FUTURE PLANS

See "Business — Our Strategies" and "Business — Business Sustainability and Path to Profitability" for a detailed discussion of our future plans and our path to profitability.

USE OF [REDACTED]

Assuming that the **[REDACTED]** is not exercised, after deducting the **[REDACTED]** and other estimated **[REDACTED]** expenses payable by us in connection with the **[REDACTED]** and assuming an **[REDACTED]** of HK$**[REDACTED]** per Share (being the mid-point of the indicative **[REDACTED]** stated in this document), we estimate that we will receive **[REDACTED]** of approximately HK$**[REDACTED]** from the **[REDACTED]** In line with our business strategies and development, we intend to use our **[REDACTED]** from the **[REDACTED]** for the purposes and in the amounts set forth below:

Approximately **[REDACTED]**% of the net **[REDACTED]**, or HK$**[REDACTED]**, will be used to enhance our R&D capabilities in key robotics technologies to support our technology and product development. We plan to maintain a high level of R&D investment to continuously advance our robotic products, strengthen our robot technologies and enrich our related product portfolio. Such allocation will fund the product and technology milestones described in "Business — Business Sustainability and Path to Profitability." In particular:

(i) approximately **[REDACTED]**% of the net **[REDACTED]** or HK$**[REDACTED]**, will be used to optimize the performance of our robotic direct drive actuator modules by addressing core technological bottlenecks in high power density and high-efficiency direct drive motors. We will reinforce our technology leadership in robotic direct drive actuator modules by using (a) approximately HK$**[REDACTED]** for enhancing torque output density, response speed and energy conversion efficiency, (b) approximately HK$**[REDACTED]** for advancing model-based control algorithms, and (c) approximately HK$**[REDACTED]** for enriching our robotic actuator module portfolio to support a wider range of application scenarios.

    In this regard, we intend to focus our research on enhancing the overall performance, reliability and application adaptability of our robotic direct drive actuator modules, including products such as the M43 series micro drive motors for indoor service robots and the P0610 series hub motors for outdoor applications such as robotic lawn mowers. For product lines similar to M43 series, we plan to focus on achieving a more compact direct drive motor design with improved power density, torque density and operational stability through optimization of pole-slot configuration, stator winding design and rotor topology, together with integrated improvements in controller hardware, control algorithms and embedded software. For product lines similar to P0610 series, we plan to focus on integrated motor and reducer design for outdoor use cases, including optimization of coaxial alignment, gear load distribution, rigidity, lubrication and axial clearance control, with a view to achieving a highly matched combination of torque, speed, efficiency, temperature rise, vibration and noise performance. We expect to commence such research projects in the second half of 2026, with testing, adjustment and initial commercialization expected in 2027 and further commercialization and product rollout expected in 2028, subject to project progress and market conditions.

(ii) approximately **[REDACTED]**% of the net **[REDACTED]**, or HK$**[REDACTED]**, will be used to improve robot and modular assembly technology. In this regard, we intend to focus our research and development efforts primarily on the following three areas:

(a) approximately HK$**[REDACTED]** will be used to further enhance the integration of AI into our robotic systems through the development, training and deployment of advanced algorithms to improve autonomous decision making, manipulability, mobility and multi scenario adaptability of our robots. Our plans in this area include (1) continuing to advance reinforcement learning for perception and locomotion, so that our robots can maintain pre-processing and traversal capabilities across complex terrains under both effective and degraded perception conditions; (2) introducing advanced technologies such as teleoperation, imitation learning and diffusion models into our robot platforms to improve manipulation performance and passability; and (3) enhancing communication, motion balance and distributed computing capabilities of our robot systems to support further research into multi agent embodied intelligence.

