
FUTURE PLANS AND [REDACTED]

FUTURE PLANS

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

[REDACTED]

We estimate that we will receive [REDACTED] from the [REDACTED] of approximately HK\$[REDACTED] million, after deducting [REDACTED] commissions, fees and estimated expenses payable by us in connection with the [REDACTED], assuming an [REDACTED] of HK\$[REDACTED] per Share, being the mid-point of the indicative [REDACTED] range stated in this document, and assuming no exercise of the [REDACTED]. We intend to use the [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 used for enhancing our R&D capabilities for our solutions and products, with the detailed breakdown of the [REDACTED] to be allocated over the next three years as follows:
 - (i) Approximately [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, will be used for continuously optimizing and upgrading our L2-L2+ and L4 driving solutions and product portfolio. In particular, we plan to devote our R&D efforts to the following areas:
 - o Approximately [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, will be used for advancing our globalization strategy by further upgrading our driving solutions, including highway and urban NOA, to meet more stringent industry standards and technical requirements across various markets;
 - o Approximately [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, will be used for developing software-and-hardware integrated solutions for mass production to enrich our product portfolio. We intend to collaborate with our ecosystem partners, including developing lower-cost hardware solutions built on SoC platforms with Horizon, and working with ZF ADAS BU on IFC and domain controllers, in order to compete effectively in L2-L2+ and L4 driving solutions markets in China and globally.
 - o Approximately [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, will be used for further developing and enhancing our intelligent cockpit-driving integrated solutions through sustained innovation and iterative upgrades, to enable us to continuously deliver market-competitive, functionally diverse integrated solutions that meet evolving industry demands and user expectations; and
 - (ii) Approximately [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, will be used for continuously optimizing our L4 driving solutions. In particular, we plan to focus on the following areas:
 - o Approximately [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, will be used for continuously optimizing model architecture to enhance algorithm performance and achieving a dual-track R&D application and maintain efficient R&D efficiency;
 - o Approximately [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, will be used for developing Robotrucks and Robosweepers adaptable to a wider range of scenarios, in order to meet the

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needs for automated operations in different fields, while strengthening the remote takeover centers and relevant supporting teams essential for operations, to enable flexible entry into diverse application scenarios.

- o Approximately [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, will be used for establishing the L4 solutions innovative product ecosystem and portfolio and
- (iii) Approximately [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, will be used for continuously upgrading our toolchain platform and developing a series of subsystems:
- o Approximately [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, will be used for continuing to iterate our proprietary closed-loop data system, embed AI large models into our toolchain, and upgrade our DataTurbo platform to further improve data processing efficiency and accuracy.
 - o Approximately [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, will be used for upgrading our toolchain through world models. We seek to leverage world models to enhance our simulation capabilities through high-fidelity modeling of the physical world and generate mass-production-oriented data. This approach could optimize our toolchain and improve our R&D efficiency; and
 - o Approximately [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, will be used for upgrading and enhancing our integrated simulation platform. We plan to introduce more accurate vehicle dynamics parameters under diverse road conditions (e.g., dryness, rain, snow, bumpy cobblestone roads, etc.), multiple driving scenarios (e.g., steady cruising, sharp turns, etc.) and different tire conditions (e.g., new tier, wear tier, etc.). The accurate vehicle dynamics parameters will help us to simulate vehicle control behavior more accurately, thereby narrowing the gap between simulation results and real-world performance. This validity of such simulations will enhance our efficiency in the iteration of our L2-L2+ and L4 driving solutions and levitate the performance limits of our planning and control strategies;
- (iv) Approximately [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, will be used for recruiting R&D personnel to strengthen our R&D and delivery capabilities. Over the next three years, we expect to hire (i) around 40 global talents in data science, algorithms and computer science to strengthen our R&D capabilities in basic software, middleware and algorithms; and (ii) around 45 senior engineers with extensive experience in the vehicle automation industry to expand bandwidth, boost our delivery capacity and foster deeper collaboration with a broader range of OEMs.

Such investment is expected to increase our research and development expenses in the near term, but is expected to enhance our technological capabilities, improve our delivery efficiency and in turn contribute to the improvement of our gross profit margins over time.

