

## FUTURE PLANS AND USE OF [REDACTED]

### FUTURE PLANS

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

### USE OF [REDACTED]

Assuming that the [REDACTED] is not exercised, after deducting the [REDACTED] and other estimated [REDACTED] 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] range 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 [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 the development and management of our store network, including expanding our franchise and self-operated store networks, upgrading existing stores, and strengthening the management and support of our franchise stores, to broaden our geographical coverage, deepen our market penetration and enhance the operating quality of our store network over the next five years. Approximately HK\$[REDACTED], HK\$[REDACTED], HK\$[REDACTED], HK\$[REDACTED] and HK\$[REDACTED] are expected to be allocated for this purpose in 2027, 2028, 2029, 2030 and 2031, respectively. In particular:
  - o approximately [REDACTED]% of the net [REDACTED], or HK\$[REDACTED], will be used to expand our franchise store network. We plan to open approximately 1,300 franchise stores including approximately 260 in Guangdong Province and approximately 1,040 across other regions in Chinese Mainland, Hong Kong and Macau, with approximately 170, 230, 250, 300 and 350 franchise stores planned for opening in 2027, 2028, 2029, 2030 and 2031, respectively. Our franchise model enables rapid, high-quality growth of our store network, reduces our capital burden and allows us to leverage franchisees’ local resources and execution capabilities, enabling us to quickly enter new cities and residential communities, achieve greater scale, and strengthen our position in the highly competitive fresh product retail market.

We intend to invest in: (i) conducting franchisee acquisition and promotion activities, including organizing and participating in exhibitions and placing online advertisements to reach prospective franchisees; and (ii) recruiting 30 operational personnel to identify and screen potential franchisees, manage the onboarding process, deliver training to new franchisees and their staff, and oversee the development and opening of new franchise stores. These measures are expected to ease early operational pressures, support local market development and customer acquisition, and accelerate the ramp-up of new stores toward stable, ongoing operations.

Our ability to implement our franchise store expansion is supported by our franchise-led expansion strategy and established operating capabilities. We have implemented standardized operating procedures covering franchisee acquisition, site selection, store design and decoration, training, store operations and performance monitoring. These procedures facilitate consistent store operations in accordance with our standards and enable us to provide centralized supply chain management, system support and franchisee management. In addition, we intend to recruit the aforementioned operational personnel to support the planned expansion. As our store network expands, increased store density within each region is expected to improve the utilization and efficiency of our procurement,

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sorting, processing and cold-chain logistics resources, thereby enhancing economies of scale. Our existing supply chain infrastructure, together with the planned upgrades and expansion of our distribution centers, is expected to support the phased expansion of our franchise store network.

- o approximately [REDACTED]% of the net [REDACTED], or HK\$[REDACTED], will be used to open and operate approximately 100 new self-operated stores. We plan to open approximately 100 new self-operated stores including approximately 20 in Guangdong Province and approximately 80 across other regions in Chinese Mainland, Hong Kong and Macau, with approximately 12, 18, 20, 22 and 28 self-operated stores planned for opening in 2027, 2028, 2029, 2030 and 2031, respectively. The expected set-up costs for each store range from RMB1.0 million to RMB2.0 million, including equipment procurement, store renovation and decoration. The [REDACTED] will also be used for rental and the day-to-day operations of new stores, covering expenses such as employee benefits, utilities and marketing activities. They will serve as operational benchmarks, pilot program for new store formats, products and systems, and training hubs for store managers and staff.

In implementing this plan, we will leverage our established capabilities in site selection, store set-up, training, supply chain management and digital operations. Our self-operated stores are intended to remain a strategic complement to our store network expansion. See “Business — Our Sales Network — Offline Sales Network — Our Self-Operated Stores.”

- o approximately [REDACTED]% of the net [REDACTED], or HK\$[REDACTED], will be used to upgrade existing stores. The relevant [REDACTED] will principally be used to support store renovation and refurbishment to improve store appearance and functionality and promote consistent brand presentation across our store network.
- o approximately [REDACTED]% of the net [REDACTED], or HK\$[REDACTED], will be used to strengthen the management and support of our franchise stores. We intend to use the relevant [REDACTED] for providing ongoing operational training and support to franchisees and their staff, focusing on day-to-day store management and operational best practices to foster collaboration, knowledge sharing and mutual support across our store network.

We will focus on further penetration within cities and regions where we already operate, particularly in select markets across Eastern, Central, and Southwestern China, while continuing to adhere to our established standards and procedures for store location selection and anti-cannibalization. See “Business — Our Sales Network — Offline Sales Network — Store Location Selection and Anti-cannibalization”.

