistent with the Post-IPO Share Option Scheme and the Listing Rules.

(f) Price of Shares

The exercise price of a Share in respect of each option offered to an eligible participant shall, subject to any adjustments made as described in paragraph (r) below be determined by our Board or its duly authorized committee in its sole and absolute discretion but in any event, must be at least the higher of:

- (i) the closing price of our Shares as stated in the Stock Exchange's daily quotations sheet on the date of grant, which must be a business day;
- (ii) the average closing price of our Shares as stated in the Stock Exchange's daily quotations sheets for the five business days immediately preceding the date of grant; and
- (iii) the nominal value of our Shares.

(g) Granting options to a director, chief executive or substantial shareholder of our Company or any of their respective associates

Any grant of options to a director, chief executive or substantial shareholder (as defined in the Listing Rules) of our Company or any of their respective associates (as defined in the Listing Rules) is required to be approved by the independent non-executive Directors (excluding any independent non-executive Director who is the grantee of the options).

If our Board proposes to grant options to a substantial shareholder or any independent non-executive Director or their respective associates (as defined in the Listing Rules) which will result in the number of Shares issued and to be issued in respect of all options and awards granted to such person under the Post-IPO Share Option Scheme or the other share schemes of our Company (excluding any options and awards lapsed in accordance with the terms of such schemes) in the 12-month period up to and including the Offer Date of representing in aggregate over 0.1%, or such other percentage as may be from time to time provided under the Listing Rules of our Shares in issue (excluding treasury shares) on the Offer Date, such further grant of options will be subject to, in addition to the abovementioned approval of the independent non-executive Directors, the approval of our Shareholders in general meeting in accordance with Rule 17.04(4) of the Listing Rules and/or such other requirements prescribed under the Listing Rules from time to time. Our Company must also send a circular to our Shareholders, which shall contain the following information:

- (i) the details of the number and terms (including the information required under Rules 17.03(5) to 17.03(10) and Rule 17.03(19) of the Listing Rules) of the options to be granted to each selected eligible participant, which must be fixed before our Shareholders' meeting, and the Offer Date (which shall be the date of the meeting at which our Board or its duly authorized committee proposes to grant the proposed options to that eligible participant);
- (ii) the views of the independent non-executive Directors (excluding any independent non-executive Director who is the grantee of the options) as to whether the terms of the grant are fair and reasonable and whether such grant is in the interests of our Company and our Shareholders as a whole, and their recommendation to the independent Shareholders as to voting;
- (iii) the information required under Rule 17.02(2)(c) of the Listing Rules; and
- (iv) the information required under Rule 2.17 of the Listing Rules.

(h) Restrictions on the time of grant of options

A grant of options shall not be made after inside information has come to the knowledge of our Company until it has announced such inside information pursuant to the requirements of the Listing Rules and Part XIVA of the SFO. In particular, no options may be granted during the period commencing one month immediately preceding the earlier of:

- (i) the date of the Board meeting (as such date to first notified to the Stock Exchange in accordance with the Listing Rules) for the approval of our annual results or our results for half-year, quarterly or other interim period (whether or not required under the Listing Rules); and
- (ii) the deadline for our Company to publish an announcement of our annual results or our results for half-year, or quarterly or other interim period (whether or not required under the Listing Rules)

and ending on the date of actual publication of the results for such year, half-year, quarterly or interim period (as the case may be) and where an option is granted to a Director, no options shall be granted:

- (i) during the period of 60 days immediately preceding the publication date of our annual results or, if shorter, the period from the end of the relevant financial year up to the publication date of the results; and
- (ii) during the period of 30 days immediately preceding the publication date of our quarterly results (if any) and half-year results or, if shorter, the period from the end of the relevant quarterly or half-year period up to the publication date of the results.

