
FUTURE PLANS AND USE OF [REDACTED]

FUTURE PLANS

For a detailed description of our future plans, see “Business — Our Strategies.”

USE OF [REDACTED]

Assuming that the [REDACTED] is not exercised, after deducting the [REDACTED] commissions and other estimated [REDACTED] payable by us in connection with the [REDACTED], and assuming an [REDACTED] of HK\$[REDACTED] per H Share (being the mid-point of the indicative [REDACTED] of HK\$[REDACTED] to HK\$[REDACTED]), we estimate that we will receive [REDACTED] of approximately HK\$[REDACTED] from the [REDACTED]. We intend to use the [REDACTED] from the [REDACTED] for the purposes and in the amounts set forth below:

- (i) Approximately [REDACTED]% (or HK\$[REDACTED]) is planned to be used to continuously advance our embodied AI technologies and enhance related research and development capabilities to reinforce our technological strength, in which:
 - approximately [REDACTED]% (or HK\$[REDACTED]) is intended to be used for the development of an embodied AI model enabling “unified intelligence + adaptive forms”. The goal is to improve accuracy and generalization capabilities of our robots in complex work environments, thereby expanding the range of their practical applications.
 - approximately [REDACTED]% (or HK\$[REDACTED]) is intended to be used to recruit additional approximately 105 specialist personnel for algorithm development over the next five years. Specifically, these personnel will be responsible for (i) developing algorithms for multi-robot collaboration, robot gait planning and dynamic obstacle avoidance with an expected annual salary of HK\$500,000 to HK\$600,000, as well as (ii) optimizing the hardware and software integration and mechanical design of our robots with an expected annual salary of HK\$400,000 to HK\$500,000. Candidates should have a doctoral or master’s degree in AI, robotics, mechanical engineering or a related field, with relevant research or industry experience.
 - approximately [REDACTED]% (or HK\$[REDACTED]) is intended to be used to purchase servers, essential computing equipment, and related software services to support the development of our models. For server and computing equipment, we plan to procure high-performance data center GPUs to establish a large-scale GPU cluster dedicated to computationally intensive tasks such as deep reinforcement learning and large foundation model training. In terms of server scale, we intend to deploy several dozen nodes initially, with eventual expansion to several hundred nodes for large-scale development, all interconnected by high-speed networks. We also plan to procure a limited number of robots embedded with system-on-module AI computing platforms supporting high-performance edge inference, to facilitate deployment and edge-side validation of algorithms. For software, we plan to utilize advanced physics-based simulation platforms supporting photo realistic rendering and reinforcement learning environments to conduct safe and efficient training and testing in realistic virtual environments, as well as AI-assisted programming tools for AI application development. We further anticipate incurring costs for API access and licensing for leading domestic and international large language models to support real-time model inference and development.

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In parallel, we also plan to conduct studies on adaptive emergence technologies to enhance the autonomy and generalization capabilities of our embodied AI robots across complex and varied operational environments. The servers, computing equipment and software infrastructure procured will directly support such development by providing the computational capacity required for model training, simulation-based validation and real-world deployment testing of our robotic systems.

