This summary aims to give you an overview of the information contained in this document. As this is a summary, it does not contain all the information that may be important to you. Moreover, there are risks associated with any [**REDACTED**]. *Some of the particular risks in* [**REDACTED**] *in the* [**REDACTED**] *are set out in the section headed "Risk Factors." You should read the entire document carefully before you decide to* [**REDACTED**] *in the* [**REDACTED**].

OVERVIEW

We are an AI-driven retail enterprise and the largest smart retail cabinet operator in China in 2025, both by the number of cabinets installed and by total gross merchandise volume ("**GMV**"), according to Frost & Sullivan. By pioneering smart retail cabinets at only approximately 30% of the cost of traditional vending machines, we successfully resolved industry pain points and established a "scan to open, automatic checkout upon closing" shopping experience that has since become the industry standard. Empowered by our algorithm-driven autonomous operations, we have served more than 80 million cumulative consumers. During the Track Record Period, our POS network has expanded from 106,197 POSs as of December 31, 2023 to 183,989 POSs across 72 cities as of December 31, 2025, representing a CAGR over 30%. Through our dense and scalable network, we are progressively transforming smart retail cabinets from a supplementary channel into an integral infrastructure of everyday offline retail.

OUR BUSINESS MODEL

We focus on serving "capillary-level" light-traffic scenarios that are small, widespread and dispersed points of consumer access that traditional retail channels cannot economically reach. Using our proprietary algorithms and directly-operated site development capabilities, we have expanded smart retail cabinets across more than 100 retail scenarios — spanning workspace, commercial venues, logistics and warehousing facilities, leisure and entertainment venues and public services and education — offering consumers a convenient, intelligent, and instant "one minute, steps away" shopping experience within easy reach of where they live and work. During the Track Record Period, approximately 99% of our revenue was derived from sales of products to end consumers through our smart retail cabinets, supplemented by approximately 1% of advertising and other revenue from platform partners and product suppliers. By making smart retail more accessible and efficient, we create value for consumers, site partners and brand partners alike. See "Business — Our Business Model" for more details.

OUR OPERATIONAL MODEL

To effectively capture the value of light-traffic scenarios, we have established an operational model anchored by three core pillars: algorithm-driven autonomous decision-making, a distributed network and direct operations. Given the sheer scale of managing hundreds of thousands of sites, we rely on automated systems rather than manual planning to reliably execute high-volume, complex decisions across product assortment, pricing, inventory replenishment, and logistics. We are the first and only smart retail cabinet operator in China that has achieved autonomous operations powered by proprietary algorithms, according to Frost & Sullivan. We began automating our end-to-end operations using proprietary algorithms in 2022, and by 2024, we had developed our FLOW Pilot agent system. Leveraging our algorithm-driven autonomous operations, we have established a fully directly-operated, high-density distributed network. Our high-density network layout shortens delivery distances, significantly improves restocking efficiency, and reduces operating costs and expenses as a whole. Meanwhile, our direct operations not only guarantee strict, end-to-end execution of algorithm-generated instructions but also provide continuous feedback of high-quality, real-time data required to refine our algorithms. Together, these pillars form a self-reinforcing foundation that has helped us build competitive advantages and deliver profitable growth. See "Business — Our Network-based Operating Model."

OUR FINANCIAL PERFORMANCE

During the Track Record Period, we achieved revenue growth with improved cost efficiency and profitability. Revenue grew from RMB1,243.7 million in 2023 to RMB1,652.3

million in 2024 and further to RMB2,008.9 million in 2025, representing a CAGR of 27.1%. Our gross profit margin expanded from 52.4% in 2023 to 54.0% in 2024 and further to 55.8% in 2025. Our adjusted EBITDA (non-IFRS measures) was RMB56.5 million, RMB140.7 million, and RMB191.4 million in 2023, 2024, and 2025, respectively, and our adjusted net profit (non-IFRS measures) reached RMB118.6 million in 2025. We achieved positive operating cash flow in each period.