(i) Rights are personal to grantee

Save for a transfer to a vehicle (such as a trust or a private company) for the benefit of the grantee and any family members of such grantee (including for estate planning or tax planning purposes) that would continue to meet the purpose of the Post-IPO Share Option Scheme and comply with other requirements of the Listing Rules, in which case a waiver must be obtained from the Stock Exchange, an option and offer to grant an option is personal to the grantee and shall not be transferable or assignable. No grantee shall in any way sell, transfer, charge, mortgage, encumber or create any interest (legal or beneficial) in favor of any third party over or in relation to any option held by him/her or any offer relating to the grant of an option made to him/her or attempt so to do (save that the grantee may nominate a nominee in whose name our Shares issued pursuant to the Post-IPO Share Option Scheme may be registered). Any breach of the foregoing shall entitle our Company to cancel any outstanding options or any part thereof granted to such grantee.

(j) Time of exercise of option and duration of the Post-IPO Share Option Scheme

An option may be exercised in accordance with the terms of the Post-IPO Share Option Scheme at any time after the date upon which the option is deemed to be granted and accepted and prior to the expiry of 10 years from that date. The period during which an option may be exercised will be determined by our Board or its duly authorized committee in its absolute discretion, save that no option may be exercised more than 10 years after it has been granted. No option may be granted more than 10 years after the Listing Date. Subject to earlier termination by our Company in general meeting or by our Board, the Post-IPO Share Option Scheme shall be valid and effective for a period of 10 years from the Listing Date (“**Scheme Period**”). Each of the grantees shall be entitled to exercise his/her option in the manner as specified in the Offer Letter.

(k) Performance target

A grantee may be required to achieve any performance targets as our Board or its duly authorized committee may then specify in the grant before any options granted under the Post-IPO Share Option Scheme can be exercised. The performance targets shall be assessed in accordance with any one or more of the following corporate-wide or subsidiary, division, operating unit, line of business, project, geographical or individual performance measures (“**Performance Measures**”) during a specified performance period: cash flow; earnings; earnings per share; market value added or economic value added; profits; return on assets; return on equity; return on investment; sales; revenue; Share price; total shareholder return; customer satisfaction metrics; and such other goals as our Board may determine from time to time. Each goal may be expressed on an absolute and/or relative basis, may be based on or otherwise employ comparisons based on internal targets, the past performance of our Company and/or the past or current performance of other companies, and in the case of earnings-based measures, may use or employ comparisons relating to capital, shareholders’ equity and/or shares outstanding, investments or to assets or net assets. Our Board may, in its sole discretion, amend or adjust the Performance Measures and establish any special rules and conditions to which the Performance Measures shall be subject at any time.

(l) Rights on ceasing employment or death, retirement or disability

If a grantee’s employment or service with our Company and/or any of our subsidiaries by reason of death, retirement or disability, such grantee is entitled to exercise the vested portion of the granted options (to the extent not already exercised) and sell the relevant shares within 6 months from the cessation of employment or service.

(m) Rights on dismissal

If the grantee of an option ceases to be an employee of our Company or any of our subsidiaries on the grounds that he/she has been guilty of serious misconduct, or in relation to an employee of our Group (if so determined by our Board or its duly authorized committee) on any other ground on which an employee would be entitled to terminate his/her employment

at common law or pursuant to any applicable laws or under the grantee's service contract with our Group, or has been convicted of any criminal offense involving his/her integrity or honesty, his/her option will lapse and not be exercisable after the date of termination of his/her employment.

(n) Rights on takeover

If a general offer is made to all our Shareholders (or all such Shareholders other than the offeror and/or any person controlled by the offeror and/or any person acting in concert with the offeror (as defined in the Takeovers Codes)) and such offer becomes or is declared unconditional during the option period of the relevant option, the grantee of an option shall be entitled to exercise the option in full (to the extent not already exercised) at any time within 14 days after the date on which the offer becomes or is declared unconditional.