(b) approximately HK$**[REDACTED]** will be used to strengthen our Sim2Real and Real2Sim platforms to accelerate algorithm iteration, testing and deployment and thereby shorten development cycles. For Sim2Real, we have established training platforms based on mainstream training environments, such as platforms on Isaac Gym and Isaac Lab, and simulation platforms based on mainstream simulation tools, such as platforms on Gazebo, Mujoco and Webots. Based on the DDS communication framework under ROS2, we have also achieved greater unification between simulation code and code for physical robots, which helps reduce the Sim2Real gap. Going forward, we plan to further improve inertia matching and joint motor torque matching through dedicated testing environments and testing fixtures to reduce discrepancies between simulated and physical performance. For Real2Sim, we will establish terrain randomization workflows, under which terrain information from service scenarios is first captured through three dimensional reconstruction, then converted into collision models and imported into the training environment, so that robots can be trained and validated in simulated environments before deployment to physical environments. We believe these platforms will help reduce the number of physical prototype tests, improve training and validation efficiency, accelerate parameter tuning and scenario adaptation, and gradually build skill libraries for robots across different service scenarios, thereby shortening development cycles and supporting commercialization.

(c) approximately HK$**[REDACTED]** will be used to deepen our research on modular reconfiguration technology to improve module level and system level modularity and explore more flexible robot forms. Our planned researches in this area include (1) developing a unified hardware architecture capable of supporting a full range of embodied intelligent robots; (2) enabling reconfigurable kits and components based on actual application scenarios under such hardware architecture; and (3) continuously upgrading our control and perception capabilities to enhance terrain coverage, multimodal adaptability and system flexibility.

In line with our R&D strategies, we plan to recruit additional R&D personnel to expand our team and strengthen our capabilities. The following table sets forth our non-exhaustive recruitment plan and the associated expenses:

Position	No.	Major selection criteria	Role and responsibility	Salary/cost in total
Actuator Modules/ Robotics Product Manager	3	Degree in mechanical engineering, robotics, AI or related disciplines; at least five years of experience in hardware and software product management; strong understanding of actuator module and robotics technologies, application scenarios, supply chain, cost structure and commercialization pathways.	Define product specifications and functional scope for actuator modules and robots; formulate product roadmaps and iteration plans; coordinate with R&D, supply chain and marketing teams; analyze application scenarios and customer needs.	HK$**[REDACTED]**
Robotics Algorithm Engineer	5	Degree in computer science, artificial intelligence, automation, mathematics or related disciplines; strong research background in vision-language models, end-to-end embodied intelligence models or multimodal fusion algorithms involving vision, language and motion.	Establish algorithm training, testing and validation systems; collaborate with hardware and mechanical teams to address algorithm-hardware integration issues.	HK$**[REDACTED]**
Actuator Module Robotics Structure Engineer	12	Degree in mechanical engineering, mechanical design and manufacturing or related disciplines; solid understanding of the structural principles of actuator modules and robots; ability to independently design and optimize robot bodies, joints and transmission mechanisms.	Participate in the overall structural design of actuator modules and robots and the selection of key components; be responsible for the R&D and optimization of related product structures, including power modules, joint modules, transmission systems and robot body structures.	HK$**[REDACTED]**
Motor Development Engineer	10	Degree in motor and electrical engineering, automation or related disciplines; strong expertise in motor electromagnetic design, structural design and thermal simulation analysis; familiar with optimization technologies for high torque density.	Be responsible for the end to end design of motors for actuator modules and robotic joint modules; address core technical challenges relating to high torque density, miniaturization and lightweight design to support competitive motion precision and response speed; formulate motor performance testing plans.	HK$**[REDACTED]**

Approximately **[REDACTED]**% of the net **[REDACTED]**, or HK$**[REDACTED]**, will be used to deepen our collaboration with industry partners, broaden our sales network, and further strengthen our brand presence. This allocation supports the customer collaboration and expansion initiatives described in "Business — Business Sustainability and Path to Profitability." In particular:

(i) approximately **[REDACTED]**% of the net **[REDACTED]**, or HK$**[REDACTED]**, will be used to strengthen our sales and service capabilities, with approximately HK$**[REDACTED]** allocated to the domestic markets and HK$**[REDACTED]** allocated to overseas markets. In China, we will (a) recruit approximately eight additional sales and service personnel, including sales managers, account managers, and technical support engineers, (b) offer more competitive compensation to enhance retention, and (c) provide systematic training to our sales and service team to improve their professional capabilities. Internationally, we expect to (a) recruit approximately four additional sales and service personnel overseas, and (b) collaborate with local channel partners in market development and customer services. We will take Japan and South Korea as the initial foothold for our globalization strategy and progressively expand into North America and Europe, including Canada and Germany. We selected these markets because they possess mature industrial bases and strong demand for robotics and automation products, which is conducive to promoting our robotic actuator modules and expanding application scenarios. We believe that we possess the requisite expertise to tap into these overseas markets based on (a) our close and ongoing relationships with customers that are expanding into overseas markets, which have provided us with valuable insights into overseas customer needs and market requirements, (b) our market assessments of these target markets, (c) our collaboration with local partners and industry experts,

and (d) our participation in industry exhibitions in these target markets. These efforts have further enhanced our understanding of local customer demand and market requirements.

For our robotic actuator modules business, we intend to initially adopt a strategy of following our customers, with our overseas expansion primarily driven by the business development and expansion needs of our customers. Depending on customer demand, this may involve supporting customers' overseas product deployment and facilitating localized fulfillment. As our business continues to grow, we plan to introduce local partners to facilitate market entry and production promotion, upgrade local marketing capabilities, and develop overseas R&D and service capabilities. For our robot business, we intend to directly adopt a local partner strategy, pursuant to which we will engage overseas partners to assist us in product delivery and after sales support. In support of this strategy, we will allocate additional budget for marketing and branding to build our international brand image, and establish relevant operational teams to support overseas partners operation and development as well as cross border logistics.

According to Frost & Sullivan, the competitive landscape of the target overseas markets has not yet fully consolidated and opportunities remain for market participants with advanced technologies, and the demand for robotics and automation products in such overseas markets has continued to grow, with the global shipment volume of robots recording a CAGR of approximately 18.7% over the past four years and the shipment volume of robotic actuator modules recording a CAGR of approximately 8% over the same period. Compared with other international competitors in the same industry, our products demonstrate competitive performance in terms of precision, efficiency, and reliability. From a business foundation perspective, we have established an initial overseas business presence through overseas sales (with overseas revenue of approximately RMB1.20 million, RMB0.26 million and RMB1.80 million in 2023, 2024 and 2025, respectively), prototype deliveries, industry exhibitions and conferences, and pilot projects. From an industry development perspective, the overseas expansion of Chinese robotics companies has become an increasingly notable trend in recent years, reflecting the growing competitiveness of Chinese robotics products and technologies in international markets. According to Frost & Sullivan, the overseas consumer robotics market recorded strong growth from 2021 to 2025, with a CAGR of 18.9% across consumer application scenarios. The cleaning robotics segment, including robotic vacuum cleaners, floor-washing robots and window-cleaning robots, recorded an even higher CAGR of 19.3% over the same period. The growth of the global cleaning robotics market has been driven in significant part by the continued expansion of Chinese brands into overseas markets. Chinese brands ranked among the top five market participants globally by shipment volume and collectively accounted for nearly 70% of the global market share. Supported by strengths in algorithms, integrated docking station technologies and well-established supply chain ecosystems, Chinese brands have continued to enhance competitive positioning and expand presence in overseas markets. As of December 31, 2025, we had collaborated with four of the top ten consumer robotics providers globally in terms of revenue in 2025. Against this backdrop, together with our experience collaborating with leading industry participants and our understanding of customer requirements, we believe that we are well positioned to capture the growing demand for robotics and automation products in our target overseas markets.

