
FUTURE PLANS AND USE OF [REDACTED]

FUTURE PLANS

See “Business — Our Strategies” for further details of our future plans.

USE OF [REDACTED]

We estimate that we will receive aggregate net [REDACTED] from the [REDACTED] (after deducting [REDACTED] fees and estimated expenses in connection with the [REDACTED] payable by us, and assuming that the [REDACTED] is not exercised and an [REDACTED] of HK\$[REDACTED] per Share, being the mid-point of the indicative [REDACTED] range stated in this Document) of approximately HK\$[REDACTED].

We intend to use the net [REDACTED] we will receive from the [REDACTED] for the following purposes:

- Approximately [REDACTED]% of the net [REDACTED], or HK\$[REDACTED] will be used to deepen our technology capabilities and accelerate the upgrade of our ACR solutions, software, algorithms and next-generation technology stack. We plan to use these [REDACTED] progressively over the next three years, with approximately [REDACTED]%, [REDACTED]% and [REDACTED]% of the relevant [REDACTED] allocated to 2027, 2028 and 2029, respectively, for the enhancement of ACR solutions, software capabilities and the next-generation technology stack. More specifically:
 - Approximately [REDACTED]% of the net [REDACTED], or HK\$[REDACTED], will be used to strengthen our core ACR solution portfolio and accelerate the development of next-generation automation. We will focus on deepening the underlying capabilities of our robotic systems so they can support a broader range of warehouse operations with higher efficiency, reliability and adaptability. Through such improvement, we intend to enhance the versatility and standardization of our ACR solutions, which in turn is expected to improve cost efficiency and operating leverage.
 - *Enhancing Core Robotic Performance.* We plan to enhance the fundamental performance of our robots, including motion control, sensing precision, navigation stability and multi-level operating capability. Our R&D will reinforce smooth operation across different layouts, storage densities, item dimensions and workflow intensity, including mechanical stability under varying payloads environmental factors. We also aim to deliver more predictable and agile movements in high-traffic or time-sensitive settings.
 - *Expanding System Versatility Across Diverse Workflows.* We plan to increase the versatility of our systems so they can automate a wider spectrum of warehouse workflows with limited customization. We will expand their handling envelope, support a broader range of item characteristics and enable efficient transitions between different storage zones and operational layers. Upgrades to gripping and stabilization mechanisms, high-reach and multi-level functionality and operating precision will support more complex warehouse configurations, reduce manual handling and increase automation coverage.
 - *Developing Next-generation Automation Modules.* We plan to broaden the functional scope of our solutions through next-generation automation modules and robotic extensions. These developments will enhance vertical reach, handling robustness and integrated movement-and-storage capabilities

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so that our systems can address a more diverse set of warehouse workflows. By expanding application coverage, we aim to offer customers more comprehensive automation options that support end-to-end warehouse processes.

- Approximately [REDACTED]% of the net [REDACTED], or HK\$[REDACTED], will be used to upgrade our next-generation technology stack, including our algorithmic capabilities, system-level integration and software tools and platforms that underpin our solutions, to support the expansion of software-related revenue streams and improve overall revenue quality and gross margin profile.
 - Enhancing Algorithmic Capabilities. We plan to improve the core execution and scheduling system to enhance task assignment speed and accuracy across robots and devices. This will include advanced prioritization, increased stability during peak periods, and optimized fleet-level planning to reduce congestion, distribute workloads, and increase system utilization, especially under high-demand conditions.
 - Improving System-level Integration. We plan to enhance the system-level software for better deployment, operation, and optimization in customer environments, improving responsiveness, scalability, and reliability. Additionally, we will strengthen task coordination between local systems and the cloud to support faster rollouts and growing subscription-based services, while improving backend service frameworks for improved stability and deployment efficiency.
 - Upgrading Software Tools and Platforms. We plan to improve our solution-engineering tools, including warehouse design, material-flow planning, and system simulation platforms, to optimize customer projects more efficiently. This includes developing machine-vision capabilities for better detection and adaptability in real-world warehouse operations, as well as improving large-scale fleet efficiency and task execution through enhanced software that supports large deployments and subscription services.
- Approximately [REDACTED]% of the net [REDACTED], or HK\$[REDACTED] will be used to enhance our global manufacturing footprint and strengthen the resilience, scalability and quality consistency of our supply-chain system, to support increasing order volumes and accelerate delivery timelines.
 - Approximately [REDACTED]% of the net [REDACTED], or HK\$[REDACTED] will be used to expand our global production and delivery infrastructure to support our business expansion and revenue growth. This includes investing in additional manufacturing capacity in key markets worldwide, including the United States, to support the production of ACRs. We also intend to establish regional hubs in selected non-domestic locations, such as Europe and the United States, to shorten delivery cycles for standard products and strengthen local service capabilities. In parallel, we plan to build or upgrade machining and component-processing facilities to increase the in-house production of key robot parts primarily including sheet metal parts and machined components, with certain motion control-related parts being critical components of our robotic systems. We also plan to further optimize our global production network and adopt smart manufacturing and automation technologies to enhance production efficiency, quality and cost competitiveness. These planned investments are designed to improve our