(o) Rights on winding-up

In the event a notice is given by our Company to our members to convene a general meeting for the purposes of considering, and if thought fit, approving a resolution to voluntarily wind-up our Company, our Company shall forthwith give notice thereof to all grantees and thereupon, each grantee (or his/her legal personal representative(s)) shall be entitled to exercise all or any of his/her options (to the extent not already exercised) at any time not later than two business days prior to the proposed general meeting of our Company referred to above by giving notice in writing to our Company, accompanied by a remittance or payment for the full amount of the aggregate subscription price for our Shares in respect of which the notice is given, whereupon our Company shall as soon as possible and, in any event, no later than the business day immediately prior to the date of the proposed general meeting, allot the relevant Shares to the grantee credited as fully paid and register the grantee as holder thereof.

(p) Rights on compromise or arrangement between our Company and our members or creditors

If a compromise or arrangement between our Company and our members or creditors is proposed for the purposes of a scheme for the reconstruction of our Company or its amalgamation with any other company or companies, our Company shall give notice to all the grantees of the options on the same day as it gives notice of the meeting to its members or creditors summoning the meeting to consider such a scheme or arrangement and any grantee may by notice in writing to our Company accompanied by a remittance or payment for the full amount of the aggregate subscription price for our Shares in respect of which the notice is given (such notice to be received by our Company not later than two business days prior to the proposed meeting), exercise the option to its full extent or to the extent specified in the notice and our Company shall as soon as possible and in any event no later than the business day immediately prior to the date of the proposed meeting, allot and issue such number of Shares to the grantee which falls to be issued on such exercise of the option credited as fully paid and register the grantee as holder thereof.

With effect from the date of such meeting, the rights of all grantees to exercise their respective options shall forthwith be suspended. Upon such compromise or arrangement becoming effective, all options shall, to the extent that they have not been exercised, lapse and determine. If for any reason such compromise or arrangement does not become effective and is terminated or lapses, the rights of grantees to exercise their respective options shall with effect from such termination be restored in full but only upon the extent not already exercised and shall become exercisable as if such compromise or arrangement had not been proposed by our Company.

(q) Ranking of Shares

Our Shares to be allotted upon the exercise of an option will not carry voting, dividend, transfer or other rights until completion of the registration of the grantee (or any other person nominated by the grantee) as the holder thereof. Subject to the aforesaid, Shares to be issued and allotted upon the exercise of options, shall be subject to the provisions of the Articles and shall carry the same right in all respects and shall have the same voting, dividend, transfer and other rights, including those arising on liquidation of our Company and rights in respect of any dividend or other distributions paid or made on or after the date of issue. For the avoidance of doubt, Shares issued upon the exercise of an option shall not be entitled to any rights attaching to Shares by reference to a record date preceding the date of allotment.

(r) Effect of alterations to capital

In the event of any alteration in the capital structure of our Company whilst any option may become or remains exercisable, whether by way of capitalization issue, rights issue, consolidation, sub-division or reduction of share capital of our Company, or otherwise howsoever, such corresponding alterations (if any) shall be made in (i) the number of Shares subject to any outstanding options; and/or (ii) the exercise price per Share of each outstanding option; and/or (iii) the method of exercise of the options as the auditors of our Company or an approved independent financial advisor shall certify in writing to our Board or its duly authorized committee to be in their opinion fair and reasonable, provided that any such alterations shall be made on the basis that a grantee shall have the same proportion of the equity capital of our Company (as interpreted in accordance with the Supplementary Guidance on Main Board Listing Rule 17.03(13)/GEM Listing Rule 23.03(13) and the Note to the Rule attached to the Frequently Asked Questions on share schemes (FAQ13 – No. 16) published by the Stock Exchange (as may be amended and updated from time to time) (the “**Supplemental Guidance**”)) as that to which he/she was entitled to subscribe had he/she exercised all the options held by him/her immediately before such adjustments and the aggregate exercise price payable by a grantee on the full exercise of any option shall remain as nearly as possible the same as (but shall not be greater than) it was before such event. Any adjustment to be made shall comply with the Listing Rules, the Supplemental Guidance and any future guidance/interpretation of the Listing Rules issued by the Stock Exchange from time to time.

