

## FUTURE PLANS AND [REDACTED]

### FUTURE PLANS

See “Business — Our Strategies” in this Document for a detailed description of our future plans.

### USE OF [REDACTED]

Assuming an [REDACTED] of HK\$[REDACTED] per H Share, we estimate that we will receive [REDACTED] of approximately HK\$[REDACTED] million from the [REDACTED] after deducting the [REDACTED] and other estimated expenses paid and payable by us in connection with the [REDACTED] and assuming that the [REDACTED] is not exercised. In line with our strategies, we intend to use our [REDACTED] from the [REDACTED] for the purposes and in the amounts set forth below:

- Approximately [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, will be allocated to the expansion of our aquaculture and production capacity and technological upgrades of existing aquaculture and processing bases over the next five years to strengthen our global leadership in the caviar industry. In particular,
  - (i) Approximately [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, will be used to increase our aquaculture and production capacity by expansion of our aquaculture and processing bases in China in the next five years.

Specifically, we plan to expand our aquaculture and processing bases in Hubei, Zhejiang and Jiangxi (the “Expansion Projects”). The table below sets out details of the Expansion Projects and our intended allocation of [REDACTED] among them.

Aquaculture Base <sup>(1)</sup>	Aquaculture model	Increased annual aquaculture capacity upon completion <sup>(2)</sup> <i>(tons)</i>	Expected completion time	Status as of the Latest Practicable Date	Intended allocation of [REDACTED] from the [REDACTED] <i>(HK\$ in millions)</i>
Baokang, Hubei (expansion)	Land-based flow-through	1,500	Third quarter, 2027	In progress	[REDACTED]
Qiandao Lake, Zhejiang (expansion)	Land-based flow-through	900	2027	Under planning	[REDACTED]
Zhelin Lake, Jiangxi (expansion)	Eco-net cage	2,000	2029	Under planning	[REDACTED]

*Notes:*

- (1) The water resources for the listed aquaculture bases in Hubei, Zhejiang and Jiangxi are South River, Qiandao Lake and Zhelin Lake, respectively. The planned use of the three listed aquaculture bases is aquaculture and caviar processing.
- (2) The increased annual aquaculture capacity is measured by sturgeon’s weight.

In particular, we will allocate HK\$[REDACTED] million in the construction works, HK\$[REDACTED] million in facilities and advanced processing equipment, HK\$[REDACTED] million in procuring reserve-breeding sturgeons and related farming costs, and HK\$[REDACTED] million in other operating expenses for the Expansion Projects. These investments are expected to optimize our sturgeon population structure, enhance our supply capabilities, improve responsiveness to market demand, and support a more resilient and balanced aquaculture layout.

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- (ii) Approximately [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, will be used to upgrade our existing aquaculture facilities and caviar processing lines in our aquaculture bases in Quzhou, Sichuan and Hubei.

Specifically, we plan to further develop our digital production management platform, which covers the entire sturgeon value chain, promoting intelligent, automated and data-driven aquaculture operations through the integrated application of information technologies, data analytics and IoT. We will also invest in advanced caviar processing equipment to further automate key processes, improve standardization, enhance operational efficiency, stabilize product quality and increase resource utilization.

- Approximately [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, will be allocated to brand marketing initiatives and the expansion of our global sales channels over the next five years. These efforts will focus on strengthening the brand recognition and appeal and consumer awareness of *KALUGA QUEEN* (卡露伽), enhancing consumer engagement, and accelerating the expansion of our global sales network to deepen market penetration and support long-term growth. In particular,

- (i) Approximately [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, will be allocated to the development of offline retail stores. While maintaining the growth of our corporate sales, we will step up efforts to enhance our offline retail exposure and strengthen direct consumer engagement and deepen consumer education. Over the next five years, we plan to open multiple *KALUGA QUEEN* (卡露伽) flagship stores in first and second tier cities in China, such as Beijing, Shanghai, Hangzhou, Shenzhen, Chengdu and Xi'an, as well as in overseas markets such as Singapore, Japan and Dubai. These stores will serve as experiential platforms to build brand identity, enhance consumer experience and engagement, and drive growth in the consumer market of caviar products. Our caviar-themed concept store and pop-up store operations generated favorable market response and demonstrated the effectiveness of offline channels in enhancing consumer trust through on-site tasting, product introduction and visible presentation. Offline stores can enable us to connect customer traffic from the channels such as the restaurants with individual consumer demand, support immediate in-store purchases of caviar, increase repeat purchases, and serve as an effective complement to online customer traffic.