- approximately [REDACTED]% (or HK\$[REDACTED]) is intended to be used for the expansion of our solution and product offerings. We intend to strengthen our product development team, with a focus on recruiting approximately 90 engineers over the next five years who have experience in the development of humanoid robots and seasoned software development professionals. Specifically, these personnel will be responsible for (i) core architecture design and optimization of multimodal models, with an expected annual salary of HK\$500,000 to HK\$600,000; (ii) model parameter tuning and generalization capability enhancement, with an expected annual salary of HK\$400,000 to HK\$500,000; and (iii) data cleaning, format conversion and augmentation processing, with an expected annual salary of HK\$300,000 to HK\$400,000. Candidates should have a bachelor’s degree or higher in artificial intelligence, computer science, robotics or a related field, with relevant experience in model development or data engineering. We will also procure advanced hardware, such as motion capture systems and humanoid robot prototypes, for our new product offerings. In addition to developing proprietary software systems, we will consider procuring cutting-edge software modules from external sources, such as embodied AI frameworks and multi-body dynamics simulation software to accelerate the development and validation of our humanoid robot capabilities;
- approximately [REDACTED]% (or HK\$[REDACTED]) is intended to be used for the research and development of next-generation perception and interaction technologies based on multi-modal models, enabling our mobile manipulation robots to collaborate efficiently with humans in diverse application scenarios. We also plan to create a comprehensive software ecosystem that streamlines the training, development, and deployment of mobile manipulation robots. We will recruit approximately 75 engineers over the next five years in related fields, procure computing equipment, and conduct market research. Specifically, these personnel will be responsible for (i) developing automated data labeling and anomaly detection algorithms, with an expected annual salary of HK\$500,000 to HK\$600,000; (ii) developing distributed data storage and management platforms, with an expected annual salary of HK\$400,000 to HK\$500,000; and (iii) testing model performance across hardware environments, with an expected annual salary of HK\$300,000 to HK\$400,000. Candidates should have a bachelor’s degree or higher in computer science, artificial intelligence, electronic engineering or a related field, with relevant experience in perception systems or data infrastructure; and
- approximately [REDACTED]% (or HK\$[REDACTED]) is intended to be used for the ongoing research and development of key components of our robots, including high-integration and high-performance controllers, multi-modal perception controllers, and integrated real-time driving and control modules. We will recruit additional approximately 59 engineers over the next five years. Specifically, these personnel will be responsible for (i) developing force control and grasping planning algorithms, with an expected annual salary of HK\$400,000 to HK\$500,000; and (ii) robotic arm structural optimization and material selection, with an expected annual salary of HK\$300,000 to HK\$400,000. Candidates should have a bachelor’s degree or higher in mechanical engineering, robotics, automation or a related field, with relevant

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experience in controller circuit design and the lightweight design of robotic arms. This enhances our ability to innovate and improve product performance, and maintain a sustainable competitive advantage in the robotic industry.

- (ii) Approximately [REDACTED]% (or HK\$[REDACTED]) is planned to be used for the construction and upgrade of our multifunctional center, which is intended to provide functions such as R&D, operations, assembly and product testing. Establishing a multifunctional center is essential because robotics manufacturing requires specialized site conditions, such as heightened load-bearing capacity and cleanroom facilities, which standard rental units cannot provide. Additionally, transitioning to new product lines demands on-site R&D support. A multifunctional center enables us to design a bespoke site that can simultaneously meet our specific manufacturing, R&D, office, and operational needs, ensuring integrated and efficient business operations.
- approximately [REDACTED]% (or HK\$[REDACTED]) is intended to be used for land acquisition and construction of the center, as well as for the renovation and functional upgrades of existing facilities;
 - approximately [REDACTED]% (or HK\$[REDACTED]) is intended to be used for the development of new production lines and procurement of related production equipment for the production of our embodied AI robots. The new production lines are scheduled to be established in two phases. The first phase is expected to commence production by the end of 2028 with annual designed production capacity of 2,000 units. We plan to acquire advanced and automated equipment for production, assembly and testing, thereby improving our quality control and test precision. Specifically, we plan to procure approximately two automated chassis assembly lines, two sets of automated storage racking systems with 1,000 storage positions per set, two complete machine performance testing lines, ten high-low temperature burn-in and aging test chambers, three vibration test benches and 40 drilling and tapping machines; and
 - approximately [REDACTED]% (or HK\$[REDACTED]) is intended to be used to establish an industrial research and education center focusing primarily on embodied AI technologies. The center will serve as a dedicated platform for applied robotics research, talent development and industry collaboration, complementing our ongoing commercial R&D activities. We intend to share resources, such as laboratory facilities, computing resources and testing equipment, with our ecosystem partners, including universities and upstream component suppliers, on mutually agreed commercial terms, with a view to jointly accelerating technology commercialization of embodied AI robotics.
- (iii) Approximately [REDACTED]% (or HK\$[REDACTED]) is planned to be used to boost our brand presence internationally and enhancing market engagement. We are dedicated to establishing a recognizable brand presence across key non-domestic markets, with a primary focus on countries and regions, such as Germany, Japan and Hong Kong, in which,
- approximately [REDACTED]% (or HK\$[REDACTED]) is intended to be used to develop local sales teams, customer service staff, and technical support engineers with deep insights into each market’s operational dynamics and specific logistical needs, especially those with experience in semiconductors industry in Japan, Singapore, Malaysia and Taiwan. Specifically, we plan to recruit the following: (i) approximately 15 sales personnel, comprising individuals with semiconductor industry customer resources and industry specialists in the semiconductor, power and petrochemical sectors each with over 10 years of relevant experience, with an expected annual salary of HK\$800,000 to HK\$1,000,000 per person; (ii) approximately 3 customer service and

