BUSINESS OBJECTIVES AND STRATEGIES

Our Group will endeavor to expand our business operations by adopting our business strategies through the following implementation plans. For details of our business strategies, please refer to the section headed "Business — Business strategies" in this document. Our Group's actual course of business may vary from the business objectives set out in this document. There can be no assurance that the plans of our Group will be materialised in accordance with the expected time frame or that the business objectives of our Group will be accomplished at all.

REASONS FOR THE [REDACTED]

The principal business objective of our Group is to further strengthen our market position, increase our market share and capture the growth in the PRC curtain wall industry. We intend to achieve our business objective by expanding our scale of operation through our intended effort in actively seeking opportunities in undertaking additional curtain wall projects, from both our existing and potential new customers, on top of our present scale of operation and our current projects on hand. Our Directors believe that the **[REDACTED]** is beneficial to our Company and our Shareholders as a whole taking into consideration the followings:

- the net **[REDACTED]** from the **[REDACTED]** will provide additional financial resources to our Group for our business plans as set out in the section headed "Business — Business strategies" of this document, which will further strengthen our market position and expand our market share in the curtain wall industry in the PRC;

- a **[REDACTED]** status will enhance our corporate profile and recognition and enable our Group to be considered more favourably by our customers when tendering for curtain wall projects, given that a **[REDACTED]** company is subject to ongoing regulatory compliance for announcements, financial disclosures and corporate governance;

- the **[REDACTED]** will provide a fund-raising platform for our Company, thereby enabling us to raise the capital required to finance our future growth and expansion without reliance on our Controlling Shareholders. Such platform would allow us to gain direct access to the capital market for equity and/or debt financing, both at the time of the **[REDACTED]** as well as at later stage, to fund our existing operations and future expansion, which could be instrumental to our expansion and improving our operating and financial performance to enhance Shareholders' return; and

- upon the **[REDACTED]**, our Shares will be freely **[REDACTED]** on the Stock Exchange. A **[REDACTED]** status will offer us a broader shareholder base which could lead to a more liquid market in the **[REDACTED]** of our Shares.

[REDACTED]

We estimate that the net **[REDACTED]** from the **[REDACTED]** (assuming the **[REDACTED]** is not exercised) based on the **[REDACTED]** Price of HK$**[REDACTED]** per **[REDACTED]**, being the mid-point of the indicative **[REDACTED]** of HK$**[REDACTED]** to HK$**[REDACTED]** per **[REDACTED]**, after deducting the related expenses, are estimated to be approximately HK$**[REDACTED]** million. We intend to apply such net **[REDACTED]** in the following manner:

(a) approximately HK$**[REDACTED]** million (equivalent to approximately RMB**[REDACTED]** million), representing approximately **[REDACTED]**% of the estimated net **[REDACTED]**, will be used for financing the up-front costs of our projects;

Depending on our terms of engagement with different customers, in respect of top projects undertaken during the Track Record Period, the total amount of up-front costs incurred by our Group generally represented approximately 15% to 30% of the contract sum of the project. The specific amount of up-front costs incurred may vary from project to project, depending on the scale of the project, the schedule of project implementation and the length of our business relationships with the relevant customers. In addition, we may experience cash flow mismatch from time to time as our projects progress, which largely depend on (i) our customers' internal certification process of our payment applications and internal approval process of our invoices; (ii) the settlement timeframe to our suppliers; and (iii) the number and scale of our projects in progress. The liquidity needs of our projects would therefore impose a constraint on the number and/or scale of the projects which we could undertake concurrently if we solely rely on our operating cash flow to support our expansion.

