## FUTURE PLANS

For further disclosure of our business objectives and strategies, see "Business — Growth Strategies" in this document.

## USE OF [REDACTED]

We estimate that the net [**REDACTED**] from the [**REDACTED**], after deducting the estimated [**REDACTED**] commissions and other fees and expenses paid by us in connection with the [**REDACTED**], will be approximately HK$[**REDACTED**] million, assuming an [**REDACTED**] of HK$[**REDACTED**] per Share (being the mid-point of the indicative range of the [**REDACTED**] of HK$[**REDACTED**] to HK$[**REDACTED**] per Share), and that the [**REDACTED**] is not exercised.

We currently intend to use the net [**REDACTED**] of the [**REDACTED**] for the purposes and in the amounts as set out below.

| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Total |
|---|---|---|---|---|---|---|
| | | | *(HK$ in millions)* | | | |
| **Expand our business presence in and outside mainland China** | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| Acquire the medical institutions in strategic locations in mainland China | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| Advance our business presence beyond mainland China as part of our broader international strategy | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| **Elevate the breadth and depth of our healthcare and eldercare services** | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| Upgrade our existing medical assets to strengthen the integration of healthcare and eldercare services | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| Build professional nursing systems and strengthen our nursing capabilities | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| **Advance our digitalization and intelligization efforts across business processes** | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| Build our data infrastructure and enrich our algorithmic talent pool | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| Optimize our patients service and management system | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| Develop our precision health management capabilities | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| **Implement diversified payment and settlement systems** | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| Enhance system integration, connectivity and utilization networks with commercial insurance providers and third-party administrators (TPAs) | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |

| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Total |
|---|---|---|---|---|---|---|
| | | | *(HK$ in millions)* | | | |
| Explore broader opportunities to enhance contributions from commercial insurance and out-of-pocket payments | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| **Working capital and other general corporate purposes** | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| **Total** | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |

The following sets forth the basis and details of our estimated use of the net [**REDACTED**]:

- approximately [**REDACTED**]%, or HK$[**REDACTED**] million, for expanding our business presence in and outside mainland China. See "Business — Growth Strategies — Strategically expand our geographic footprint in and beyond mainland China and pursue long-term growth opportunities." In particular:

  (1) approximately [**REDACTED**]% or HK$[**REDACTED**] million, for acquiring the medical institutions in strategic locations in mainland China to solidify our competitive strengths, including [**REDACTED**]%, or HK$[**REDACTED**] million, for acquisitions in North China, approximately [**REDACTED**]%, or HK$[**REDACTED**] million, for acquisitions in the Yangtze River Delta, and approximately [**REDACTED**]%, or HK$[**REDACTED**] million, for acquisitions in other emerging Tier-1 cities. We currently intend to pursue one to two potential targets in each of these key regions. We may initially engage in investment arrangements, with the intention of transitioning into majority ownership, based on our ongoing assessment of each target's performance and strategic fit. As of the Latest Practicable Date, we had not identified any potential target company for investment or acquisition.