- Approximately [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, will be used over the next three years for capital expenditure in relation to expanding and enhancing our production capabilities for software-and-hardware integrated products and R&D infrastructure, as well as investments in high-quality enterprises in the vehicle automation solutions ecosystem, including:

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- (i) Approximately [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, will be used over the next three years for investments in facilities, equipment and personnel to develop our comprehensive production capabilities. In view of the increasing number of our design wins involving domain controllers and the continued growth in hardware delivery volumes as our L4 robovehicle business scales, we consider it strategically important to develop in-house production capabilities to better control costs and manage profitability. We believe that this plan is feasible, supported by our established in-house domain controller design capabilities during the Track Record Period. Specifically,
 - o Approximately [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, will be used for the construction, leasing and equipping of production facilities to develop our comprehensive production capabilities. We plan to (a) construct a production facility at the Tangshan Industrial Park to serve as a key production base for our hardware products and (b) build out, fit out and equip our leased Lingang and Jianhu factories for testing and validation. These facilities will serve distinct functions in our production ecosystem, covering domain controller manufacturing, L4 driving kit assembly, component production and centralized management.
 - o Approximately [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, will be used for the recruitment of approximately [70] production-related engineers and technicians over the next three years, with approximately [30] new hires in 2026, [20] in 2027 and [20] in 2028, to support our enhanced production capabilities.
- (ii) Approximately [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, will be used for establishing our intelligent R&D infrastructure for data storage, processing and training to enhance our R&D capabilities for high-level L2-L2+ and L4 driving solutions.
- (iii) Approximately [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, will be used for investing in potential high-quality enterprises across the upstream and downstream of the vehicle automation industry. For example, ideal targets include enterprises that can address our existing competitive gaps or facilitate potential business integration, such as those with manufacturing capabilities for key components and hardware, to support the development of our future software-and-hardware integrated projects. Financially, ideal targets should have revenue of no less than RMB100 million and a gross profit margin of no less than 20%. According to CIC, the relevant adjacent markets remain fragmented and comprise a sufficient pool of potential targets. Based on screening criteria focusing on small and micro enterprises in the automotive manufacturing sector, excluding state-owned enterprises, government authorities and public institutions, and with revenue of over RMB100 million in 2025, CIC is of the view that there are at least approximately 190 companies in the China market which meet our investment screening criteria. However, we have not identified any specific investments opportunities at this time.

Such investment is expected to increase our capital expenditure in the near term, but as our production capabilities expand and potential investments materialize, we expect our revenue to grow correspondingly.

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- Approximately [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, will be used for expanding our global sales network over the next three years, including:
 - (i) Approximately [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, will be used for establishing overseas offices to deepen international market penetration. We plan to:
 - further expand and enhance our existing entity established in Hong Kong, which will serve as the operational center for our overseas expansion. We also plan to establish a regional center in Vietnam to cover the Southeast Asian market, as we have long term cooperation with VinFast and possess in-depth understanding and practical experience of the local business environment. Meanwhile, we are actively preparing to set up a regional center in Europe, with an initial preferred location in Germany. This is mainly due to Germany's abundant customer and industrial chain resources. The Middle East has strong demand for our services, particularly L4 solutions, and offers considerable market potential. Accordingly, we intend to establish a regional center in the Middle East, for which the specific location is still under evaluation.
 - hire local sales and marketing personnel to establish localized operations and sales teams. In particular, we expect to hire a total of around 40 sales and marketing personnel and lease office space for these new overseas offices.
 - (ii) Approximately [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, will be used for marketing and brand promotion. In particular, we intend to conduct public relations activities such as attending trade fairs and exhibitions, sponsoring or participating in industry conferences, hosting product launch events, and rolling out advertising campaigns. We also plan to collaborate with media outlets, corporate partners and academic institutions on marketing initiatives.

Such investment is expected to increase our operating expenses, but the proactive marketing efforts and overseas expansion are expected to enhance our revenue growth potential.

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

If the [REDACTED] is set at HK\$[REDACTED] per [REDACTED], being the high end of the indicative [REDACTED] range, the [REDACTED] from the [REDACTED] will increase by approximately HK\$[REDACTED] million. If the [REDACTED] is set at HK\$[REDACTED] per [REDACTED], being the low end of the indicative [REDACTED] range, the [REDACTED] from the [REDACTED] will decrease by approximately HK\$[REDACTED] million.

If the [REDACTED] were exercised in full, the [REDACTED] that we would receive would be approximately HK\$[REDACTED] million, assuming an [REDACTED] of HK\$[REDACTED] per [REDACTED] (being the mid-point of the indicative [REDACTED] range).

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.

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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 [REDACTED] in accordance with the Listing Rules.