FUTURE PLANS

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

[**REDACTED**]

After deducting the [**REDACTED**] commissions and other estimated [**REDACTED**] expenses payable by us in connection with the [**REDACTED**], and assuming an [**REDACTED**] of HK$[**REDACTED**] per H [**REDACTED**] (being the mid-point of the indicative [**REDACTED**] of HK$[**REDACTED**] and HK$[**REDACTED**]), we estimate that we will receive net [**REDACTED**] of approximately HK$[**REDACTED**] from the [**REDACTED**]. We intend to use the net [**REDACTED**] from the [**REDACTED**] for the purposes and in the amounts set forth below:

- approximately [**REDACTED**]% of the net [**REDACTED**], or HK$[**REDACTED**], will be used for continuous R&D to solidify and further advance our leading positions in robotics technologies by enhancing our in-house manufacturing capabilities of core components used in our robots and robotics solutions, integrating our products into high-value-added robotics solutions and seizing growing market opportunities arising from embodied intelligent robot technologies. The [**REDACTED**] will be used to support our sustainable growth and profitability through focusing R&D efforts on high-value scenarios and strengthening supply chain self-sufficiency. Specifically:
  - approximately [**REDACTED**] of the net [**REDACTED**], or HK$[**REDACTED**], will be used for the R&D of AI and embodied intelligent robot technologies to enhance the autonomy, lower deployment barriers and improve the interaction and decision-making capabilities for our robots, while exploring next-generation robotics platforms. The next-generation robotics platform is a robotics system that continuously integrates the latest AI advancements to overcome current limitations in spatial cognition and process control, evolving from a specialized device into a general-purpose intelligent platform. More specifically:
    (1) approximately [**REDACTED**] of the net [**REDACTED**], or HK$[**REDACTED**], will be used to develop smart robot programming platforms that integrate natural language interaction, vision-based demonstration and digital twins. We plan to integrate the alignment of large language models with robotic tasks, construction of scenario-based datasets, algorithm training and development of an open developer ecosystem, with a goal to reduce deployment cost and time of our automation solutions.

    (2) approximately [**REDACTED**] of the net [**REDACTED**], or HK$[**REDACTED**], will be used to develop the multi-modal perception and navigation system for embodied intelligent robot, featuring perception systems that fuse visual, LiDAR and inertial sensor data to enable robust localization, mapping, obstacle avoidance and path planning in complex and dynamic environments. The need to develop the multi-modal perception and navigation system is to continuously integrate the latest breakthroughs in Vision-Language-Action and embodied AI, such as spatial cognition and dynamic control, beyond our current version, enabling the transition from basic multimodal features to true environmental understanding and autonomous decision-making. We plan to allocate more resources to multi-sensor fusion algorithm development, large-scale real-world data collection and simulation-based training as well as decision models for dynamic obstacle prediction and interaction.

    (3) approximately [**REDACTED**] of the net [**REDACTED**], or HK$[**REDACTED**], will be used to support the development and commercialization of high-speed and high-payload embodied intelligent robot, creating an integrated platform capable of large-scale autonomous mobility, dexterous manipulation and strong task-level decision-making. Such platform will integrate the above perception and navigation systems and embed advanced AI-based task understanding and real-time planning algorithms, enabling autonomous execution of tasks across diverse and complex application scenarios. We plan to further increase our investment in lightweight high-strength body development, validation of high power-density joint modules, embedded deployment and optimization of AI algorithms, full-system integration and large-scale real-world data collection

and closed-loop training, with a view to progressing from high-performance prototypes toward scalable application, while driving greater market penetration within the embodied intelligent robot hardware and data ecosystems.

- approximately [**REDACTED**]% of the net [**REDACTED**], or HK$[**REDACTED**], will be used for the optimization and expansion of our robots and solutions. Our goal is to translate our key technologies into commercially competitive product and solution [**REDACTED**] by developing highly reliable, high-precision robots and robotics solutions tailored for extreme environments and high-value application scenarios. More specifically:

  (1) approximately [**REDACTED**]% of the net [**REDACTED**], or HK$[**REDACTED**], will be used for the development of next-generation fully redundant drive-and-control integrated platforms. The next-generation fully redundant drive-and-control integrated platform refers to a controller platform that upgrades existing drive-and-control integration with hardware redundancy and software fault-tolerance to achieve functional safety certification, enabling safe and continuous operation even under single-point failures. These platforms will feature full hardware-level redundancy across power supply, communication and computing units, combined with software fault-tolerant architectures and advanced motion control algorithms, enabling fault self-diagnosis, isolation and recovery. It combines the "brain" and "muscle driver" into one unit for faster response, while building in backup hardware and self-checking software so the system keeps running safely even if a component fails. We plan to direct efforts toward redundancy structural design verification, functional safety certification (including SIL and PL standards) and development of industry-specific software libraries using the [**REDACTED**], with a view to enhancing applicability in mission-critical scenarios. The platform enables entry into high-reliability markets such as semiconductor manufacturing, medical equipment, and aerospace, where safety failures are unacceptable. It also provides the functional safety certifications required for European and North American markets, creating a technological advantage that few domestic competitors can match.