Our executive Directors have earmarked three projects awarded after the Track Record Period which we intend to apply the net **[REDACTED]** from the **[REDACTED]** towards fulfilling part of the relevant up-front costs, details of which are set forth in the table below:

Project No.	Customer	Private/ public sector	Nature of projects	Status *(Note 3)*	Date of commencement and completion of our works *(Note 1)*	Estimated contract sum	Estimated amount of up-front costs *(Note 2)*	Cost paid as at the Latest Practicable Date
						(RMB'000)	*(RMB'000)*	*(RMB'000)*
New 1	Customer O	Private	Residential	Awarded	Commencement: June 2026 Completion: April 2028	330,143	49,521	—
New 2	Customer Group B	Public	Public facility	Awarded	Commencement: January 2027 Completion: December 2028	154,734	23,210	—
New 4	Customer Group B	Private	Public facility	Awarded	Commencement: January 2027 Completion: December 2028	94,355	14,153	—
					Total	**579,232**	**86,884**	**—**

Notes:

1. The expected commencement and completion dates are provided based on our management's best estimation. In making the estimation, our management takes into account factors including the letter of award and the tender information.

2. The up-front costs are estimated under the assumption that up-front costs incurred by our Group will be 15% of the contract sum and there would be no advance payment arrangement with the relevant customers, given that the detailed terms of the projects are subject to the formal contracts.

3. Awarded represented projects that were newly awarded by way of tender notification document and/or construction contracts.

In the event that the net **[REDACTED]** designated by us are insufficient to fully fund the up-front costs of those projects successfully obtained by us, we currently plan to finance the shortfall by our internal resources and/or debt financing.

There is no assurance that we can accurately estimate when exactly we are required to incur the up-front costs for the projects awarded. These timelines will depend on, among others, (i) the implementation timetable of the projects which may or may not be varied by the project owners and/or main contractors; (ii) the particular customer's internal arrangement which may be affected by market conditions and may or may not adhere to the original project timetable provided to us; (iii) the scope of work of the project which may in turn affect whether and when we are required to make payments to our subcontractors and suppliers; and (iv) our negotiation and/or formal contracts with our customers which may in turn affect the payment terms of our projects.

(b) approximately HK$**[REDACTED]** million (equivalent to approximately RMB**[REDACTED]** million), representing approximately **[REDACTED]**% of the estimated net **[REDACTED]**, will be used for strengthening our research and development capabilities to cater to our customers' requirements in regards to eco-friendliness and photovoltaic features;

As set out in the section headed "Business - Business strategies" in this document, the photovoltaics curtain wall segment presents high barriers to entry due to stringent qualification requirements and the need for specialised technical expertise. According to the Industry Report, while over 8,000 companies in the PRC hold Grade 1 curtain wall contracting qualifications, only around 800 possess both top-tier contracting and design qualifications. Having successfully completed one curtain wall project with photovoltaic features, our Group has established a track record that positions us to compete within this specialised segment of the market. To capitalise on this opportunity, we intend to implement a targeted expansion strategy focused on photovoltaic curtain wall business as well as cater to any other eco-friendly requirements of our customers.

Given the regulatory requirements and technical entry barriers for Building-Integrated Photovoltaics projects as advised by the Industry Report, strengthening our in-house technical capabilities is expected to increase our project execution efficiency. Accordingly, we plan to allocate a portion of the net **[REDACTED]** from the **[REDACTED]** toward strengthening our research and development capabilities to cater to our customers' requirements in regards to eco-friendliness and photovoltaic features.

The following table sets out a breakdown of the estimated funding needs for this purpose:

Usage	**Details**	**Amount**
		RMB'million
Labour	Being the salaries for R&D staffs and construction site personnel, including technicians, quality control inspectors, safety officers	**[REDACTED]**
Material	Including direct material costs for R&D (R&D wastage and test specimens only)	**[REDACTED]**
Hiring external experts	Including expert fees for certifications and consultations for specific project	**[REDACTED]**
Build prototypes and testing	Including costs for building a demonstration platform to conduct a pilot test for the project	**[REDACTED]**
Others	Including rental of equipment and software, patent applications and third-party testing and assessment	**[REDACTED]**
		Total: **[REDACTED]**

The remaining amounts will be financed with our own internal resources and/or debt financing.

(c) approximately HK$**[REDACTED]** million (equivalent to approximately RMB**[REDACTED]** million), representing approximately **[REDACTED]**% of the estimated net **[REDACTED]**, will be used for repayment for our bank borrowings after **[REDACTED]**. As at 31 March 2026, our Group had bank borrowings of approximately RMB17.8 million; and

(d) approximately HK$**[REDACTED]** million (equivalent to approximately RMB**[REDACTED]** million), representing approximately **[REDACTED]**% of the estimated net **[REDACTED]**, will be reserved as our general working capital.

