
FUTURE PLANS AND USE OF [REDACTED]

I FUTURE PLANS

See the section headed “Business – Our Growth Strategies” for a detailed description of our future plans.

USE OF [REDACTED]

The table below sets forth the estimated [REDACTED] of the [REDACTED] which we will receive after deduction of [REDACTED] and estimated expenses payable by us in connection with the [REDACTED] (assuming the [REDACTED] is not exercised):

Assuming an [REDACTED] of HK\$[REDACTED] per [REDACTED] Share (being the mid-point of the [REDACTED] stated in this document)	HK\$[REDACTED]
Assuming an [REDACTED] of HK\$[REDACTED] per [REDACTED] Share (being the high end of the [REDACTED] stated in this document)	HK\$[REDACTED]
Assuming an [REDACTED] of HK\$[REDACTED] per [REDACTED] Share (being the low end of the [REDACTED] stated in this document)	HK\$[REDACTED]

We intend to use the [REDACTED] over the next five years as follows (based on the mid-point of the [REDACTED] stated in this document):

- Approximately [REDACTED]%, or HK\$[REDACTED], will be used to further enhance our core technologies, optimize existing portfolio of solutions and develop complementary solutions with a goal to satisfy evolving client needs, provide more comprehensive solutions and improve our overall competitiveness in the market of customer contact solutions. Specifically, we intend to implement our planned use of [REDACTED] on technology and solutions enhancement and talent recruitment, such as technology architects, software developers and product managers, over the next five years. The following table sets forth the implementation plans, expected timeframe and the detailed breakdown of the allocated [REDACTED]:

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(i) Approximately [REDACTED]%, or HK\$[REDACTED], will be used over the next five years to further upgrade our system architecture. We plan to use the [REDACTED] to recruit approximately 31 technical and research professionals in the next five years.

Implementation Plan

(a) Our Agile Agent Solutions have been warmly welcome by the market since its launch in 2017, as evidenced by its robust revenue growth during the Track Record Period. Revenue from our Agile Agent Solutions increased at a CAGR of 76.6% from RMB16.5 million in 2019 to RMB51.3 million in 2021. According to the CIC Report, a key trend in the future development of China’s cloud-based customer contact solutions industry is the expanding application scenarios. Customer interactions take place in a wider array of scenarios, involving not only customer service agents in traditional cubicle offices, but also employees from other departments performing sales, logistics, design, technical support, and maintenance functions, who may be located anywhere in the world. We see significant market opportunities in our Agile Agent Solutions, which are adaptable to a wide range of business scenarios. As our Agile Agent Solutions continue to gain popularity, we expect that our system will be required to accommodate a higher amount of concurrent user activities and to support a broader array of terminal devices.

Our Agile Agent Solutions serve a much larger user base as compared to traditional contact center solutions. For clients such as national drug store chains or car manufacturers, agents using our solutions consist of staff in thousands of retail stores across China. To meet the growing demand, we plan to refine our software architecture and further enhance the scalability of our solutions. We aim to support over one million concurrent logins by the end of 2024.

We expect our Agile Agent Solutions to be used on a broad array of terminal devices, including mobile phones using different operating systems (such as android and iOS), tablets and personal computers. We will continuously enhance the compatibility of our system with different terminal devices, operating systems, and mainstream mobile phone and tablet brands.

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<p>(b) We will continuously upgrade our network architecture to keep up with growing user activities. By investing in relevant technologies and upgrading our hardware equipment, such as data center switches and SD-WAN edge devices, we expect our network to respond to sudden load spikes resulting from ten folds of users in the future.</p>	<p>We plan to upgrade our SD-WAN technology to further simplify the deployment and management of network devices and strengthen the service capability of the WAN connecting our internet data centers and third-party cloud computing platforms. We intend to upgrade to the next generation of SD-WAN technology by 2023 through a combination of in-house innovation and licensing from third parties.</p>
	<p>We will upgrade to the next generation of network equipment, including switches and firewalls, by 2023 to keep up with our business expansion.</p>
	<p>We will gradually expand the number and capacity of our leased internet data centers so third-party cloud computing platforms can be connected with additional internet data centers to improve the capacity and reliability of our services.</p>
<p>(c) We plan to increase the compatibility of our system with multiple programming languages. We believe this will increase our popularity among a wider range of clients with different internal programming languages. We also intend to increase our compatibility with the WeChat ecosystem, especially WeChat mini-apps, and other popular social media apps to enhance user experience on different applications.</p> <p>We will gradually encapsulate our existing APIs into SDKs that are compatible with a larger number of programming languages. This will enable our clients to use different programming languages and development tools to integrate our APIs with their internal systems in a more efficient manner. In particular, we aim to achieve or improve compatibility with mainstream programming languages for mobile devices by <u>June 2023</u> and those for desktop devices by <u>2024</u>.</p>	
<p>(d) Clients for our VPC model may choose to deploy our solutions in a variety of cloud environments. We intend to increase the adaptability of our solutions to different cloud environments. Through containerization, our key functional modules will be easily assembled and deployed in different clouds and only small-scale customizations are required for different cloud platforms. We will carry out an annual scheme to increase our compatibility with new cloud environments and the new functionalities of existing cloud environments in the next five years. We plan to achieve compatibility with leading Chinese cloud computing platforms by 2022 and with a majority of cloud computing platforms in China by 2023.</p>	

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(ii) Approximately [REDACTED]%, or HK\$[REDACTED], will be used over the next five years to strengthen our AI capabilities and enhance our AI-powered functions, which include intelligent agent assistance, speech analytics and knowledge base. Automatic speech recognition (ASR) and natural language processing (NLP) technologies are the foundations of our ContactBot Solutions and AI-powered functions. We will continue to invest resources on ASR optimization and NLP application and enhance the accuracy and relevance of our AI solutions. We plan to use the [REDACTED] to recruit approximately 21 technical and research professionals in the next five years.