  (2) approximately [**REDACTED**]% of the net [**REDACTED**], or HK$[**REDACTED**], will be used to support the research and commercialization of space robotic arm designed for operation in extreme space environments, including vacuum, radiation and extreme temperature conditions. We plan to invest in and further enhance our R&D capabilities for environmental adaptability design, space-environment simulation testing, prototype assembly and integration as well as comprehensive ground-based validation, with a goal to completing technical feasibility verification and system-level validation for future applications in space servicing and exploration.

  (3) approximately [**REDACTED**]% of the net [**REDACTED**], or HK$[**REDACTED**], will be used for the development of specialized robots for semiconductor front-end and back-end manufacturing processes, specifically for wafer handling, packaging and testing applications that demand stringent standards for cleanliness, micro-vibration, cycle time and positioning accuracy. We plan to primarily focus on high-stiffness lightweight robot structures, active and passive vibration suppression and vision-based high-precision trajectory control, and plan to use the net [**REDACTED**] for cleanroom performance testing and calibration, joint debugging with semiconductor equipment manufacturers and development of mass-production processes, so as to provide high-precision and high-reliability robots for the semiconductor industry.

- approximately [**REDACTED**]% of the net [**REDACTED**], or HK$[**REDACTED**], will be used for the R&D of key technologies and manufacturing processes of core components of robots to enhance product performance, ensure supply chain security and optimize our cost structure, with a goal to gradually enhance the independent development capability of core components and setting industry benchmarks. Specifically, we plan to primarily focus on the next-generation (i) high speed and high-power-density servo motors designed to address the core challenge of robotic power systems, (ii) reducers featuring high torque, high stiffness and wide transmission ratio range, and (iii) high-load, high-stiffness, high-response and lightweight integrated joint modules.

- approximately [**REDACTED**]% of the net [**REDACTED**], or HK$[**REDACTED**], will be used for the construction of a multifunctional headquarters and the enhancement of our production capacity. The [**REDACTED**] will be used to comprehensively empower our overall business operations by consolidating our leading position in the high-speed industrial robot industry and deepening downstream penetration, which is aimed at supporting our sustainable growth and enhanced profitability. Specifically:

  - approximately [**REDACTED**]% of the net [**REDACTED**], or HK$[**REDACTED**], will be used for the construction of a multifunctional headquarters in Tianjin, China. We plan to integrate R&D, advanced manufacturing, testing and validation, supply chain coordination, and corporate operation and management functions in our multifunctional headquarters. We believe that consolidating all core functions within a facility will improve our operational efficiency, enhance our cross-functional collaboration and support the commercialization of our R&D outcomes.

    The following table sets forth the specific timeline for construction of our multifunctional headquarters.

Time	Allocation of Net [REDACTED]	Specific Construction Scale and Corresponding Facilities
2026	HK$[**REDACTED**]	Preliminary design, consulting, construction application and approval
2027	HK$[**REDACTED**]	Main building construction
2028	HK$[**REDACTED**]	Main building construction, as well as commencement of installation works, equipment procurement and assembly, and decoration works
2029	HK$[**REDACTED**]	Main building construction entering the final acceptance phase; installation works, equipment procurement and assembly, and decoration works in progress
2030	HK$[**REDACTED**]	Entering the final completion phase, reaching a usable state

  - approximately [**REDACTED**]% of the net [**REDACTED**], or HK$[**REDACTED**], will be used for the upgrade of our existing production lines at Tianjin, Wuxi, Suzhou (Kunshan) and Suzhou (Wujiang). See "Business — Our Production — Our Production Facilities." We plan to focus on improving automation, flexibility and consistency across our manufacturing processes by procuring new production equipment, testing facilities, supporting systems and related supporting facilities. Through production line upgrades, the facilities in Tianjin, Wuxi, and Kunshan are each expected to achieve an annual capacity of 5,000 units, while the Wujiang facility is expected to reach an annual output value of RMB 300 million, all with an anticipated capacity utilization rate of over 80%. Our goal is to improve our production efficiency, quality control and capacity utilization, enabling us to meet our customers' demand for reliable and scalable delivery.