(ii) approximately **[REDACTED]**% of the net **[REDACTED]**, or HK$**[REDACTED]**, will be used to strengthen collaboration across the robotics value chain by deepening engagement with downstream customers and establishing structured cooperation mechanisms with upstream suppliers. On the customer side, we intend to deepen collaboration with customers in product development and application scenarios, including (a) participating in customers' new product development process

at an early stage and integrating our direct drive technologies and robotic design concepts into their product development frameworks, (b) carrying out customized module development and parameter optimization based on different application scenarios, (c) promoting product iteration and optimization through prototype testing, application validation and continuous feedback mechanisms, and (d) providing application support and after-sales services to enhance user experience and product stability. On the supplier side, we intend to establish strategic procurement and collaborative R&D mechanisms with key upstream raw material suppliers. In particular, we plan to cooperate with suppliers on the (a) selection and development of key materials and components, (b) sample making, (c) testing and validation, and (d) process optimization for new product introduction. In addition, we plan to refine product specifications and strengthen supply planning and delivery coordination with our suppliers. As of the Latest Practicable Date, we have been in discussions with certain customers and suppliers regarding potential collaborative arrangements. The collaborations generally will be implemented in phases, including requirement identification, product development, testing and validation, and subsequent commercial deployment. At present, the collaborations are expected to be conducted primarily with customers and suppliers in the Chinese Mainland.

Approximately **[REDACTED]**% of the net **[REDACTED]**, or HK$**[REDACTED]**, will be used for improving our production capability and efficiency to support the rapid growth of our business. This allocation supports the operating efficiency measures described in "Business — Business Sustainability and Path to Profitability." In particular:

(i) approximately **[REDACTED]**% of the net **[REDACTED]**, or HK$**[REDACTED]**, will be used to construct highly automated flexible production lines, focusing on enhancing the mass production capabilities of our robotic actuator modules. Our plans include implementing new production lines, scaling our existing lines, and expanding our production workforce. Our previously planned production capacity was designed on the basis of a theoretical maximum of 50,000 units, and such figure represented the theoretical maximum daily production capacity under full equipment utilization and sufficient availability of materials, labor and other production resources. In practice, customer demand is subject to fluctuations and may become concentrated during certain peak periods. According to Frost & Sullivan, demand for robotics and automation products is expected to continue to grow, with the global shipment volume of robots forecasted to record a CAGR of approximately 19.1% over the next five years and the shipment volume of robotic actuator modules forecasted to record a CAGR of over 10% over the same period. As our order volume continues to grow, a daily production capacity of 50,000 units is no longer sufficient to meet expected peak demand. Based on the customer demand in February 2026, the daily demand from customers was approximately 90,000 units, representing a gap of approximately 40,000 units compared to our existing maximum daily production capacity of 50,000 units. In the first five months of 2026, our daily production volume reached or exceeded our maximum daily production capacity of 50,000 units on 47 days, with an overall average of approximately 48,700 units per day. Among the 47 days, (i) 30 days exceeded 60,000 units; (ii) the average daily production volume was approximately 65,800 units; and (iii) daily production volume peaked at approximately 80,000 units. After taking into account uncertainties relating to the continuity and timing of customer demand, potential fluctuations in order execution schedules and other operational factors, and adopting a prudent approach, we estimate that our daily production capacity requirement in 2026 to be at least 80,000 units. Accordingly, we plan to increase production capacity to maintain a necessary strategic buffer above anticipated peak demand levels, supporting our ability to fulfill orders during periods of concentrated customer demand and

mitigating lead time risks arising from order execution uncertainties. In addition, as technological capabilities in the robotics and automation industry continue to advance, we also need to further optimize or construct new production facilities and production lines to keep pace with industry technological advancement and meet evolving customer demands. We believe that additional production lines are necessary to support cost optimization and manufacturing efficiency. Accordingly, the new production lines are expected to enhance our manufacturing flexibility and automation level to position us to capture market opportunities.