We plan to open approximately 50 retail stores in China and in selected overseas markets with strong growth potential over the next five years, targeting around ten new store openings each year. We plan to adopt a phased approach to such expansion, with an initial focus on establishing our store network in China by leveraging our existing operational experience and brand recognition, followed by gradual expansion into selected overseas markets. We expect to open 45 stores in China and five stores in overseas markets, depending on market conditions, site availability and our business performance. Our estimated investment cost for opening each new store on average amount to HK\$[REDACTED] million, of which approximately 39% is attributable to rental costs, 30% to renovation expenses, 22% to staff costs and 9% to other operating expenses.

- (ii) Approximately [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, will be allocated to online marketing initiatives. We plan to increase marketing investments on platforms such as Douyin and Xiaohongshu through an integrated strategy of KOL collaborations, content marketing and live-streaming e-commerce.

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These initiatives aim to reach target consumer groups more precisely, strengthen brand resonance among younger consumers, and establish a closed-loop marketing approach that cultivates consumer interest into actionable purchase intent, thereby enhancing conversion efficiency and driving brand growth. We intend to engage professional third-party agencies for our content marketing and live-streaming e-commerce activities, including MCN agencies to produce promotional content relating to caviar culture and brand recognition, and established live-streaming agencies and selected influencers in the fine food segment to conduct live-streaming sessions for online sales conversion.

- (iii) Approximately [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, will be allocated to experiential marketing initiatives to support our global brand development. We intend to organize regular caviar masterclasses, tasting events and chef collaborations as a part of immersive brand education and cultural promotion efforts, further enhancing the global penetration and consumer perception of our brand.
- Approximately [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, will be used to strengthen our R&D capabilities and upgrade our digital information systems over the next five years to drive ongoing innovation and enhance the digital infrastructure that underpins our operations.
- (i) Approximately [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, will be used to strengthen our R&D capabilities.

Specifically, we plan to further enhance research in sturgeon genetic breeding and advanced aquaculture technologies, including projects on sturgeon germplasm identification, recirculating aquaculture systems, disease prevention and environment friendly practices, among others. In particular, we intend to apply molecular breeding technologies to identify and cultivate broodstock with desirable traits, such as higher roe-bearing capacity and the potential to produce lighter-colored roe. In addition, we will also continue to conduct research on the prevention and control of major sturgeon diseases and related immunization technologies. These initiatives aim to enhance our core technology competitiveness, support the long-term sustainability of our breeding programs, and improve resource efficiency, thereby reinforcing our industry leading position.

We will also continue to develop creative caviar-based offerings to deepen engagement with the consumer market. Meanwhile, we intend to explore caviar and sturgeon by-product applications in skincare, beauty and wellness segments, such as caviar-based serums and bioactive protein peptides, to create new growth drivers. We plan to collaborate with universities and other external R&D partners for the development of these technologies, including extraction techniques for caviar-based ingredients to obtain stable extracts for the skincare application, and enzymatic hydrolysis and bio-fermentation technologies to convert sturgeon by-products into high-activity and small-molecule peptides for the application in health products. The relevant universities and external R&D partners will be responsible for technical feasibility assessment, process design and laboratory testing, while we will provide the research materials and product development requirements. We intend to select R&D partners with academic or industry backgrounds in marine biotechnology, food science, bioactive ingredients and extraction technology. Intellectual property rights arising from such collaborations will be governed by the relevant collaboration agreements, with jointly developed patents and technological research results typically being jointly owned, unless otherwise agreed.

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Upon validation of the our R&D initiatives in the skincare and health segments, we plan to further explore their application and industrialization through cooperation with qualified third-party brands and manufactures in skincare and health industries with proven production capabilities and compliance records and established reputation. In such collaborations, we will adopt an asset-light model and will focus on providing high-quality raw materials, joint R&D of sturgeon-derived ingredients, and quality control. Our responsibilities include providing key R&D materials, such as sturgeon, caviar and related by-products, exploration of application areas based on our aquaculture expertise and assisting in pilot-scale validation. The production, branding and sales of the relevant products will be undertaken by the qualified third-party manufacturers, such as cosmetic companies and health supplements producers, with requisite licenses and qualifications.

Target customers for skincare and healthcare applications are consumers with anti-aging and restorative skincare needs, as well as consumers of dietary supplements. According to CIC, demand in the PRC for anti-aging and restorative skincare products and marine-derived health products continues to expand, and sturgeon-derived extracts have been included in the Inventory of Existing Cosmetic Ingredients in the PRC. These initiatives represent a strategic extension of our core aquaculture business based on shared customer base and brand positioning, and are aligned with our goal of unlocking greater value from our sturgeon resources through application-oriented innovation. We believe this will enhance the utilization of caviar and sturgeon by-products and create additional sources of revenue.