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site management personnel, comprising site managers and resident engineers stationed at overseas demonstration sites, with an expected annual salary of HK\$700,000 to HK\$800,000 per person; and (iii) approximately 57 technical personnel, comprising solution architects, robot hardware engineers, robot software engineers, systems software engineers, senior engineers and industrial domain experts, with an expected annual salary of HK\$300,000 to HK\$900,000 per person. Candidates should have a bachelor’s degree or higher in a relevant discipline, with experience in international business development, technical sales or robotics solution deployment. Additionally, we will invest in establishing localized infrastructure that allows for swift product delivery, local deployment and after-sales services, ensuring that we can provide customers with prompt, high-quality service. Specifically, in Japan we plan to establish a regional spare parts warehouse to reduce transportation time and enhance our responsiveness in delivery, deployment and after-sales services for the Japanese market, and, where urgent after-sales support is required, provide standby robots for temporary loan to customers to minimize disruption to their operations during the repair or maintenance period;

- approximately [REDACTED]% (or HK\$[REDACTED]) is intended to be used to implement brand-building initiatives, including digital marketing, localized advertising and participation in major industrial exhibitions. Through these initiatives, we intend to communicate our brand value and technological advantages, building credibility and maximizing reach among potential customers; and
 - approximately [REDACTED]% (or HK\$[REDACTED]) is intended to be used to establish industry standards and obtaining certifications for our robots. Specifically, we plan to pursue additional international safety and market access certifications for our new product models intended for overseas sales, including CE certification for new product models to be sold in European markets, SEMI certifications for new product configurations deployed in semiconductor manufacturing environments, and UL 3100 certification for the North American market, and to participate actively in domestic and international standard-setting activities for mobile manipulation robots and embodied AI robots.
- (iv) Approximately [REDACTED]% (or HK\$[REDACTED]) is planned to be used to selectively pursue strategic alliances, investment and acquisition opportunities in the ecosystem of the domestic and international industrial embodied AI robotic industry, especially key component manufacturers, system integrators and robot designers and developers.

When assessing the investment or acquisition opportunities, we will primarily consider targets that are complementary to our product offerings and are in line with our corporate philosophy and growth strategies. More specifically, the criteria we consider when it comes to such investment and/or acquisition include (i) experience in the semiconductors, energy and chemical industries, its supply chain, technological capabilities, (ii) business synergies with our Company, (iii) business scale with an annual revenue of at least RMB[5.0] million, (iv) senior management with academic backgrounds, industry experience or professional expertise in robotics, automation or artificial intelligence-related fields and (v) solid growth potential with good industry reputation. The non-exhaustive examples of desired targets include (1) key component manufacturers, such as LiDAR, sensors, robotic joint motors and batteries, (2) system integrators in semiconductors sector or others, particularly those with integration expertise for automated material handling and additional customer resources, and (3) robot design companies and developing companies, particularly those focus on cobots, wafer transfer robots, special-purpose robots. According to Frost & Sullivan, there are

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approximately 400 to 500 companies in the robotics key component manufacturing industry and there are more than 40 system integrator companies in semiconductor and other relevant sectors. As of the Latest Practicable Date, we had not identified any investment or acquisition target or enter into any definitive investment or acquisition agreement. We may consider acquiring majority or minority interest in the target company, largely depending on the specific circumstances of each case.