OUR STRENGTHS

Our strengths include: (i) being China's largest smart retail cabinet operator, with a fully directly-operated model that has achieved profitability at scale; (ii) being pioneer and leader in smart retail cabinets, delivering a highly intelligent and convenient consumer experience; (iii) industry-leading proprietary algorithms driving end-to-end operational automation with optimal decision-making and efficient management; (iv) strong site development capabilities that form our competitive edge in expansion; (v) efficient distributed network operating model that significantly lowers site-level sales thresholds and unlocks substantial growth markets; (vi) experienced management team combining operational excellence with deep technical expertise. See "Business — Our Strengths" for more details.

OUR STRATEGIES

Our strategies include: (i) scaling our site network; (ii) optimizing our supply chain to enhance operational efficiency; (iii) advancing our AI capabilities, hardware and platform; (iv) deepening collaboration with brand partners; and (v) piloting global expansion to replicate our proven model. See "Business — Our Strategies" for more details.

OUR PRODUCTS AND SALES

We offer a highly diversified and continuously evolving product portfolio through our smart retail cabinets, primarily comprising beverages and packaged foods. Unlike traditional vending machine operators, we cater to the diverse, rapidly changing, and site-specific demands of light-traffic scenarios by strategically incorporating a substantial proportion of niche and long-tail products. This strategy is underpinned by our proprietary FLOW Pilot agent system. By analyzing massive datasets, the system automates our operational decision-making, enabling us to dynamically tailor optimal, site-specific product assortments and facilitate rapid new product iterations with minimal human intervention. To further drive consumer conversion and per-cabinet sales yield, we leverage continuous A/B testing to deploy interactive marketing campaigns and establish strategic Online-to-Offline closed loops with local lifestyle platforms. This is complemented by a dynamic pricing policy that optimally balances a cost-plus model with competitive market pricing, thereby ensuring sustainable profitability while supporting our scale expansion. See "Business — Our Products and Sales" for more details.

OUR CORE TECHNOLOGIES

We regard technological innovation as the fundamental driver of our scalable and sustainable growth. During the Track Record Period, our average annual R&D expenses exceeded RMB60 million, significantly above all industry peers, according to Frost & Sullivan. Spearheading the industry's transition from human-led management to algorithm-driven operations, we have developed FLOW Pilot, our proprietary, end-to-end intelligent agent system. Serving as our central operational brain, FLOW Pilot utilizes four interconnected agents — Field Pilot, Link Pilot, Opti Pilot, and Work Pilot — to autonomously execute highly complex, full-chain business decisions, encompassing POS site expansion, dynamic product assortment, network-wide inventory allocation, and logistics fulfillment. This algorithms decision-making layer is strictly underpinned by a robust intelligent computing infrastructure and our self-developed Nebula IoT platform, which securely connects and manages our smart retail cabinets across POS network in real time. By seamlessly integrating edge computing, recognition scheduling, and automated operations and maintenance ("**O&M**"), our comprehensive technology architecture minimizes human intervention, significantly optimizes asset returns, and paves the way for our ultimate vision of a fully autonomous retail ecosystem. See "Business — Our Core Technologies."

OUR CUSTOMERS AND SUPPLIERS

The vast majority of our customers are individual consumers who visit our smart retail cabinets, to whom we offer retail products and with whom we settle transactions directly. Occasionally, our site partners may offer our products to their employees as staff benefits and settle with us directly, in which case these site partners are treated as our customers for settlement purposes. We also generate revenue from the display of advertisements on the digital screens of our smart retail cabinets or provision of services.

In 2023, 2024 and 2025, the revenue attributable to our five largest customers for each year during the Track Record Period was RMB47.6 million, RMB40.2 million and RMB48.7 million, respectively, accounting for 3.9%, 2.4% and 2.4% of our total revenue for the corresponding year, respectively. The revenue attributable to our largest customer for each year during the Track Record Period was RMB39.7 million, RMB31.0 million and RMB26.4 million, respectively, accounting for 3.2%, 1.9% and 1.3% of our total revenue for the corresponding year, respectively.