  We plan to continue identifying suitable acquisition targets that demonstrate adequate operational scale and capabilities, as well as meet our evaluation criteria, especially (i) community healthcare centers (i.e., primary-level institutions that provide community-based basic medical care and public health services to local residents), (ii) Class I and Class II general hospitals, and (iii) specialty hospitals (i.e., hospitals that primarily or exclusively provide healthcare services on specific disciplines). Among specialty hospitals, our acquisition focus will be aligned with our existing six core specialty systems, namely oncology, traditional Chinese medicine, rehabilitation, ophthalmology, pain management and nephrology, with a view to further strengthening our expertise and scale in these specialty areas, or will further cover specialties that meet the evolving needs of our patients. Geographically, we focus on Tier-1 and emerging Tier-1 cities in these key regions, such as Beijing, Shanghai, Shenzhen, Hangzhou, Nanjing, Hefei and Chongqing. These cities are characterized by their mature healthcare systems, favorable regulatory environments and strong demand for quality healthcare and eldercare services supported by their growing population and relatively high disposable income per capita. Specific, targets should be located in areas with above-average disposable income levels and sizeable populations (generally with at least 200,000 residents within a two-kilometer radius and 400,000 residents within a three-to-five-kilometer radius). We also expect the targets to demonstrate clear differentiation or cooperation potential within their respective service radius, i.e., the geographic area from which a medical institution primarily draws its patients, taking into account factors such as location, transportation accessibility and regional healthcare demand. In particular, we assess whether a target medical institution has distinguishing characteristics compared to other medical institutions within the same geographic area, such as being the only or one of a limited number of institutions within its service radius that focus on a particular specialty or provide specific medical services. In addition, we evaluate whether the target has the potential to generate operational or clinical synergies with other institutions within the service radius, including through complementary specialty offerings, consortium partnership or resource sharing. Furthermore, we typically favor institutions with a track record of stable and profitable operations, while loss-making targets with solid business foundation will be considered on a case-by-case basis. For regions outside Beijing, we prefer to acquire medical assets with relatively mature operations. Ideally, targets should have a reasonable investment payback period and sustainable investment returns. Additionally, we prefer medical institutions that are included in the public medical insurance system and operate in a stable and favorable policy environment in this regard. They should also demonstrate a strong track record of regulatory compliance and occupy a gross floor area exceeding 2,000 square meters, with clear land use rights and compliant facilities. We believe there are sufficient potential acquisition targets up to our criteria in our focus regions. According to China Insights Consultancy, there are approximately 7,000 hospitals in Tier-1 and emerging Tier-1 cities in China as of the end of 2024, among which nearly 6,000 are Class II hospitals or below, representing the primary pool of potential acquisition targets. We select our acquisition targets based on a rigorous evaluation framework. See "Business — Our Future Expansion." This disciplined approach allows us to identify and acquire targets with sustainable operations and growth potential, thereby strengthening our market position and expanding our service network across mainland China.

(2) approximately [**REDACTED**]%, or HK$[**REDACTED**] million, for advancing our business presence beyond mainland China as part of our broader international strategy.

In particular, we intend to use approximately [**REDACTED**]%, or HK$[**REDACTED**] million, to establish a management headquarters in Hong Kong. Hong Kong serves as a gateway and bridge between mainland China and the international market, and establishing our management headquarters in Hong Kong is expected to generate multiple operational and strategic benefits. First, it will enable us to expand our presence in southern China, particularly the Guangdong-Hong Kong-Macau Greater Bay Area, by allowing us to access a broader pool of regional partners, medical resources and collaboration opportunities. Second, Hong Kong's status as an international business hub will facilitate our access to business opportunities and market updates in the Southeast Asian healthcare market, supporting our overseas expansion. By facilitating cross-border coordination and information flow between our onshore operations and offshore business development initiatives, the proposed Hong Kong management headquarters is also expected to improve management efficiency and decision-making at the group level. Moreover, given our proposed [**REDACTED**] on the Stock Exchange, establishing our headquarters in Hong Kong will enhance our ability to engage with [**REDACTED**], analysts and other [**REDACTED**], and allow us to better leverage its capital market advantages and explore overseas funding sources. In addition, Hong Kong's mature regulatory environment and efficient legal and tax systems will support our group-level management and governance functions, including strategic planning, internal control, compliance and risk management and cross-border operational coordination. Access to international management, finance, legal and healthcare professionals in Hong Kong will also support the build-up of our group-level professional teams and meet our evolving cross-border operational needs. We currently expect to utilize approximately 40%, 40% and 20% of the foregoing net [**REDACTED**] in the next three years, respectively.