- (v) Approximately [REDACTED]% (or HK\$[REDACTED]) is planned to be used for working capital and other general corporate purposes. Such fund provides us with sufficient financial flexibility to address ongoing operational needs, and helps us maintain stability in unforeseen circumstances. By maintaining a reserve for general corporate purposes, we will be well-positioned to adapt to changes in market conditions and capitalize on new opportunities as they arise.

In the event that the [REDACTED] is set at the [REDACTED] or the [REDACTED] of the indicative [REDACTED], the [REDACTED] of the [REDACTED] will increase or decrease by approximately HK\$[REDACTED].

The additional [REDACTED] that we would receive if the [REDACTED] were exercised in full would be: (i) HK\$[REDACTED] (assuming an [REDACTED] of HK\$[REDACTED] per H Share, being the [REDACTED] of the indicative [REDACTED]); (ii) HK\$[REDACTED] (assuming an [REDACTED] of HK\$[REDACTED] per H Share, being the mid-point of the indicative [REDACTED]); and (iii) HK\$[REDACTED] (assuming an [REDACTED] of HK\$[REDACTED] per H Share, being the minimum [REDACTED] of the indicative [REDACTED]).

To the extent that the [REDACTED] from the [REDACTED] are either more or less than expected, we will adjust our allocation of the [REDACTED] for the above purposes on a pro rata basis.

To the extent that the [REDACTED] of the [REDACTED] are not immediately used for the above purposes, we will only deposit such funds into short-term interest-bearing accounts at licensed commercial banks and/or other authorized financial institutions (as defined under the Securities and Futures Ordinance or applicable laws and regulations in other jurisdictions). In such event, we will comply with the appropriate disclosure requirements under the Listing Rules. We will issue an appropriate announcement if there is any material change to the above proposed use of [REDACTED] in accordance with the Listing Rules.

The following table sets forth the implementation plan for each purpose.

Purpose	Allocation Proportion	Year ending December 31				
		2026	2027	2028	2029	2030
	(%)	(HK\$ in [REDACTED])				
Advance embodied AI technologies and enhance related research and development capabilities		[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
— Development of an embodied AI model		[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
• Recruitment		[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
• Purchase servers, essential computing equipment, and related software services		[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
— Expansion of our solution and product offerings		[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
— Research and development of next-generation perception and interaction technologies		[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
— Research and development of key components of our robots		[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

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Purpose	Allocation Proportion	Year ending December 31				
		2026	2027	2028	2029	2030
	(%)	(HK\$ in [REDACTED])				
Construction and upgrade of our multifunctional center	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
— Land acquisition and construction	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
— New production lines	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
— Industrial research and education center	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Boost brand presence internationally	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
— Develop local sales teams, customer service staff, and technical support engineers	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
— Brand-building initiatives	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
— Establish industry standards and obtaining certifications	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Strategic alliances, investment and acquisition	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Working Capital	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Total	100.0	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

We believe that the planned use of [REDACTED] will increase our Company’s near-term operating and capital expenditure, primarily in respect of R&D expenses, staff costs and construction costs for the multi-functional center. While such investments may exert downward pressure on our Company’s profit margins in the short term, we believe that the enhanced technical and R&D capabilities and broader customer base resulting from such investments will support revenue growth and margin improvement over the medium to long term. See “Risk Factors — We cannot guarantee that our growth strategies will be successfully implemented or bring about outcomes as we expected.”