Our suppliers are primarily product suppliers. We have established partnerships with major food and beverage companies in China and their distributors. In 2023, 2024 and 2025, the purchases attributable to our five largest suppliers for each year during the Track Record Period were RMB186.1 million, RMB236.0 million and RMB295.5 million, respectively, accounting for 31.5%, 31.1% and 33.3% of our total cost of revenue for the corresponding year, respectively. The purchases attributable to our largest supplier for each year during the Track Record Period were RMB56.0 million, RMB72.9 million and RMB105.7 million, respectively, accounting for 9.5%, 9.6% and 11.9% of our total cost of revenue for the corresponding year, respectively.

See "Business — Our Customers" and "Business — Our Suppliers" for more details.

OUR MARKET OPPORTUNITIES AND COMPETITION

The smart retail cabinet operation industry in Chinese Mainland is fragmented and has witnessed rapid growth in the past few years. According to Frost & Sullivan, the size of the smart retail cabinet operation market in Chinese Mainland in terms of installed base increased from 91.4 thousand units in 2021 to 855.3 thousand units in 2025, with a CAGR of 74.9% during the period, and is expected to reach 3,506.6 thousand units by 2030, representing a CAGR of 32.6% from 2025 to 2030. In terms of GMV, the market size of smart retail cabinet operation increased from RMB2.0 billion in 2021 to RMB20.3 billion in 2025, with a CAGR of 78.5% during the period, and is expected to reach RMB68.9 billion in 2030, representing a CAGR of 27.7% from 2025 to 2030, according to Frost & Sullivan. In 2025, we ranked first in the smart retail cabinet operators, in terms of both the installed base of smart retail cabinets and GMV, according to the same source.

Our major competitors include traditional vending machine operators, emerging smart retail cabinet operators, and beverage and packaged food brands that deploy their own self-operated smart retail cabinets. We believe our scale and density, strategic focus on light-traffic scenarios, algorithm-driven automated decision-making, directly operated model, leading site development capabilities, efficient distributed network and experienced management team give us competitive advantages. See "Industry Overview" for more details.

SUMMARY OF HISTORICAL FINANCIAL INFORMATION

The following tables set forth summary financial data from our financial information during the Track Record Period, extracted from the Accountant's Report set out in Appendix I to this document. The summary financial data set forth below should be read together with, and is qualified in its entirety by reference to, our financial statements in this document, including the related notes. Our financial information was prepared in accordance with IFRS.

Summary of Consolidated Statements of Profit or Loss

The following table sets forth a summary of our consolidated statements of profit or loss for the years indicated.

	For the Year Ended December 31,					
	2023		2024		2025	
	RMB	*% of revenue*	*RMB*	*% of revenue*	*RMB*	*% of revenue*
	(in thousands, except for percentages)					
Revenue	**1,243,680**	**100.0**	**1,652,349**	**100.0**	**2,008,941**	**100.0**
Cost of revenue	(591,490)	(47.6)	(759,439)	(46.0)	(888,459)	(44.2)
Gross profit	**652,190**	**52.4**	**892,910**	**54.0**	**1,120,482**	**55.8**
Research and development expenses	(56,065)	(4.5)	(63,740)	(3.9)	(63,915)	(3.2)
Selling and marketing expenses	(585,801)	(47.1)	(749,003)	(45.3)	(960,814)	(47.8)
General and administrative expenses	(24,719)	(2.0)	(37,213)	(2.3)	(46,506)	(2.3)
Net provision of impairment losses on financial assets	(134)	(0.0)	(3)	(0.0)	(40)	(0.0)
Other income and gains/(loss), net	294	0.0	5,010	0.3	1,603	0.1
Operating (loss)/profit	**(14,235)**	**(1.1)**	**47,961**	**2.9**	**50,810**	**2.5**
Finance costs	(14,330)	(1.2)	(14,680)	(0.9)	(10,845)	(0.5)
Finance income	3,235	0.3	3,073	0.2	2,686	0.1
Finance costs, net	(11,095)	(0.9)	(11,607)	(0.7)	(8,159)	(0.4)
Changes in the carrying amount of redemption liabilities	(21,128)	(1.7)	(78,750)	(4.8)	(112,543)	(5.6)
Loss before income tax	**(46,458)**	**(3.7)**	**(42,396)**	**(2.6)**	**(69,892)**	**(3.5)**
Income tax credit	114,947	9.2	25,138	1.5	32,672	1.6
Profit/(loss) and total comprehensive income/(loss) for the year	**68,489**	**5.5**	**(17,258)**	**(1.0)**	**(37,220)**	**(1.9)**

For details of discussion of major components of our consolidated statements of profit or loss, see "Financial Information — Description of Selected Components of Consolidated Statement of Profit or Loss."