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manufacturing resilience, enhance cost efficiency and support the continued scaling of our global delivery network. For more information about our manufacturing facilities, see “Business — Manufacturing and Production — Manufacturing Facilities.”

- Approximately [REDACTED]% of the net [REDACTED], or HK\$[REDACTED] will be used to strengthen our global supply chain capabilities to improve procurement efficiency, optimize cost structure and strengthen pricing and margin resilience. These investments will support the rollout of upgraded production management systems, strengthen digital tools used in planning, scheduling and quality control, and enhance human-machine interfaces to improve on-site execution. We will further invest in enhancing our intra-warehouse logistics and assembly support systems to improve throughput, accuracy and delivery stability. We will also strengthen data-driven supply chain planning and risk management across key suppliers and regions to enhance supply chain resilience and ensure supply continuity. Collectively, these initiatives are designed to shorten delivery cycles, support global expansion, enhance product quality and contribute to more scalable and resilient operations.
- Approximately [REDACTED]% of the net [REDACTED], or HK\$[REDACTED] will be used to expand our global after-sales support infrastructure, including regional spare-parts centers, to improve customer experience, increase customer retention and support recurring business. We intend to establish and upgrade spare-parts warehouses calibrated to local market characteristics so that critical components are stocked closer to customer sites. These investments are expected to improve parts availability, shorten replacement and repair cycles and support faster on-site response times. By strengthening the geographic coverage and operating capability of our after-sales network, including enhancing our on-site technical support capabilities and diversifying our service offerings, we aim to provide more reliable lifecycle support for our global installed base.

The following table sets forth the details of our plan to enhance our global manufacturing footprint and strengthen the resilience, scalability and quality consistency of our supply chain system.

Key Initiatives	Current status	2027	2028	2029
Production and delivery infrastructure	Initial Expansion in progress	<p>Approximately [REDACTED]% of allocated [REDACTED]</p> <ul style="list-style-type: none"> Accelerate the ramp-up of our U.S. facility; Expand in-house manufacturing capabilities 	<p>Approximately [REDACTED]% of allocated [REDACTED]</p> <ul style="list-style-type: none"> Optimize and scale our global production capacity and operations; expansion of in-house manufacturing capabilities 	<p>Approximately [REDACTED]% of allocated [REDACTED]</p> <ul style="list-style-type: none"> Further optimize our global production network to achieve economies of scale; Adopt smart manufacturing and automation to enhance efficiency and quality

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Key Initiatives	Current status	2027	2028	2029
Supply chain capabilities	Ongoing system upgrades and process standardization	Approximately [REDACTED]% of allocated [REDACTED] <ul style="list-style-type: none"> Expand deployment of supply chain management systems and digital tools; Enhance coordination across procurement and planning functions 	Approximately [REDACTED]% of allocated [REDACTED] <ul style="list-style-type: none"> Optimize end-to-end supply chain processes; Improve delivery efficiency and product quality 	Approximately [REDACTED]% of allocated [REDACTED] <ul style="list-style-type: none"> Build data-driven supply chain planning capabilities with AI-enabled demand forecasting; Enhance supply chain resilience and risk management across key suppliers and regions
After-sales support infrastructure	Ongoing enhancement of service systems and spare-parts planning	Approximately [REDACTED]% of allocated [REDACTED] <ul style="list-style-type: none"> Expand regional spare-parts warehouses; Upgrade remote technical support systems; Develop lifecycle service management and technical training platforms 	Approximately [REDACTED]% of allocated [REDACTED] <ul style="list-style-type: none"> Enhance spare-parts management systems and service processes; Strengthen on-site technical support capabilities; Develop new service offerings 	Approximately [REDACTED]% of allocated [REDACTED] <ul style="list-style-type: none"> Further expand global service network; Continue to diversify service offerings