In addition, we plan to expand our R&D team and collaborate with leading domestic and international research institutions and universities to jointly establish research platforms and conduct fundamental studies on germplasm innovation and interdisciplinary research on intelligent aquaculture.

- (ii) Approximately [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, will be allocated to digitalization and upgrade of our information systems. We plan to further enhance and integrate our information technology systems to strengthen operational efficiency and data-driven management across our value chain.

Specifically, we will continue to advance our intelligent aquaculture platform by applying IoT technologies, big data analytics and visualization tools to monitor key aquaculture parameters such as water quality and temperature in real time. These tools will facilitate more accurate aquaculture management and drive improvements in operational efficiency. In addition, we will continue to optimize our information systems, and we plan to enhance system integration across our financial management system and other internal platforms to facilitate more efficient data flow and information sharing, improve cross-department collaboration and strengthen overall management effectiveness.

- Approximately [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, will be allocated to strategic investment and acquisitions over the next five years to integrate industry resources, expand production capacity, strengthen brand presence and facilitate entry into strategic markets.

We will evaluate investment or acquisition opportunities in the global caviar industry, particularly targeting overseas and domestic companies in resource-rich regions in China, such as Yunnan, Guizhou, Sichuan, Hubei and Liaoning provinces, and overseas, such as

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Romania, Bulgaria, Kazakhstan and Kyrgyzstan. For these targets, we will focus on companies with high-quality sturgeon aquaculture resources, including stable and high-quality sturgeon stocks, scalable aquaculture stock across different growth stages and requisite operating qualifications, or advanced processing capabilities, including modern production equipment, advanced processing techniques, and established quality inspection, traceability and cold-chain systems. We will also consider caviar brands with strong market recognition and established sales channels, particularly in key markets such as Europe and the U.S. For overseas brand targets, we will focus on targets with an operating history of not less than 20 years and established sales coverage in major overseas markets, including Europe and North America. We expect to acquire or invest in two to three target companies, subject to the availability of suitable targets and market conditions. We intend to give priority to domestic sturgeon aquaculture companies, followed by overseas caviar brand companies and overseas sturgeon aquaculture companies.

In addition, when evaluating potential targets, we will also consider the following: (a) whether the investment in, or acquisition of, the target can enhance brand influence and we expect the target to reinforce our brand recognition in relevant geographical regions; (b) evaluation of operating and financial performance of the target; we would expect the target to (x) have recorded a revenue of not less than RMB500.0 million or a net profit of not less than RMB60.0 million for the most recent financial year, or (y) have a caviar processing capacity of not less than 40 tons; and (c) we will also consider cultural fit and potential synergies to the existing business, among others. The criteria are subject to adjustment based on changes in the market conditions and our strategic needs. According to CIC, there were over 50 potential acquisition and investment targets in the global caviar industry that match our selection criteria as of the end of 2025. According to CIC, overseas caviar companies generally have feed and manufacturing-related costs that are approximately 15% higher than companies in China, but relatively lower labor costs which may vary by jurisdictions, resulting in broadly comparable overall operating costs; and for overseas caviar brands, marketing expenses are approximately 5% higher than domestic brands, while other major cost items are generally comparable. The investment in or acquisition of such targets is expected to enable us to reduce transportation and tariff-related costs, diversify biological asset risks across different regions, and operate closer to end markets, thereby improving customer service and supply chain efficiency. Such expansion may also enhance market penetration and strengthen profitability through increased production capacity, improved pricing and a more optimized cost structure. While these initiatives will involve capital expenditures and operating costs, we believe that their expected strategic and commercial benefits will support our long-term business development.

We may, depending on the specific circumstances of each opportunity, pursue a range of strategic investment approaches including but not limited to the acquisition of minority or controlling equity interests, outright acquisitions, or the formation of joint ventures with target entities. All potential investments or acquisitions will be subject to rigorous due diligence and prudent evaluation processes. We expect that such investments or acquisitions will strengthen our market position and create long-term value for our Shareholders. As of the Latest Practicable Date, we had not identified any specific targets or entered into any definitive agreements.

- Approximately [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, will be allocated to working capital and general corporate purposes.

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If the [REDACTED] is exercised in full, we will receive additional [REDACTED] of approximately HK\$[REDACTED] million. In the event that the [REDACTED] is exercised, we may 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 or if we are unable to put into effect any part of our plan as intended, and to the extent permitted by the relevant laws and regulations, we may hold such funds in short-term interest-bearing accounts at licensed commercial banks and/or other authorized financial institutions (as defined under the Securities and Futures Ordinance or the applicable laws and regulations in other jurisdictions) so long as it is deemed to be in the best interests of our Company. In such event, we will comply with the appropriate disclosure requirements under the Listing Rules.