Non-IFRS Measures

We use adjusted EBITDA (non-IFRS measure) and adjusted net profit (non-IFRS measure) as additional financial measures, which are not required by, or presented in accordance with IFRS, to supplement our consolidated financial statements which are presented under IFRS. We believe that such non-IFRS measures facilitate comparisons of operating performance from period to period and company to company by eliminating potential impact of certain items and provide useful information to [**REDACTED**] and others in understanding and evaluating our consolidated results of operations in the same manner as they help our management. However, our presentation of the adjusted EBITDA (non-IFRS measure) and adjusted net profit (non-IFRS measure) may not be comparable to similarly titled measures presented by other companies. The use of such non-IFRS measures has limitations as analytical tools, and you should not consider them in isolation from, or as a substitute for analysis of, our results of operations or financial condition as reported under IFRS.

We define adjusted EBITDA (non-IFRS measure) as EBITDA (non-IFRS measure), being profit/loss for the year adjusted by income tax credit, finance costs, net, changes in the carrying amount of redemption liabilities, depreciation of property and equipment, depreciation of right-of-use assets and amortization of intangible assets, adjusted for (i) share-based compensation, which are non-cash in nature, (ii) **[REDACTED]** expenses in relation to the **[REDACTED]**, and (iii) fair value losses on financial liabilities, which represent the difference between the subscription price and the fair value of the shares subscribed by specific Shareholders at the settlement date under fixed-price share subscriptions, which is non-cash in nature. The redemption liabilities were reclassified to equity after the termination of the shareholders' special rights in June 2026.

We define adjusted net profit (non-IFRS measure) as profit/loss for the year adjusted for (i) share-based compensation, (ii) **[REDACTED]** expenses in relation to the **[REDACTED]**, (iii) fair value losses on financial liabilities, and (iv) changes in the carrying amount of redemption liabilities.

The following table sets forth a reconciliation of our profit/loss for the year to adjusted EBITDA (non-IFRS measure) and adjusted net profit (non-IFRS measure) and for the years indicated.

	For the Year Ended December 31,		
	2023	**2024**	**2025**
	(RMB in thousands)		
Profit/(loss) for the year	**68,489**	**(17,258)**	**(37,220)**
Adjusted by:			
Income tax credit	(114,947)	(25,138)	(32,672)
Finance costs, net	11,095	11,607	8,159
Changes in the carrying amount of redemption liabilities	21,128	78,750	112,543
Depreciation of property and equipment	44,120	46,001	46,745
Depreciation of right-of-use assets	14,119	29,252	48,617
Amortization of intangible assets	1,084	1,594	1,907
EBITDA (non-IFRS measure)	**45,088**	**124,808**	**148,079**
Add back:			
Share-based compensation	11,389	15,908	40,947
[REDACTED] expenses	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**
Fair value losses on financial liabilities	–	–	603
Adjusted EBITDA (non-IFRS measure)	**56,477**	**140,716**	**191,380**

	For the Year Ended December 31,		
	2023	2024	2025
	(RMB in thousands)		
Profit/(loss) for the year	**68,489**	**(17,258)**	**(37,220)**
Add back:			
Share-based compensation	11,389	15,908	40,947
[**REDACTED**] expenses	[**REDACTED**]	[**REDACTED**]	[**REDACTED**]
Fair value losses on financial liabilities	–	–	603
Changes in the carrying amount of redemption liabilities	21,128	78,750	112,543
Adjusted net profit for the year (non-IFRS measure)	**101,006**	**77,400**	**118,624**

Summary of Consolidated Statements of Financial Position

The following table sets forth selected information from our consolidated statements of financial position as of the dates indicated.