(s) Lapse of the Post-IPO Share Options

An option shall automatically lapse and not be exercisable (to the extent not already exercised) on the earliest of:

- (i) the date of expiry of the option as may be determined by our Board;
- (ii) the expiry of any of the periods referred to in paragraphs (l), (m), (n), (o) or (p);
- (iii) the date on which the scheme of arrangement of our Company referred to in paragraph (p) becomes effective;
- (iv) subject to paragraph (o), the date of commencement of the winding-up of our Company in accordance with the Companies Act;
- (v) the date on which the grantee ceases to be an eligible participant by reason of such grantee's resignation from the employment with our Company or any of our subsidiaries or the termination of his/her employment or contract on any one or more of the grounds that he/she has been guilty of serious misconduct, or has been convicted of any criminal offense involving his/her integrity or honesty, or in relation to an employee of our Group (if so determined by our Board), or has been insolvent, bankrupt or has made compositions with his creditors generally or any other ground as determined by our Board that would warrant the termination of his/her employment at common law or pursuant to any applicable laws or under the grantee's service contract with our Group or any ground as specified in the Offer Letter. A resolution of our Board or the board of our relevant subsidiary to the effect that the employment of a grantee has or has not been terminated on one or more of the grounds specified in this paragraph shall be conclusive; or
- (vi) the date on which our Board or shall exercise our right to cancel the option at any time after the grantee commits a breach of paragraph (i) above or the options are canceled in accordance with paragraph (u) below.

Other provisions in relation to the lapse of an option shall be specified in the Offer Letter.

(t) Alteration of the Post-IPO Share Option Scheme

The terms and conditions of the Post-IPO Share Option Scheme may be altered in any respect by resolution of our Board except that:

- (i) any change to the terms of options granted to a grantee must be approved by our Board or its duly authorized committee, the Remuneration Committee, our independent non-executive Directors and/or our Shareholders (as the case may be) if the initial grant of the options was approved by our Board or its duly authorized

committee, the Remuneration Committee, the independent non-executive Directors and/or our Shareholders (as the case may be) (except any changes which take effect automatically under the terms of the Post-IPO Share Option Scheme); and

- (ii) any alterations to the terms and conditions of the Post-IPO Share Option Scheme which are of a material nature or any alterations to the provisions relating to the matters set out in Rule 17.03 of the Listing Rules to the advantage of the eligible participants or any change to the authority of our Directors or the administrators of the Post-IPO Share Option Scheme to alter the terms of the Post-IPO Share Option Scheme must be approved by our Shareholders in general meeting.

The amended terms of the Post-IPO Share Option Scheme shall still comply with Chapter 17 of the Listing Rules.

(u) Cancellation of options

Subject to paragraph (i) above, any cancellation of options granted but not exercised must be approved by the grantees of the relevant options in writing. For the avoidance of doubt, such approval is not required in the event any option is canceled pursuant to paragraph (m).

(v) Termination of the Post-IPO Share Option Scheme

Our Company may by resolution in general meeting or our Board or its duly authorized committee at any time terminate the Post-IPO Share Option Scheme, and in such event, no further options shall be offered but the provisions of the Post-IPO Share Option Scheme shall remain in force to the extent necessary to give effect to the exercise of any option granted prior thereto or otherwise as may be required in accordance with the provisions of the Post-IPO Share Option Scheme. Options granted prior to such termination but not yet exercised at the time of termination shall continue to be valid and exercisable in accordance with the Post-IPO Share Option Scheme.