- Approximately [REDACTED]% of the net [REDACTED], or HK\$[REDACTED] will be used to strengthen our global commercial reach and service capabilities to support growing global demand and ensure high-quality customer experience.
 - Approximately [REDACTED]% of the net [REDACTED], or HK\$[REDACTED] will be used to support our commercial expansion in key non-domestic markets, which is expected to contribute to revenue growth and may also support overall margin improvement given the generally higher margin profile of non-domestic projects. We expect to enhance regional marketing and solution-design capabilities, including building local teams responsible for demand generation, solution scoping and customer delivery support, as well as recruiting additional local talent across major non-domestic markets. Additionally, we plan to strengthen our global after-sales service infrastructure by upgrading localized service centers in key markets. These centers will serve as regional hubs for customer support, field operations, and spare-parts management. We expect to scale key service functions through increased headcount and investment in service process optimization, customer support tools, and training of service engineers and local staff. We expect these investments to accelerate our development in key non-domestic markets such as the United States, Europe, South America, Middle East and Africa, strengthen long-term customer relationships and build a scalable commercial organization capable of supporting our global growth.

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- Approximately [REDACTED]% of the net [REDACTED], or HK\$[REDACTED] will be used for marketing and promotion initiatives to further increase customer acquisition, drive order intake and strengthen our global brand positioning. This includes investments in major industry exhibitions, technology forums, and the expansion of non-domestic demo centers. We will also support regional marketing, leadership events, and develop a structured library of customer references and case studies to strengthen enterprise adoption and global brand positioning. These efforts aim to further elevate our industry recognition, accelerate market penetration, and broaden our global customer base.
- Approximately [REDACTED]% of the net [REDACTED], or HK\$[REDACTED] will be used to strengthen our global talent base and organizational capabilities, which is critical to ensuring execution quality, supporting global expansion and sustaining our long-term growth. This includes recruiting local talent with bachelor’s degrees in mechanical engineering, electrical engineering, computer science, software engineering or other related fields of study and/or possessing an average of three to 15 years of relevant professional experience in industrial robotics, warehouse automation or advanced manufacturing in major non-domestic markets, such as the United States, Europe, South America, Middle East and Africa, to reinforce sales, customer success, supply chain and localized operational support, as well as targeted, performance-linked incentives to retain core employees who are critical to large and complex deployments and our global expansion. Such talents are expected to cover research and development, commercial, manufacturing and supporting functions, and will be recruited based on relevant academic and professional qualifications, with remuneration determined with reference to prevailing market benchmarks. We also intend to invest in training and organizational development programs, including leadership development, professional upskilling and key technical competencies such as solution design and engineering. These initiatives are intended to enhance execution quality, support global scaling and build long-term capabilities across our business and technical teams.
- Approximately [REDACTED]% of the net [REDACTED], or HK\$[REDACTED] will be used for working capital and other general corporate purposes.

If the [REDACTED] is determined at the highest point of the stated range, the net [REDACTED] from this [REDACTED] would be increased to approximately HK\$[REDACTED]. If the [REDACTED] is determined at the lowest point of the stated range, the net [REDACTED] to our Company would be decreased to approximately HK\$[REDACTED]. The above allocation of the net [REDACTED] will be adjusted on a pro rata basis if the [REDACTED] is fixed at a higher or lower level compared to the mid-point of the indicative [REDACTED] range stated in this Document.

If the [REDACTED] is exercised in full, the net [REDACTED] that we will receive will be approximately HK\$[REDACTED], assuming an [REDACTED] of HK\$[REDACTED] per [REDACTED] (being the midpoint of the indicative [REDACTED] range). If the [REDACTED] is exercised in full, we intend to apply the additional net [REDACTED] to the purposes in the proportions stated above.

To the extent that the net [REDACTED] are not immediately applied toward the purposes outlined above, and insofar as permitted by applicable laws and regulations, we will place the net [REDACTED] exclusively in short-term interest-bearing accounts with licensed commercial banks and/or authorized financial institutions (as defined under the Securities and Futures Ordinance or applicable laws and regulations in other jurisdictions).

We will issue an appropriate announcement if there is any material change to the above proposed use of [REDACTED].