	As of December 31,		
	2023	2024	2025
	(RMB in thousands)		
Total non-current assets	348,682	421,497	504,034
Total current assets	381,185	512,481	580,850
Total assets	**729,867**	**933,978**	**1,084,884**
Total non-current liabilities	602,748	789,326	917,729
Total current liabilities	358,335	477,218	503,269
Total liabilities	**961,083**	**1,266,544**	**1,420,998**
Net current assets	**22,850**	**35,263**	**77,581**
Net liabilities	**(231,216)**	**(332,566)**	**(336,114)**

Our net current assets increased from RMB35.3 million as of December 31, 2024 to RMB77.6 million as of December 31, 2025, primarily due to (i) an increase in cash and cash equivalents from RMB329.5 million as of December 31, 2024 to RMB394.7 million as of December 31, 2025, and (ii) a decrease in borrowings from RMB85.9 million as of December 31, 2024 to RMB62.0 million as of December 31, 2025, partially offset by an increase in other payables and accrued charges from RMB230.2 million as of December 31, 2024 to RMB280.6 million as of December 31, 2025.

Our net current assets increased from RMB22.9 million as of December 31, 2023 to RMB35.3 million as of December 31, 2024, primarily due to (i) an increase in cash and cash equivalents from RMB262.0 million as of December 31, 2023 to RMB329.5 million as of December 31, 2024, partially offset by (ii) an increase in other payables and accrued charges from RMB188.9 million as of December 31, 2023 to RMB230.2 million as of December 31, 2024.

Our net liabilities increased from RMB231.2 million as of December 31, 2023 to RMB332.6 million as of December 31, 2024, primarily attributable to (i) recognition of redemption liabilities of RMB100.0 million and (ii) loss for the year of RMB17.3 million, partially offset by share-based payments of RMB15.9 million. Our net liabilities increased to RMB336.1 million as of December 31, 2025, primarily attributable to (i) loss for the year of RMB37.2 million and (ii) our repurchase equity of RMB15.0 million, primarily offset by (i) share-based payments of RMB40.9 million and (ii) impact of transferring of shares with special rights of RMB7.7 million. We expect that our net liability position will turn into a net asset position upon the termination of the redemption rights granted to Pre-**[REDACTED]** Investors in June 2026.

For details, see "Financial Information — Discussion of Certain Selected Items from the Consolidated Statements of Financial Position."

Summary of the Consolidated Statements of Cash Flows

The following table sets forth a summary of our cash flows for the years indicated.

	For the Year Ended December 31,		
	2023	2024	2025
	(RMB in thousands)		
Net cash generated from operating activities	111,572	182,125	188,142
Net cash (used in)/generated from investing activities	(8,655)	(37,813)	688
Net cash used in financing activities	(7,140)	(76,808)	(123,542)
Net increase in cash and cash equivalents	**95,777**	**67,504**	**65,288**
Cash and cash equivalents at the beginning of the year	166,176	261,953	329,457
Cash and cash equivalents at the end of the year	**261,953**	**329,457**	**394,745**

For details of discussion of our cash flows, see "Financial Information — Liquidity and Capital Resources — Cash Flows."

Key Financial Indicators

The following table sets forth our key financial ratios as of the dates and for the years indicated.

	As of/For the Year Ended December 31,		
	2023	2024	2025
Revenue growth	N/A	32.9%	21.6%
Gross profit margin[(1)]	52.4%	54.0%	55.8%
Current ratio[(2)]	1.1	1.1	1.2
Inventory turnover days[(3)]	43	44	45

Notes:

(1) Calculated by dividing gross profit by revenue for a specific year.

(2) Calculated by dividing total current assets by total current liabilities as of the dates indicated.

(3) See "— Discussion of Certain Selected Items from the Consolidated Statements of Financial Position — Inventories" for details.