We believe that our store expansion plan is supported by sufficient market demand. According to CIC, the market size of community-based fresh product chains in China is expected to increase from RMB816.5 billion in 2026 to RMB1,415.4 billion in 2030, representing a CAGR of 14.7%. By region, the Eastern China market is forecast to expand from RMB264.8 billion to RMB461.9 billion (CAGR 14.9%), Central China market from RMB109.8 billion to RMB213.7 billion (CAGR 18.1%) and Southwestern China market from RMB76.0 billion to RMB130.0 billion (CAGR 14.4%) over the same period. The market remained fragmented, with the top five players together accounting for a 6.5% share in terms of GMV of fresh products in 2025.

Our market share in the community-based fresh product chains industry in 2025 was 1.9% nationally, 0.5% in Eastern China, 1.5% in Central China and 1.8% in Southwestern China. This low penetration provides a sustainable demand base to support our future store expansion.

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The key assumptions of our store expansion plan are that (i) market demand in our target markets, including selected markets in Eastern China, Central China and Southwestern China, will remain sufficient to support the planned expansion, (ii) we will be able to acquire qualified franchisees and store personnel and identify and secure suitable store locations on commercially reasonable terms in accordance with our site selection and anti-cannibalization criteria, and (iii) our planned investments in integrated distribution centers will be implemented in step with our store roll-out and, together with our existing supply chain infrastructure, provide sufficient capacity to support the new stores. We will continue to assess these factors and may adjust the pace and geographic allocation of store openings as appropriate.

The expansion of our store network is expected to expand our revenue base, improve economies of scale over time, and enhance operating cash inflows, while also increasing execution and operational management requirements.

- approximately [REDACTED]% of the net [REDACTED], or HK\$[REDACTED], will be used for strengthening supply chain capabilities by enhancing our procurement efficiency and upgrading integrated distribution centers over the next five years. Approximately HK\$[REDACTED], HK\$[REDACTED], HK\$[REDACTED], HK\$[REDACTED] and HK\$[REDACTED] are expected to be allocated for this purpose in 2027, 2028, 2029, 2030 and 2031, respectively. In particular:
  - o approximately [REDACTED]% of the net [REDACTED], or HK\$[REDACTED], will be used to upgrade and expand our integrated distribution centers and strengthen our core product processing capabilities.

We plan to upgrade existing integrated distribution centers by (i) expanding sorting, processing, and storage areas to increase daily order processing capacity, (ii) introducing advanced automation equipment such as automated sorting lines, intelligent weighing, automatic labeling and packaging systems, to reduce manual operations, and (iii) equipping centers with specialized processing equipment, such as equipment for grading, cutting and standardized packaging of fresh produce, to strengthen our ability to supply customized and differentiated products.

In addition, we plan to establish two new integrated distribution centers with advanced food processing capabilities in Eastern China and Northern China by 2029 and 2031, respectively, each of which is expected to be capable of serving a radius of approximately 100km to 200km. These new centers are intended to support our planned incremental store expansion, enhance supply chain resilience by reducing regional concentration and providing additional operational redundancy, and strengthen our ability to develop private label and value-added products as our business continues to scale.

The net [REDACTED] will be allocated to equipment procurement, rental expenses, personnel remuneration and daily operations. In addition, we intend to upgrade our logistics systems, particularly by enhancing our proprietary TMS platform with advanced algorithms to optimize transportation routes and manage deliveries from our distribution centers to stores.

- o approximately [REDACTED]% of the net [REDACTED], or HK\$[REDACTED], will be used to shorten the procurement process from farming bases and strengthen our control over procurement and quality assurance. This initiative will enable us to reduce intermediate steps in sourcing and ensure consistent product quality and supply chain stability. We plan to: (i) establish 14 origin-based distribution centers in key production areas of fresh produce from 2027 to 2029 to facilitate product

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aggregation, preliminary sorting and temporary storage closer to farming bases; (ii) expand our direct sourcing efforts across product categories; (iii) collaborate with leading suppliers and integrate order-based resources; and (iv) promote order-based cultivation and breeding models and create exclusive products by jointly developing standardized farming bases with our partners.

- approximately [REDACTED]% of the net [REDACTED], or HK\$[REDACTED], will be used for enriching our product portfolio and developing our branding and marketing efforts over the next five years. Approximately HK\$[REDACTED], HK\$[REDACTED], HK\$[REDACTED], HK\$[REDACTED] and HK\$[REDACTED] are expected to be allocated for this purpose in 2027, 2028, 2029, 2030 and 2031, respectively. In particular:
  - o approximately [REDACTED]% of the net [REDACTED], or HK\$[REDACTED], will be used for enriching our product portfolio to meet diverse consumer tastes and preferences. We plan to strengthen our capabilities in product selection and cultivation to enhance product quality and meet consumers’ demand for premium offerings through (i) recruiting approximately 30 talents to join our product R&D team, with an average annual remuneration of approximately RMB300 thousand, who are expected to have bachelor’s or more advanced degrees and relevant experience in fresh food product development, (ii) establishing a prepared food R&D center equipped with laboratories and advanced equipment to support our R&D activities, and (iii) cooperating with universities and research institutions.

