



Dear Shareholders,

Today, we released our 2025 Annual Report, the fourth since our listing. I believe this is an appropriate moment to write to you for the first time in a more systematic way and share how we think about our business.

I have not written to you before – not because communication isn't important, but because of our culture. GigaCloud has strong engineering DNA. Most members of our senior management team, myself included, come from engineering backgrounds. In our value system, performance speaks louder than prose.

We are a relatively young public company with an unconventional business model that does not slot neatly into traditional industry categories. We recognize that our model takes time to understand – in our formative years, talk is cheap. Demonstrating value through disciplined execution was the only way to earn the right to be heard. But we have never forgotten that sustainable alignment with our shareholders requires a deeper understanding of our mission. With a foundation of strong performance now in place, we believe the time is right to provide further context that frames our revenue structure, M&A decisions, and R&D direction as part of a cohesive whole.

Our Mission

GigaCloud's mission is simple: to build a fully digitalized supply chain infrastructure for large parcel goods – aimed at servicing both retailers and suppliers. Within this channel agnostic ecosystem, customers can call upon products, fulfillment, marketing, and even brand resources in a modular way, much like accessing cloud services, and assemble their business models in the most efficient manner.

While industries such as food service and mobility have embraced digital supply chains, large parcel categories – particularly furniture – remain fragmented and largely manual. Trade shows still dominate communication. Freight quotes are often negotiated by phone. Credit transparency is limited.

In an era when ride-hailing platforms dynamically adjust pricing in real time based on supply and demand, the gap is striking. Closing that gap is our opportunity.

Our name captures our mission with precision. "Giga," derived from Latin for "giant", speaks to scale – large parcel goods, high volumes, and massive transactions. "Cloud"

represents a different kind of infrastructure: a fully digital environment where retailers and suppliers transact without friction, free from the burden of settlement, credit, or operational complexity.

In its ideal state, our platform renders the physical world as fluid as the digital one. Once a product sells, it simply arrives – “downloaded” to the customer’s doorstep much like data from the cloud. The complexity of inventory storage and route optimization disappears. What remains is the sale.

Achieving this requires systematic digital transformation across every node of the global supply chain. That is a challenge engineers are uniquely suited to solve, and one our team is deeply motivated to pursue.

Beyond the Match – the Ecosystem

B2B platforms cannot succeed through transaction matching alone. Unlike B2C marketplaces, enterprise participants demand deeper operational value. Our advantage lies in creating an open ecosystem where sourcing, logistics, sales, and distribution can operate independently yet remain seamlessly connected.

This structure enables participants to focus on their core strengths while accessing best-in-class capabilities elsewhere in the network. By separating and clarifying where value is created – design, manufacturing, sales, logistics – our ecosystem introduces transparency and efficiency that vertically integrated models often struggle to achieve.

Completing the Ecosystem

Our ecosystem has already demonstrated success in e-commerce. Our next phase of expansion focuses on servicing offline retailers. The acquisitions of Wonder and New Classic were strategic steps toward extending our digital supply chain infrastructure into brick-and-mortar stores, where complexity is higher and the opportunity for efficiency gains is even greater.

The Discipline of Focus

We are often asked whether we will enter retail directly. The answer is no. Between 2015 and 2018, we ran Bulkea.com, a B2C site serving Southern California. The venture resulted in close to ten million dollars in losses, and a clear financial failure. Strategically, however, it was tuition for an invaluable lesson. That experience clarified our capability boundaries and sharpened our understanding of our true advantages.

Our experience taught us exactly where we belong: in B2B. Large parcel goods are inherently low-frequency purchases at the consumer level. By shifting to B2B, we

convert low-frequency consumer purchases into high-frequency business transactions. Success in B2C also ultimately hinges on the ability to market and capture sales – an area where we do not excel. What we do excel at is operational efficiency, which translates into competitive cost advantages. And while retail consumers making occasional large parcel purchases rarely appreciate that efficiency, businesses that transact every day absolutely do. We are clear about our identity and will continue to focus on B2B.

Choosing the Constant in a World of Change

With an understanding of who we are and what we do, the question becomes: where are we headed? Retail channels have been evolving at an accelerating speed – from brick-and-mortar to e-commerce to social media, and potentially to AI-driven purchasing agents. We do not attempt to predict the exact path of this evolution or the format that will dominate – and as a channel agnostic platform built to serve retailers, we don't need to.

But we do know what will not change.

What will not change is the need for product sourcing, inventory management, and fulfillment, regardless of how consumer demand is generated. In fragmented markets, infrastructure platforms that consolidate complexity create enduring value. That is the precise role we are building GigaCloud to fulfill.

This is our commitment. We will keep investing, integrating, and delivering for our customers, while building lasting value for our shareholders.

Thank you for your continued trust and support.



Larry Wu
Founder & CEO
GigaCloud Technology Inc