- approximately [**REDACTED**]% of the net [**REDACTED**], or HK$[**REDACTED**], will be used for overseas business expansion and brand development to advance our global footprint. The [**REDACTED**] will be used to support our sustainable growth and profitability through accelerating overseas market expansion to cultivate new growth drivers.

  - approximately [**REDACTED**]% of the net [**REDACTED**], or HK$[**REDACTED**], will be used to establish and expand our overseas sales networks and business channels. We intend to strengthen our presence in selected overseas markets by building localized sales, technical support and service capabilities by cooperating with qualified local partners and distributors. Specifically, we plan to partner with core agents (leveraging their local sales and service networks), large trading companies in the Middle East (utilizing their existing channel resources), and professional industrial robot agents in Europe (who possess extensive local customer bases and established service networks). Our goal is to enhance our responsiveness to overseas customers' demands, support product sales, project delivery and after-sales service, and facilitate the expansion of our international customer base.

The following table sets forth detailed locations, business prospects, detailed strategies, marketing plan and timeline on how we would like to advance our overseas sales networks and business channel.

Time	Location	Detailed Strategies	Marketing Plan
2026-2027 .	East Asia, Southeast Asia, Middle East, Europe, North America	• Select and sign distributors in core locations • Establish cooperation mechanisms for key agents, focusing on Europe service support • Obtain product certifications in East Asia • Set up overseas subsidiaries and initial teams • Establish service center in Europe • Build initial sales and service networks, prioritizing Europe	• Participate in key trade fairs • Launch multilingual website and social media • Target SME customers to expand client base • Promote standardized products in food & beverage, electronics assembly, packaging • Increase marketing spend on trade shows and online campaigns, focusing on Europe
2028-2029 .	East Asia, Southeast Asia, Middle East, Europe, North America	• Expand to new locations and add distributors • Pursue Underwriters Laboratories/Food and Drug Administration certifications in North America • Strengthen service centers in Middle East and Southeast Asia with technical staff • Build local direct sales teams to target key clients	• Attend major trade shows and recurring shows • Increase online presence with localized search engine advertisements • Host technical seminars • Target key clients to expand customer base • Promote customized products for automotive, petrochemical, packaging • Improve customer repurchase rates

Time	Location	Detailed Strategies	Marketing Plan
2030	Europe, North America	• Complete full channel coverage in core and satellite locations • Obtain Underwriters Laboratories/Food and Drug Administration and all East Asia product certifications • Establish service centers in Middle East and North America • Expand profitability scale • Complete localization with local staff in key positions	• Continue participating in key trade fairs • Optimize case studies with multilingual brochures and videos • Partner with local industry associations and universities to enhance brand recognition • Expand both key and SME customer bases, improve repurchase rates • Promote new technologies and products in high-end niche segments

  - approximately [**REDACTED**]% of the net [**REDACTED**], or HK$[**REDACTED**], will be used for global branding, promotion and marketing activities. In particular, we plan to conduct customer relationship and brand-building initiatives in overseas markets, including brand promotion and advertising campaigns, participation in industry exhibitions, hosting new product launching events and strengthening direct customer engagement, to enhance our brand visibility and recognition globally.

- approximately [**REDACTED**]% of the net [**REDACTED**], or HK$[**REDACTED**], will be used for working capital and other general corporate purposes. The [**REDACTED**] will be used to support our sustainable growth and profitability through attracting and developing top talent to build a world-class management and R&D team.

The above allocation of the [**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**]. If the [**REDACTED**] is set at HK$[**REDACTED**] per [**REDACTED**], which is the high end of our indicative [**REDACTED**], the net [**REDACTED**] from the [**REDACTED**] will increase by approximately HK$[**REDACTED**]. If the [**REDACTED**] is set at HK$[**REDACTED**] per [**REDACTED**], which is the low end of our indicative [**REDACTED**], the net [**REDACTED**] from the [**REDACTED**] will decrease by approximately HK$[**REDACTED**]. Any additional [**REDACTED**] received from the exercise of the [**REDACTED**] will also be allocated to the above purposes on a pro rata basis. In the event that the [**REDACTED**] is exercised in full, we will receive net [**REDACTED**] of HK$[**REDACTED**] (after deducting the estimated [**REDACTED**] commissions and other fees and expenses paid and payable by us in connection with the [**REDACTED**] and assuming an [**REDACTED**] of HK$[**REDACTED**] per [**REDACTED**], being the mid-point of our indicative [**REDACTED**]).

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 with 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.