We plan to use approximately [**REDACTED**]%, or HK$[**REDACTED**] million, to grow our footprint in Southeast Asia, such as Singapore, Malaysia, Indonesia and Vietnam, and establish a business development hub in Singapore to support and oversee our overseas operations. The region has diverse age demographics, with aging nations such as Singapore and Thailand showing significant need of quality elderly care and chronic disease management services, and transitioning economies, such as Malaysia and Indonesia, are expected to see surging demand for healthcare and nursing services in five to 10 years. Leveraging Southeast Asia's cultural acceptance of TCM and strong Chinese community presence, we believe integrated healthcare and eldercare service providers like us are well positioned to capture the long-term growth opportunities. According to the CIC Report, the market size for healthcare services in Southeast Asia, in terms of revenue, is expected to increase from US$79.6 billion in 2025 to US$113.2 billion in 2030 at a CAGR of 7.3%. Singapore's strategic position in Southeast Asia will enable us to gain deeper insights into local markets and to coordinate more effectively with local customers and other partners. Singapore serves as an ideal regional base for our Southeast Asian strategy. As a regional center for healthcare, Singapore provides access to advanced medical technologies, academic resources and professional talents, which will strengthen our service capabilities and support potential cross-border medical cooperation. Its stable regulatory environment and business-friendly policies also offer a solid foundation for managing our overseas operations. Establishing our presence in Singapore will also enable us to more effectively coordinate expansion into neighboring Southeast Asian markets and capture growth opportunities arising from increasing demand for nursing and chronic disease management services.

We intend to grow our international presence through a combination of greenfield development, strategic collaborations and selective acquisitions. Our overseas expansion initiatives may also include, among others, academic cooperation, clinical discipline cooperation, and global talent recruitment. For example, we plan to hire two project managers responsible for developing and managing overseas hospital and medical alliance cooperation projects. Candidates should have a minimum of five years of management experience in the healthcare industry, with extensive experience in the Southeast Asian healthcare market. The expected annual salary is RMB500,000 to RMB800,000. We intend to serve ethnic Chinese communities and wider local populations, while building a solid platform for our long-term global development. We believe that by leveraging our extensive experience in providing integrated healthcare and eldercare services in China, we are well positioned to enlarge our market share in the Southeast Asian market. Specifically, this region has a sizeable ethnic Chinese population, which shares a similar disease spectrum and corresponding treatment paradigms with patients in mainland China, thereby allowing us to leverage our existing clinical expertise. In addition, the uneven supply of medical services in Southeast Asia presents significant business opportunities, particularly at the primary care level, which is well aligned with our established community-based approach.

- approximately [**REDACTED**]%, or HK$[**REDACTED**] million, for elevating the breadth and depth of our healthcare and eldercare services. See "Business — Growth Strategies — Extend the coverage of our integrated healthcare and eldercare services." In particular:

  (1) approximately [**REDACTED**]%, or HK$[**REDACTED**] million, for upgrading our existing medical assets to strengthen the integration of healthcare and eldercare services and promote their close coordination. We plan to enhance the elderly-friendliness of our medical institutions through introducing advanced medical treatment equipment, carrying out interior renovations, and implementing elderly-friendly modifications, including additional elderly care zones, elderly bed capacity, and elderly care and rehabilitation facilities to improve service accessibility, safety and comfort for elderly patients. In addition, we plan to explore opportunities to manage integrated healthcare and eldercare institutions and strengthen our specialized multi-disciplinary teams with expertise in integrated healthcare and eldercare services. Meanwhile, we aim to deepen our collaboration with selected eldercare institutions to jointly develop integrated healthcare and eldercare service offerings, such as co-establishing on-site medical stations, providing essential medical equipment and resources, and supporting medical infrastructure upgrades, so as to enhance the accessibility of basic medical services within eldercare settings and improve continuity of care. These initiatives are intended to address the growing needs of China's aging population and support the delivery of comprehensive, accessible and high-quality healthcare and eldercare services.