(w) Administration of our Board

The Post-IPO Share Option Scheme shall be subject to the administration of our Board or its duly authorized committee which (i) shall administer the Post-IPO Share Option Scheme in accordance with the provisions hereof and all applicable requirements of the Listing Rules; and (ii) may make such rules not being inconsistent with the terms and conditions hereof and the Listing Rules for the conduct of the Post-IPO Share Option Scheme and the determination and terms of each entitlement under an Option as our Board or its duly authorized committee thinks fit. Any decision of our Board or its duly authorized committee with respect to any matter arising under the Post-IPO Share Option Scheme (including the interpretation of any provisions herein) shall be final and binding on all parties.

(x) Conditions of the Post-IPO Share Option Scheme

The Post-IPO Share Option Scheme shall take effect subject to and is conditional upon:

- (i) the passing of the necessary resolutions by our Shareholders to approve and adopt the rules of the Post-IPO Share Option Scheme;
- (ii) the Stock Exchange granting the approval for the listing of, and permission to deal in, our Shares which may fall to be issued pursuant to the exercise of options to be granted under the Post-IPO Share Option Scheme;
- (iii) the obligations of the Underwriters under the Underwriting Agreements becoming unconditional (including if relevant, as a result of the waiver(s) thereof) and not being terminated in accordance with the terms of the Underwriting Agreements or otherwise; and
- (iv) the commencement of dealings in our Shares on the Stock Exchange.

If the conditions in paragraph (x) above are not satisfied within twelve calendar months from the adoption date:

- (i) the Post-IPO Share Option Scheme shall forthwith determine;
- (ii) any option granted or agreed to be granted pursuant to the Post-IPO Share Option Scheme and any offer of such a grant shall be of no effect; and
- (iii) no person shall be entitled to any rights or benefits or be under any obligations under or in respect of the Post-IPO Share Option Scheme or any option granted thereunder.

(y) Disclosure in annual and interim reports

We will disclose details of the Post-IPO Share Option Scheme in our annual and interim reports in accordance with the Listing Rules in force from time to time.

(z) Present status of the Post-IPO Share Option Scheme

As of the Latest Practicable Date, no option had been granted or agreed to be granted under the Post-IPO Share Option Scheme.

Application has been made to the Stock Exchange for the approval for the listing of and permission to deal in our Shares which may fall to be issued pursuant to the exercise of the options to be granted under the Post-IPO Share Option Scheme, being 60,588,400 Shares in total.

E. OTHER INFORMATION**1. Tax and other indemnities**

Our Controlling Shareholders have entered into the Deed of Indemnity with and in favor of our Company (for ourselves and as trustee for each of our subsidiaries) to provide indemnities on a joint and several basis in respect of, among other matters, (i) any liability for estate duty under the Estate Duty Ordinance (Chapter 111 of the Laws of Hong Kong), or legislation similar thereto in Hong Kong or any jurisdictions outside Hong Kong which may be incurred by any member of our Group on or before the Listing Date; (ii) any claims, fines, penalties, or other liabilities (including without limitation any legal costs) which any member of our Group may suffer, sustain or incur or which may be commenced, brought or instituted against any member of our Group and become payable after the Listing Date arising from undeclared taxation or any failure to pay or any delay in paying the taxation required to be paid by any of members of our Group in violation of all applicable laws and regulations in any other part of the world arising on or before the Listing Date; and (iii) all expenses (if any) arising in connection with any litigation, arbitration or any disputes with a third party occurring on or before the Listing Date that is required to be paid by any member of the Group.

2. Litigation

As of 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. Joint Sponsors

Each of the Joint Sponsors satisfies the independence criteria applicable to sponsors as set out in Rule 3A.07 of the Listing Rules. The Joint Sponsors will receive an aggregate fee of US\$1.44 million for acting as the sponsors for the Listing.

The Joint Sponsors have made an application on our Company's behalf to the Stock Exchange for the listing of, and permission to deal in, all the Shares in issue and to be issued as mentioned in this prospectus (including any Shares which may be issued pursuant to the exercise of the Over-allotment Option and any options that have been or may be granted under the Post-IPO Share Option Scheme). All necessary arrangements have been made for the Shares to be admitted into CCASS.