The prepared food R&D center is intended to support the development, testing and quality validation of prepared food products. As we continue to expand our private label offerings and prepared food products, including 3R products, prepared meats and grain-based products, the center is expected to enhance product iteration, quality consistency and rollout across our store network. It will also support our strategy of broadening scenario-based assortment centered around daily meal consumption, developing prepared food products using a broader range of pork cuts, and enhancing product differentiation under the Qdama Fresh Series.

- o approximately [REDACTED]% of the net [REDACTED], or HK\$[REDACTED], will be used for branding and marketing initiatives. We aim to build our private-label products centered on “freshness” and “value-for-money”. We plan to: (i) launch promotional campaigns to encourage consumer trials of new products; (ii) strengthen our brand-building and marketing team by hiring five professionals with relevant experience in brand promotion, marketing, channel operations, content creation and/or digital marketing in the retail, fresh product, food and beverage or consumer goods industries; (iii) leverage our membership system and implement targeted marketing activities through Qdama App, Mini-programs and other online channels, and (iv) promote our brand across both online and offline channels, including advertising on major social media platforms, livestreaming, and IP collaborations.

Our investments in optimizing our product portfolio and strengthening our brand and marketing initiatives are expected to enhance product differentiation, which may support margin improvement and revenue mix optimization over time, while increasing operating expenses associated with personnel and facility investments.

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- approximately [REDACTED]% of the net [REDACTED], or HK\$[REDACTED], will be used for upgrading digital and AI-assisted systems for our management of franchise stores and the operations of our distribution centers over the next five years. Approximately HK\$[REDACTED], HK\$[REDACTED], HK\$[REDACTED], HK\$[REDACTED] and HK\$[REDACTED] are expected to be allocated for this purpose in 2027, 2028, 2029, 2030 and 2031, respectively. In particular:
    - o approximately [REDACTED]% of the net [REDACTED], or HK\$[REDACTED], will be used to upgrade the digital systems used to manage franchise stores and introduce AI agents into such systems. By analyzing store-level sales, consumer traffic and pricing data, the AI agents will enhance our existing demand forecasting, order recommendation and store-monitoring functions, provide more timely and granular analysis for our product assortment, pricing and marketing strategies, and facilitate the identification of unusual store performance and potential non-compliance. These enhancements are expected to strengthen our centralized management of franchise stores and enable us to provide more targeted operational guidance to franchisees and their staff.
    - o approximately [REDACTED]% of the net [REDACTED], or HK\$[REDACTED], will be used to upgrade the digital systems used in our distribution centers. We plan to (i) further upgrade and integrate our existing digital systems covering product receiving, sorting, processing, storage and inventory control to standardize operating procedures and enable more comprehensive real-time monitoring of distribution center operations, (ii) incorporate AI-assisted data analysis to forecast operational workloads, support quality control, identify operational anomalies and optimize personnel and equipment scheduling, and (iii) integrate receiving, inventory, processing and settlement records and introduce online reconciliation tools to improve product traceability and data accuracy. These upgrades are expected to improve processing efficiency, inventory accuracy, resource utilization and cost control.
  - approximately [REDACTED]% of the net [REDACTED], or HK\$[REDACTED], will be used for potential investment, merger and acquisition opportunities to further expand our store network and strengthen our product processing capabilities. We will primarily focus on (i) fresh food retail chains with an established customer base and store network in our target markets, and (ii) suppliers specializing in meat processing, particularly those with advanced processing technologies, standardized production systems, and robust food safety controls. We will focus on small- to medium-sized chain companies that generated annual revenue of over RMB500 million, operate in regions where we have an existing or planned footprint to support supply chain integration and operational synergies, and maintain a satisfactory record of food safety and regulatory compliance.
- These investments will enable rapid market entry while reducing upfront costs for site selection, store renovation, and brand development, and improve processing efficiency and ensure consistent quality. We intend to primarily acquire majority interests in target companies to facilitate operational integration and synergy realization. As of the Latest Practicable Date, we had not identified or entered into negotiations with any investment targets. According to CIC, there are over 100 targets in China that meet our selection criteria as of June 30, 2026.
- approximately [REDACTED]% of the net [REDACTED], or HK\$[REDACTED], as working capital and for general corporate uses.

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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.

Additional net [REDACTED] that we would receive if the [REDACTED] is 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 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 the applicable laws and regulations in other jurisdictions). In such event, we will comply with the appropriate disclosure requirements under the Listing Rules.

If any part of our development plan does not proceed as planned for reasons such as changes in government policies that would hinder the development of any of our projects, or the occurrence of force majeure events, the Directors will carefully evaluate the situation and may reallocate the net [REDACTED] from the [REDACTED].