  (2) approximately [**REDACTED**]%, or HK$[**REDACTED**] million, for building professional nursing systems and strengthening our nursing capabilities. We are committed to building a replicable and sustainable professional nursing system through both the establishment of a comprehensive nursing framework and the development of a structured nursing talent pipeline. We plan to establish a comprehensive and industry-leading framework for our nursing services, including standardized service protocols, structured training programs, effective assurance mechanisms, and internal operating guidelines. In addition, we plan to enhance and expand our nursing teams by recruiting qualified and experienced professionals to deliver professional, safe and reliable services. In particular, we plan to recruit two senior nursing consultants with international doctoral or master's degrees in nursing and more than 10 years of clinical management experience, who will be responsible for formulating nursing service protocols, establishing quality management mechanisms and designing tiered training programs. In addition, we plan to hire (i) four senior mentorship nurses with a bachelor's degree, a nurse-in-charge qualification, and at least five years' experience working in the wards or intensive care units ("ICUs") of Class III hospitals, who will undertake both clinical mentorship and nursing quality supervision responsibilities; (ii) six specialist nurses with a bachelor's degree, a specialty qualification for either ICUs, operating rooms or emergency departments, and at least three years of relevant experience, to strengthen our specialist nursing capabilities; and (iii) 10 registered nurses with an associate degree, a registered nurse qualification, and one to three

years of ward experience, to support the standardized delivery of nursing services in community and home-based settings. The nursing team members will have an expected annual salary ranging from RMB100,000 to RMB250,000. These efforts are designed to ensure the delivery of consistently high-quality care while promoting the integration of nursing and medical services across our network.

- approximately [**REDACTED**]%, or HK$[**REDACTED**] million, for advancing our digitalization and intelligization efforts across business processes. See "Business — Growth Strategies — Employ digital platforms and AI technologies to support precision health management and refined operational management." In particular:

  (1) approximately [**REDACTED**]%, or HK$[**REDACTED**] million, for building our data infrastructure and enriching our algorithmic talent pool. In particular, we plan to invest approximately [**REDACTED**]% of such [**REDACTED**] in the development and upgrade of databases, and approximately [**REDACTED**]% in servers and supporting infrastructure, to support the cleaning, processing and analysis of medical data. We also seek to use approximately [**REDACTED**]% of such [**REDACTED**] to upgrade and enhance our digitalized medical operation and management systems. This includes the establishment of a cloud-based medical imaging system so that physicians of our and other medical institutions can jointly view the results online to facilitate more accurate and efficient diagnosis. We also intend to establish or upgrade our hospital information system (HIS), laboratory information system (LIS) and prescription automatic screening system (PASS), so as to improve operational efficiency and systematic governance across our medical institutions. In parallel, we intend to use approximately [**REDACTED**]% of such [**REDACTED**] to recruit professionals with expertise in data science and algorithm development to enhance our capabilities of medical data governance and analysis. Specifically, we plan to hire two data engineers with at least three years of SQL, Python and/or ETL experience, two data analysts with at least two years of hospital operations or clinical data analysis experience, and one algorithm development technician with at least one year of machine learning project experience. These personnel will maintain the existing data warehouse, update data reports and develop and iterate relevant models, with an expected annual salary ranging from RMB300,000 to RMB500,000. These initiatives are focused on enhancing our foundational digital infrastructure and operational capacity, generating sufficient data assets, and supporting our long-term digital health strategy.

  (2) approximately [**REDACTED**]%, or HK$[**REDACTED**] million, for optimizing our patients service and management system. Leveraging our data infrastructure and capabilities, we plan to optimize our service procedures and establish standardized service workflows to improve overall patient experience. Additionally, we intend to upgrade our internal management systems by establishing a dedicated health management department, developing a structured membership program, and introducing customized service offerings. These initiatives are designed to strengthen patient engagement and satisfaction, while supporting the long-term development of our integrated healthcare and eldercare model.