RISK FACTORS

Our operations and the [**REDACTED**] involve certain risks and uncertainties, which are set out in the section headed "Risk Factors" in this document. You should read that section in its entirety carefully before you decide to [**REDACTED**] in our Shares. Some of the major risks we face include: i) if we are not able to effectively manage our businesses, as we continue to scale, our business and prospects may be materially and adversely affected; ii) we may not be able to secure POS locations that meet our operational thresholds for our smart retail cabinets, or at all; (iii) if we fail to maintain our cooperation with existing site partners, or if our site partners reduce the scale of their cooperation with us, our business, financial condition and results of operations may be materially and adversely affected; (iv) our sales performance may be materially and adversely affected by uncertainties in cultivating consumer habits and irrational pricing competition; (v) we may fail to develop tailored product assortments that cater to the preferences of our consumers; (vi) we are subject to risks of shortages or unavailability of products due to disruptions to our operations, deterioration of business relationships with suppliers or potential changes of distribution methods by suppliers; (vii) any system failure or malfunctioning of our intelligent agents or operation systems that support our smart retail cabinets and any failure to fully utilize, integrate or maintain the stability of our technology systems may adversely affect our ability to deliver services, process transactions or support our customers effectively; and (viii) failure to protect confidential information transmitted on our centralized operation system over the cloud operated by third-party cloud service providers could damage our relationship with our site partners, harm our reputation, expose us to litigation and adversely affect our business.

OUR CONTROLLING SHAREHOLDERS

As of the Latest Practicable Date, Mr. Shan controlled the voting rights of 43.28% of our total issued share capital, comprising (i) approximately 10.52% of our total issued share capital held by Mr. Shan directly; (ii) approximately 22.87% of our total issued share capital held by Shenzhen Chengshi and Chengyi Huitong in aggregate, whose general partner is Fengyizushi Investment, a company controlled by Mr. Shan; and (iii) approximately 9.89% of our total issued share capital, the voting rights of which have been proxied to Mr. Shan by Mr. Yuan pursuant to the Voting Proxy Agreement. Immediately after the completion of the [**REDACTED**] (assuming the [**REDACTED**] is not exercised), Mr. Shan, through entities he controlled and the voting proxy arrangements, will control approximately [**REDACTED**]% of the total issued share capital. Therefore, Mr. Shan, together with his controlled entities, namely Shenzhen Chengshi, Chengyi Huitong and Fengyizushi Investment, will be our Controlling Shareholders upon [**REDACTED**]. For details, see "Relationship with our Controlling Shareholders" in this Document.

PRE-[REDACTED] INVESTORS

From August 2021 to November 2025, we have undergone rounds of Pre-[**REDACTED**] Investments, including capital increases, share issuance and/or equity transfers among our existing Shareholders and Pre-[**REDACTED**] Investors. For details, see "History, Development and Corporate Structure – Pre-[**REDACTED**] Investments" in this Document.

APPLICATION FOR [REDACTED] ON THE STOCK EXCHANGE

We have applied to the Stock Exchange for the granting of the [**REDACTED**] of, and permission to [**REDACTED**], our H Shares to be issued pursuant to the [**REDACTED**] (including any H Shares which may be issued pursuant to the exercise of the [**REDACTED**]) and the H Shares to be converted from Unlisted Shares, on the basis that, among other things, we satisfy the market capitalization/revenue test under Rule 8.05(3) of the Listing Rules with reference to (i) our revenue for the year ended December 31, 2025, which is over HK$500 million, and (ii) our expected market capitalization at the time of [**REDACTED**], which, based on the [**REDACTED**], exceeds HK$4 billion.

DIVIDENDS

During the Track Record Period and up to the Latest Practicable Date, we did not declare or pay any dividend. The declaration and payment of any dividends in the future will be subject to the approval of our Shareholders in a shareholder's meeting, our Articles of Association and the PRC Company Law, and will depend on a number of factors, including our earnings, capital requirements, overall financial condition and contractual restrictions. There is no assurance that dividends of any amount will be declared or distributed in any year. Currently, we do not intend to adopt a formal dividend policy or a fixed dividend distribution ratio following the [**REDACTED**]. When distributing the after-tax profits of the current fiscal year, we shall allocate 10% of the profits to the statutory reserve fund. The allocation of the statutory reserve fund may cease once its cumulative balance exceeds 50% of our registered capital. If the statutory reserve fund is insufficient to cover the accumulated losses of previous years, we shall first apply the current year's profits to cover such losses before making any allocation to the statutory reserve fund. After setting aside the statutory reserve fund from the after-tax profits, we may, by a resolution of the shareholders' meeting, also allocate a discretionary reserve fund from the remaining after-tax profits. As a result, we may not have sufficient or any distributable profits to make dividend contributions to our Shareholders.