The table below sets forth a summary of our implementation plan:

	Within the first to sixth month period from the [REDACTED]	Within the seventh to twelfth month period from the [REDACTED]	Total	Approximate % of net [REDACTED]
	HK$'million	*HK$'million*	*HK$'million*	
Financing the up-front costs of our projects	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**
Strengthening our research and development capabilities to cater to our customers' requirements in regards to eco-friendliness and photovoltaic features	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**
Repayment for our bank borrowings after **[REDACTED]**	**[REDACTED]**	—	**[REDACTED]**	**[REDACTED]**
General working capital	**[REDACTED]**	—	**[REDACTED]**	**[REDACTED]**
	[REDACTED]	**[REDACTED]**	**[REDACTED]**	100.0

BASIS AND ASSUMPTIONS

The implementation plan set out by our Directors is based on the following assumptions:

- our Group will have sufficient financial resources to meet the planned capital expenditure and business development requirements during the period to which our future plans relate;
- there will be no material changes in the funding requirement for each of our Group's future plans described in this document from the amount as estimated by our Directors;
- there will be no material changes in existing laws and regulations, or other governmental policies relating to our Group, or in the political, economic or market conditions in which our Group operates;
- there will be no changes in the effectiveness of the licences, permits and qualifications obtained by our Group, where applicable;
- there will be no material changes in the bases or rates of taxation applicable to the activities of our Group;
- there will be no disasters, natural, political or otherwise, which would materially disrupt the businesses or operations of our Group; and
- our Group will not be materially affected by the risk factors as set out in the section headed "Risk factors" in this document.

There can be no assurance that the net **[REDACTED]** from the **[REDACTED]** will be sufficient for fully implementing our business expansion plans. For instance, the up-front costs requirement for projects awarded to us may exceed the net **[REDACTED]** allocated for such purpose as set out above.

In the event any of the above occurs or that the **[REDACTED]** becomes unsuccessful such that the net **[REDACTED]** from the **[REDACTED]** becomes unavailable to us, we may adjust the timing and scale of our business expansion plans and/or seek alternative form of financing.

To the extent that the net **[REDACTED]** are not immediately applied to the above purposes and to the extent permitted by the applicable laws and regulations, we will only deposit the net **[REDACTED]** into short-term interest-bearing accounts at licensed commercial banks and/or other authorised financial institutions (as defined under the SFO or applicable laws and regulations in other jurisdictions).

In the event that the **[REDACTED]** is exercised in full, we estimate that we will receive additional net **[REDACTED]** from the sales of these additional **[REDACTED]** of approximately HK$**[REDACTED]** million, after deducting the **[REDACTED]** and other estimated **[REDACTED]** expenses payable by us and assuming an **[REDACTED]** Price of HK$**[REDACTED]** per Share, being the mid-point of the proposed **[REDACTED]** of HK$**[REDACTED]** to HK$**[REDACTED]**. In the event that the **[REDACTED]** Price is set at the low-end of the proposed **[REDACTED]** and the **[REDACTED]** is exercised in full, our Company will receive additional net **[REDACTED]** of approximately HK$**[REDACTED]** million. In the event that the **[REDACTED]** Price is set at the high-end of the proposed **[REDACTED]** and the **[REDACTED]** is exercised in full, our Company will receive additional net **[REDACTED]** of approximately HK$**[REDACTED]** million. The allocation of the additional net **[REDACTED]** will be used in the same proportions as set out above.

Assuming the **[REDACTED]** is not exercised at all, and in the event that the **[REDACTED]** Price is set at the highest or lowest point of the indicative **[REDACTED]**, the net **[REDACTED]** to be received from the **[REDACTED]** will increase or decrease by approximately HK$**[REDACTED]** million, respectively. In such event, the net **[REDACTED]** will be used in the same proportions as disclosed above.

We will issue an announcement in the event that there is any material change in the **[REDACTED]** of the **[REDACTED]** as described above.