  (3) approximately [**REDACTED**]%, or HK$[**REDACTED**] million, for developing our precision health management capabilities. We plan to design and implement AI and data-driven health management platforms and algorithms, including those for chronic disease monitoring, elderly health risk prediction and personalized care planning, both through our in-house efforts and leveraging third-party tools. In particular, we intend to work with external partners that possess the necessary technological expertise in executing our plans. Each year, we record hundreds of thousands of patient visits, through which we have accumulated comprehensive clinical data, including patient demographics, disease types, diagnoses, treatment plans and treatment processes. By systematically labeling and cleansing such underlying data, and further training AI algorithms with these datasets, we believe the resulting outputs can be effectively applied to deliver more precise and targeted recommendations in patient health management. These initiatives will support the implementation of our full-cycle health management model, integrating prevention, early detection, treatment, rehabilitation and ongoing care.

- approximately [**REDACTED**]%, or HK$[**REDACTED**] million, for implementing diversified payment and settlement systems combining public medical insurance reimbursements, commercial insurance reimbursements and out-of-pocket payments. In particular, we intend to strengthen our commercial insurance payment and settlement capabilities and increase contribution from commercial insurance reimbursements. See "Business — Growth Strategies — Diversify our payment and settlement structure to support accessibility and commercial sustainability." In particular:

(1) approximately [**REDACTED**]%, or HK$[**REDACTED**] million, for enhancing system integration, connectivity and utilization networks with commercial insurance providers and third-party administrators ("TPAs"). We plan to build our data governance system based on the requirements for integrating medical service data with commercial insurance and TPA systems, to support streamlined medical expense settlement and payment efficiency for our patients and ourselves. In particular, we intend to establish interoperability between our data interfaces and the interfaces of commercial insurance providers and TPAs, and to upgrade our internal data management and processing capabilities in accordance with applicable data standards and technical requirements of such counterparties. We believe that the establishment and enhancement of a data governance system is feasible and closely aligned with our existing operations and development plans. We have accumulated operational experience in managing medical service data, including patient registration, medical service and billing data, which provides a practical foundation for further data standardization and system integration. Building upon this foundation, the data governance system is intended to support standardized data exchange, improve data accuracy and consistency, and facilitate more efficient insurance billing, verification and settlement processes. It will improve the efficiency and predictability of commercial insurance settlements, and enhance patient access to self-paid and commercially insured medical services. For us, a more robust data governance system will reduce manual processing and reconciliation costs, and support refined cost management, service optimization and scalable expansion of our medical service network in the long term. We will also establish a commercial insurance operations and customer service team, with staff stationed at our medical institutions to further assist our patients during the process.

(2) approximately [**REDACTED**]%, or HK$[**REDACTED**] million, for exploring broader opportunities to enhance contributions from commercial insurance and out-of-pocket payments. We intend to recruit actuarial and data analytics professionals with experience in commercial insurance and healthcare payment systems to support insurance pricing analysis, claims modeling, payment design and system optimization. Based on our modeling and analysis of existing medical data, we may jointly develop healthcare insurance products with commercial insurance providers that meet the specific needs of our patient population, enhance coverage options, while also increasing contribution from commercial insurance reimbursements as well as our own financial sustainability. We believe such plans are feasible and consistent with our existing operations and development plans.