[REDACTED] EXPENSES

[**REDACTED**] expenses represent professional fees, [**REDACTED**], and other fees incurred in connection with the [**REDACTED**]. The estimated total [**REDACTED**] expenses (based on the mid-point of the [**REDACTED**] range and assuming that the [**REDACTED**] is not exercised) for the [**REDACTED**] are approximately HK$[**REDACTED**] million, accounting for approximately [**REDACTED**]% of our gross [**REDACTED**] from the [**REDACTED**]. The estimated total [**REDACTED**] expenses consist of (i) [**REDACTED**]-related expenses (including but not limited to commissions and fees) of approximately HK$[**REDACTED**] million, and (ii) non-[**REDACTED**] related expenses of approximately HK$[**REDACTED**] million, which consist of fees and expenses of legal advisors and Reporting Accountant of approximately HK$[**REDACTED**] million, and other fees and expenses of approximately HK$[**REDACTED**] million. Approximately HK$[**REDACTED**] million has been or is expected to be charged in profit or loss, and approximately HK$[**REDACTED**] million of the estimated [**REDACTED**] expenses is directly attributable to the [**REDACTED**] of new Shares to the public and will be accounted for as a deduction from equity upon completion of the [**REDACTED**]. During the Track Record Period, we incurred [**REDACTED**] expenses of RMB[**REDACTED**] million (approximately HK$[**REDACTED**] million). We expect to incur additional [**REDACTED**] expenses of approximately HK$[**REDACTED**] million after the Track Record Period. This calculation is subject to adjustment based on the actual amount incurred or to be incurred. The [**REDACTED**] expenses above are the best estimate as of the Latest Practicable Date and are for reference only. The actual amount may differ from such an estimate.

[REDACTED]

FUTURE PLANS AND USE OF [REDACTED]

See "Business — Our Strategies" for a detailed discussion of our future plans.

Assuming an [**REDACTED**] of HK$[**REDACTED**] per [**REDACTED**] (being the mid-point of the [**REDACTED**]), we estimate that we will receive [**REDACTED**] from the [**REDACTED**] of approximately HK$[**REDACTED**] million, after deducting [**REDACTED**] and other estimated expenses payable by us.

We intend to use the [**REDACTED**] from [**REDACTED**] for the following purposes and in the amounts set out as follows: (i) approximately [**REDACTED**]%, approximately HK$[**REDACTED**] million, will be allocated to the expansion of POS network; (ii) approximately [**REDACTED**]%, or approximately HK$[**REDACTED**] million, will be allocated to R&D activities to advance our FLOW Pilot technological integration; (iii) approximately [**REDACTED**]%, or approximately HK$[**REDACTED**] million, will be allocated to global expansion; (iv) approximately [**REDACTED**]%, or approximately HK$[**REDACTED**] million, will be allocated to working capital and general corporate purposes; (v) approximately [**REDACTED**]%, or approximately HK$[**REDACTED**] million, will be allocated to strategic collaboration with brand partners; and (vi) approximately [**REDACTED**]%, or approximately HK$[**REDACTED**] million, will be allocated to deployment of automation hardware, covering picking, sorting, transportation and logistics.

RECENT DEVELOPMENT AND NO MATERIAL ADVERSE CHANGE

Our Directors confirm that, there has been no material adverse change in our financial or trading position or prospects since December 31, 2025 and up to the date of this document and there is no event since December 31, 2025 which would materially affect the information shown in our consolidated financial statements included in the Accountant's Report set out in Appendix I to this document.