The products to be manufactured on the new production lines will primarily include robotic direct drive actuator modules, embodied joint modules and robots, and we expect the production capacity to increase by approximately 41%, 34% and 12%, respectively. In 2026, we plan to add four additional automated production lines, with two expected to be operational by the end of July 2026. The actual implementation timetable and capacity expansion may be adjusted in light of market conditions, customer demand, product development progress and operational needs.

(ii) approximately **[REDACTED]**% of the net **[REDACTED]**, or HK$**[REDACTED]**, will be used to optimize our manufacturing processes by integrating Industrial Internet of Things ("**IIoT**") and data intelligence technologies to build digitalized smart production bases. Specifically, we plan to promote the deployment of a Manufacturing Execution System ("**MES**") to establish integrated data connectivity and digitalized management across the entire production process. Through equipment interconnection, real-time production monitoring, intelligent production scheduling and closed-loop quality traceability, we aim to improve production efficiency, maximize equipment utilization, optimize capacity allocation and enhance product quality control and traceability capabilities.

The implementation is expected to be carried out in phases. In 2026, we plan to complete the initial deployment of core digital infrastructure and smart manufacturing systems. In 2027, we plan to implement real-time production data collection and intelligent production scheduling. In 2028, we plan to further enhance data analysis and quality traceability capabilities by establishing digital product records and rapid issue response mechanisms.

Approximately **[REDACTED]**% of the net **[REDACTED]**, or HK$**[REDACTED]**, will be used for working capital and general corporate uses.

The implementation of our use of **[REDACTED]** is expected to increase our cost base and cash outflows in the near term. However, in a long term, these investments will enhance our product competitiveness, improve operational efficiency and scale, strengthen commercialization capabilities and supply chain resilience, and support revenue growth and margin improvement. The table below summarizes the planned yearly allocation of the net **[REDACTED]** from the **[REDACTED]** by nature, from 2026 through 2030. **[REDACTED]** should note that these plans are based on assumptions and are subject to uncertainties, including the risks related to R&D, competitors and rapid technological changes as described in the "Risk Factors" section of this document.

	Year ended December 31,						
Yearly Allocation Summary	**2026**	**2027**	**2028**	**2029**	**2030**	**Total**	**Approximate % of the total**
			(in HK$ **[REDACTED]***)*				
Enhance our R&D capabilities in key robotics technologies	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**
Improve our operational and marketing capabilities	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**
Expand production capacity and strengthen digitalized manufacturing	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**
Working capital and general corporate uses	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**
Total	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**

In the event that the **[REDACTED]** is set at the maximum **[REDACTED]** or the minimum **[REDACTED]** of the indicative **[REDACTED]** range, the net **[REDACTED]** of the **[REDACTED]** will increase or decrease by approximately HK$**[REDACTED]**, respectively.

The additional net **[REDACTED]** that we would receive if the **[REDACTED]** was exercised in full would be (i) HK$**[REDACTED]** (assuming an **[REDACTED]** of HK$**[REDACTED]** per Share, being the maximum **[REDACTED]** of the indicative **[REDACTED]** range), (ii) HK$**[REDACTED]** (assuming an **[REDACTED]** of HK$**[REDACTED]** per Share, being the mid-point of the indicative **[REDACTED]** range) and (iii) HK$**[REDACTED]** (assuming an **[REDACTED]** of HK$**[REDACTED]** per Share, being the minimum **[REDACTED]** of the indicative **[REDACTED]** range). To the extent that the net **[REDACTED]** from the **[REDACTED]** are either more or less than expected, we will adjust our allocation of the net **[REDACTED]** for the above purposes on a pro rata basis.

To the extent that the net **[REDACTED]** of the **[REDACTED]** are not immediately used for the purposes described above, we will only deposit the unused 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 applicable laws and regulations in other jurisdictions).