We will serve as the healthcare service fulfillment partner in such collaborations. Commercial insurers typically focus on the fulfillment partner's ability to reasonably control medical expenses and integrate with insurance payment systems. In terms of expense control, as all of our medical institutions are Medical Insurance Designated Medical Institutions and subject to stringent expense control requirements, we have accumulated years of experience in this area. As discussed above, we also plan to enhance our data capabilities to meet insurers' requirements for standardized data and consistent connectivity with insurance payment systems. In addition, we possess substantial clinical data and medical expertise, and a deep understanding of disease profiles and treatment pathways, which provide a solid basis for setting the prices and claim settlement standards for healthcare insurance products. These capabilities can be leveraged in collaboration with commercial insurance providers who specialize in insurance product design, risk pricing and actuarial modeling. The combination of these complementary strengths enables the development of more accurately priced insurance products that are better aligned with patient needs. Besides, we have put in place diversified payment and settlement arrangements, particularly for value-added medical services such as health screening, rehabilitation, ophthalmology and dental services. During the Track Record Period, self-paid and commercially insured medical services accounted for approximately 40% of our total revenue. We have also explored cooperation with commercial insurance providers in relation to insurance-related products and settlement arrangements, which demonstrates our practical experience and operational foundation in engaging with them. Furthermore, we believe rising healthcare costs and growing awareness of commercial insurance coverage, particularly for primary and preventive care, are driving demand for the relevant healthcare insurance products, which in turn may also enhance the affordability and attractiveness of our integrated healthcare and eldercare services.

These plans are expected to benefit us by strengthening our payment capabilities for self-paid and commercially insured services, which are critical to supporting our expansion and the sustained growth of our medical service offerings. By diversifying our revenue mix and reducing reliance on a single payment source, we aim to optimize our business structure and enhance our ability to deliver specialized and high-quality medical services.

Specifically, for implementing diversified payment and settlement systems, we plan to hire (i) two actuarial analysts with a bachelor's degree in mathematics, statistics or insurance and at least three years of DRG or commercial insurance claim analysis experience; (ii) two payment scheme specialists with a bachelor's degree in insurance or healthcare-related fields and at least two years of experience handling insurance claims; and (iii) one system engineer with a bachelor's degree in computer science or related fields and at least two years of experience implementing interfaces among health information system, public insurance system and commercial insurance system. These personnel will have an expected annual salary ranging from RMB300,000 to RMB500,000.

- approximately [**REDACTED**]%, or HK$[**REDACTED**] million, for working capital and other general corporate purposes.

The proposed use of [**REDACTED**] is expected to strengthen our business scale, operational efficiency and long-term profitability profile. Specifically, the proposed acquisitions of medical institutions in China and expansion into the Southeast Asia are expected to broaden our service coverage and enhance our revenue base and operational efficiency through economies of scale, while they may temporarily increase capital expenditures and integration costs. The upgrading of our existing medical assets and building of professional nursing teams will increase medical equipment procurement costs, construction and renovation costs and staff-related expenses in the near term but are expected to enhance service capacity, improve patient turnover and support the further integration of healthcare and eldercare, thereby contributing to our sustainable development. Our investments in intelligent, data-driven healthcare and eldercare services and diversified payment and settlement systems are expected to streamline service workflows and improve administrative procedures, thereby improving overall patient experience. We also expect to enhance contributions from commercial insurance and out-of pocket payments. We expect these initiatives to ultimately improve our cash flow stability and risk resilience.

The above allocation of the net [**REDACTED**] will be adjusted on a pro rata basis in the event that the [**REDACTED**] is fixed below or above the mid-point of the indicative [**REDACTED**] range. If we obtain actual net [**REDACTED**] less than the expected amount, we plan to finance the shortfall with our available bank balances and cash, anticipated cash flow from operations and bank loans or borrowings.

In the event that the [**REDACTED**] is exercised in full, we will receive net [**REDACTED**] of HK$[**REDACTED**] million (after deducting the estimated [**REDACTED**] commissions and other fees and expenses payable by us in connection with the [**REDACTED**]), assuming an [**REDACTED**] of HK$[**REDACTED**] per Share, being the mid-point of the indicative range of the [**REDACTED**] of HK$[**REDACTED**] to HK$[**REDACTED**] per Share. We intend to apply the additional net [**REDACTED**] for the above purposes on a pro rata basis.

To the extent that the net [**REDACTED**] are not immediately applied to the above purposes, we will only deposit the net [**REDACTED**] 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 the applicable laws and regulations in other jurisdictions.