4. Preliminary expenses

The preliminary expenses incurred and paid by our Company relating to the incorporation of our Company were RMB33,100.

5. No material adverse change

Our Directors confirm that there has been no material adverse change in our Group's financial or trading position since April 30, 2025 (being the date on which the latest audited consolidated financial information of our Group was prepared).

6. Promoters

Our Company has no promoter. Within the two years immediately preceding the date of this prospectus, no cash, securities or other benefit has been paid, allotted or given nor are any proposed to be paid, allotted or given to any promoters in connection with the Global Offering and the related transactions described in this prospectus.

7. Qualifications and consents of experts

The following are the qualifications of the experts who have given opinion or advice which are contained in this prospectus:

Name	Qualifications
China International Capital Corporation Hong Kong Securities Limited	Licensed corporation to conduct Type 1 (dealing in securities), Type 2 (dealing in futures contracts), Type 4 (advising on securities), Type 5 (advising on futures contracts) and Type 6 (advising on corporate finance) regulated activities under the SFO
CITIC Securities (Hong Kong) Limited . . .	Licensed corporation to conduct Type 4 (advising on securities) and Type 6 (advising on corporate finance) regulated activities under the SFO
GF Capital (Hong Kong) Limited	Licenced corporation to conduct Type 6 (advising on corporate finance) regulated activity as defined under the SFO
Deloitte Touche Tohmatsu	Certified Public Accountants and Registered Public Interest Entity Auditor
Conyers Dill & Pearman	Cayman Islands attorneys-at-law

Name	Qualifications
Commerce & Finance Law Offices	Legal advisors to our Company as to PRC laws
D2A Société Civile Professionnelle d'Avocats	Legal advisors to our Company as to Benin laws
Jing & Partners	Legal advisors to our Company as to Cameroon laws
Kwaliance	Legal advisors to our Company as to Côte d'Ivoire laws
Consortium Legal	Legal advisors to our Company as to El Salvador laws
Bentsi-Enchill, Letsa & Ankomah	Legal advisors to our Company as to Ghanaian laws
ONC Lawyers	Legal advisors to our Company as to Hong Kong laws
Haller Lomax LLP	Legal advisors to our Company as to Kazakhstan laws
Coulson Harney LLP	Legal advisors to our Company as to Kenyan laws
Estudio Muñiz	Legal advisors to our Company as to Peruvian laws
Mame Adama Gueye & Partners	Legal advisors to our Company as to Senegal laws
Bowmans Tanzania Limited	Legal advisors to our Company as to Tanzanian laws
Hadeef & Partners LLC	Legal Advisors to our Company as to UAE laws
AF Mpanga Advocates	Legal advisors to our Company as to Uganda laws
Chibesakunda & Co.	Legal advisors to our Company as to Zambian laws
DLA Piper Singapore Pte. Ltd.	Legal advisors to our Company as to International Sanctions laws
Frost & Sullivan Limited	Industry consultant

Each of the experts named above has given and has not withdrawn its written consent to the issue of this prospectus with the inclusion of its reports, letters, opinions, summaries of opinions and/or references to its name included herein in the form and context in which they respectively appear.

8. Interests of experts in our Company

Except as disclosed in “Underwriting” in this prospectus and save for its obligations under the Underwriting Agreements, none of the persons named in “—7. Qualifications and consents of experts” above is interested beneficially or otherwise in any Shares or shares of any member of our Group or has any right or option (whether legally enforceable or not) to subscribe for or nominate persons to subscribe for any shares or securities in any member of our Group.

9. Taxation of holders of Shares***(a) Hong Kong***

The sale, purchase and transfer of Shares registered with our Company’s Hong Kong branch register of members will be subject to Hong Kong stamp duty, the current rate charged on each of the purchaser and seller is 0.1% of the consideration or, if higher, the fair value of the Shares being sold or transferred. Profits from dealings in the Shares arising in or derived from Hong Kong may also be subject to Hong Kong profits tax.

(b) Cayman Islands

Under the present Cayman Islands law, there is no stamp duty payable in the Cayman Islands on transfer of shares of Cayman Islands companies except those which hold interests in land in the Cayman Islands.

(c) Consultation with professional advisors

Intending holders of the Shares are recommended to consult their professional advisors if they are in doubt as to the taxation implications of holding or disposing of or dealing in the Shares. It is emphasized that none of our Company, our Directors or the other parties involved in the Global Offering will accept responsibility for any tax effect on, or liabilities of, holder of Shares resulting from their holding or disposal of or dealing in Shares or exercise of any rights attaching to them.

10. Binding effect

This prospectus shall have the effect, if an application is made in pursuance of it, of rendering all persons concerned bound by all of the provisions (other than the penal provisions) of sections 44A and 44B of the Companies (Winding Up and Miscellaneous Provisions) Ordinance so far as applicable.

11. Miscellaneous

- (a) Within the two years immediately preceding the date of this prospectus:
 - (i) save as disclosed in “History, Reorganization and Corporate Structure” in this prospectus, no share or loan capital of our Company or any of our subsidiaries has been issued or agreed to be issued fully or partly paid either for cash or for a consideration other than cash;
 - (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; and
 - (iv) no commission has been paid or payable for subscription, agreeing to subscribe, procuring subscription or agreeing to procure subscription of any share in our Company or any of our subsidiaries;
- (b) no founder, management or deferred Shares nor any debenture in our Company or any of our subsidiaries have been issued or agreed to be issued;
- (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 prospectus;
- (d) the principal register of members of our Company will be maintained in the Cayman Islands by the Conyers Trust Company (Cayman) Limited and a branch register of members of our Company will be maintained in Hong Kong by Tricor Investor Services Limited. Unless our Directors otherwise agree, all transfer and other documents of title of Shares must be lodged for registration with and registered by our Company’s share register in Hong Kong and may not be lodged in the Cayman Islands. All necessary arrangements have been made to enable the Shares to be admitted to CCASS;
- (e) no company within our Group is presently listed on any stock exchange or traded on any trading system and our Group is not seeking or proposing to seek any listing of, or permission to deal in, the share or loan capital of our Company on any other stock exchange;
- (f) our Directors have been advised that under Cayman Companies Act the use of a Chinese name by our Company in conjunction with its English name does not contravene the Cayman Companies Act;

- (g) our Company has no outstanding convertible debt securities or debentures;
- (h) there is no arrangement under which future dividend are waived or agreed to be waived; and
- (i) there is no restriction affecting the remittance of profits or repatriation of capital into Hong Kong and from outside Hong Kong.

12. Bilingual prospectus

The English language and Chinese language versions of this prospectus are being published separately in reliance upon the exemption provided by section 4 of the Companies (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 prospectus, the English language version shall prevail.

A. DOCUMENTS DELIVERED TO THE REGISTRAR OF COMPANIES

The documents attached to the copy of this prospectus delivered to the Registrar of Companies in Hong Kong for registration were:

- (a) the written consents referred to in “Appendix IV—Statutory and General Information—E. Other Information—7. Qualifications and consents of experts” to this prospectus; and
- (b) a copy of each of the material contracts referred to in “Appendix IV—Statutory and General Information—B. Further Information about Our Business—1. Summary of material contracts” to this prospectus.

B. DOCUMENTS ON DISPLAY

Copies of the following documents will be published on the websites of the Stock Exchange (www.hkexnews.hk) and our Company (www.softcarehome.com) up to and including the date which is 14 days from the date of this prospectus:

- (a) the Memorandum of Association and the Articles of Association;
- (b) the Accountant’s Report from the Reporting Accountants, the text of which is set out in Appendix I to this prospectus;
- (c) the report from the Reporting Accountants in respect of the unaudited *pro forma* financial information, the text of which is set out in Appendix II to this prospectus;
- (d) the audited consolidated financial statements of our Group for the three years ended December 31, 2024 and the four months ended April 30, 2025;
- (e) the legal opinion issued by Commerce & Finance Law Offices, our PRC Legal Advisors, in respect of certain general corporate matters of the Group members established in the PRC;
- (f) the legal opinion issued by D2A Société Civile Professionnelle d’Avocats, our legal advisors as to Benin laws, in respect of certain general corporate matters of the Group members established in Benin;
- (g) the legal opinion issued by Jing & Partners, our legal advisors as to Cameroon laws, in respect of certain general corporate matters of the Group members established in Cameroon;

- (h) the legal opinion issued by Kwaliance, our legal advisors as to Côte d’Ivoire laws, in respect of certain general corporate matters of the Group members established in Côte d’Ivoire;
- (i) the legal opinion issued by Consortium Legal, our legal advisors as to El Salvador laws, in respect of certain general corporate matters of the Group members established in El Salvador;
- (j) the legal opinion issued by Bentsi-Enchill, Letsa & Ankomah, our legal advisors as to Ghanaian laws, in respect of certain general corporate matters of the Group members established in Ghana;
- (k) the legal opinion issued by ONC Lawyers, our legal advisors as to Hong Kong laws, in respect of certain general corporate matters of the Group members established in Hong Kong;
- (l) the legal opinion issued by Haller Lomax LLP, our legal advisors as to Kazakhstan laws, in respect of certain general corporate matters of the Group members established in Kazakhstan;
- (m) the legal opinion issued by Coulson Harney LLP, our legal advisors as to Kenyan laws, in respect of certain general corporate matters of the Group members established in Kenya;
- (n) the legal opinion issued by Estudio Muñoz, our legal advisors as to Peruvian laws, in respect of certain general corporate matters of the Group members established in Peru;
- (o) the legal opinion issued by Mame Adama Gueye & Partners, our legal advisors as to Senegal laws, in respect of certain general corporate matters of the Group members established in Senegal;
- (p) the legal opinion issued by Bowmans Tanzania Limited, our legal advisors as to Tanzanian laws, in respect of certain general corporate matters of the Group members established in Tanzania;
- (q) the legal opinion issued by Hadeef & Partners LLC, our legal advisors as to UAE laws, in respect of certain general corporate matters of the Group members established in UAE;
- (r) the legal opinion issued by AF Mpanga Advocates, our legal advisors as to Uganda laws, in respect of certain general corporate matters of the Group members established in Uganda;

- (s) the legal opinion issued by Chibesakunda & Co, our legal advisors as to Zambian laws, in respect of certain general corporate matters of the Group members established in Zambia;
- (t) the legal memorandum prepared by DLA Piper Singapore Pte. Ltd., our International Sanctions Legal Advisors as to International Sanctions laws;
- (u) the letter of advice prepared by Conyers Dill & Pearman, our legal advisors as to the Cayman Islands laws, summarizing certain aspects of the company law of the Cayman Islands referred to in Appendix III to this prospectus;
- (v) the industry report issued by Frost & Sullivan;
- (w) the written consents referred to in “Appendix IV—Statutory and General Information—E. Other Information—7. Qualifications and consents of experts” to this prospectus;
- (x) the material contracts referred to in “Appendix IV—Statutory and General Information—B. Further Information about Our Business—1. Summary of material contracts” to this prospectus;
- (y) the service agreements and letters of appointment entered into between our Company and each of our Directors referred to in “Appendix IV—Statutory and General Information—C. Further Information about Our Directors and Substantial Shareholders—1. Directors—(b) Particulars of service agreements and letters of appointment” to this prospectus;
- (z) the rules of the Pre-IPO Share Option Scheme;
- (aa) the rules of the Post-IPO Share Option Scheme; and
- (bb) the Cayman Companies Act.