Implementation Plan

(a) We plan to (1) increase the application of semantic computing model in training our ContactBot; (2) build up our NLP capabilities related to keyword extraction, topic analysis, sentimental analysis, multi-round dialogues and knowledge graphs; and (3) enhance our ASR and NLP capabilities through in-house development or collaborations with third parties and use machine learning tools to train models with industry-specific applications.

We intend to strengthen our ASR capabilities by continuing to carry out the following initiatives:

- building up and expanding our corpus of industry materials and continuing to optimize industry-specific ASR models;
- developing algorithms and models that further improve initial ASR transcription results; and
- continuing to optimize algorithms and models that detect and correct errors in ASR transcription.

We intend to strengthen our NLP capabilities by continuing to carry out the following initiatives:

- optimizing NLP capabilities and models with respect to keyword and key phrase extraction, topic analysis and sentiment analysis;
- continuing to develop and optimize technologies and systems that support multi-round dialogue between human and robots; and
- developing systems that analyze and visualize unstructured conversational data collected from customer interactions through charts and diagrams.

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(b) We will improve our intelligent knowledge management module by the following initiatives:

- We plan to release a flexible knowledge management system that enables knowledge categorization and classification and grants different levels of authority to personnel in different roles by June 2023;
- We plan to launch a unified knowledge development and management system shared by human agents and ContactBot by 2024;
- We plan to achieve knowledge extraction and indexing from unstructured data, which are data that are not clearly defined or searchable, by 2024; and
- We will continue to refine our knowledge extraction and management tools based on knowledge graph.

(c) We will upgrade our intelligent agent assistance module by continuing to implement the following initiatives:

- optimizing the APIs and SDKs we offer to support the integration of our intelligent agent assistance module into clients' internal systems by 2022;
- continuing to enhance our intelligent agent assistance system to support real-time conversation analysis.

(iii) Approximately [REDACTED]%, or HK\$[REDACTED], will be used over the next five years to strengthen our real-time video communication capabilities, launch and optimize relevant functional modules, and actively explore the integration with 5G network. With the prevalence of mobile communications and 5G network, we expect that Video over 5G will gain widespread popularity. To keep up with industry trends, we will continue to invest in and enhance the video capabilities. We plan to use the [REDACTED] to recruit approximately 17 technical and research professionals in the next five years.

Implementation Plan

(a) We intend to build up our capabilities to support Voice Over LTE (VoLTE) on the 5G wireless communications standard by the end of 2024, which will improve call quality, volume, and data speed. By developing internet gateway for VoLTE over 5G, our users will be able to make high-definition voice and video calls without affecting the internet speed on our system.

(b) We plan to launch video capabilities on our platform by 2023. We will further strengthen our audio and video capabilities by continuing to (1) develop five key video capabilities, namely one-to-one video communications, multi-party video conferences, one-to-many audio and video broadcasting, collaboration tools (including shared screens and exchange of instant messages, pictures and files), as well as media processing, audio and screen recording and playback functions; and (2) support real-time high-definition audio and video communications.

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(iv) Approximately [REDACTED]%, or HK\$[REDACTED], will be used over the next five years to invest in product innovation in the WeCom ecosystem, the enterprise version of WeChat. We intend to improve our integration with WeCom so that our clients can generate actionable insights from data on WeCom, using our intelligent reporting and analytical tools. We will concentrate on delivering consistent and seamless services across WeCom and our platform by synchronizing data on the two platforms in real time. We believe these enhancements will be adaptable to a wider variety of business scenarios and help us capture opportunities arising from the increasing prevalence of mobile marketing and other business trends. We plan to use the [REDACTED] to recruit approximately 17 technical and research professionals in the next five years.

Implementation Plan

(a) We will increase the integration of our cloud-based platform with WeCom using open APIs provided by WeCom. We plan to integrate our existing key functional modules with WeCom by 2023.

(b) We will continuously enhance our sCRM, or social CRM, system connected with WeCom. We have launched a sCRM platform that connects with our platform, WeCom, desktops and mobile devices, and plan to continue to improve its function. We will also develop an access control system supporting up to 15 layers of authorizations by 2023 to satisfy the needs of large enterprises with complex organizational structure.

(c) We plan to build up personalized recommendation and prediction capabilities on WeCom, driven by intelligent data analysis. Specifically:

- We will strengthen our big data capabilities relating to text and voice conversations, to predict and analyze customer and agent behaviors. We plan to launch an initial version of the function by 2023.
- We will develop our precision marketing tools based on big data capabilities, providing customer rankings by predicting customer purchase intent. We plan to launch an initial version of the function by 2024.

(d) We plan to strengthen our intelligent agent assistance capabilities on WeCom, which enable clients to design intelligent, automated standard operating procedures using big data and robotic process automation (RPA) technology. We plan to launch an initial version of the function by 2023.

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- Approximately [REDACTED]%, or HK\$[REDACTED], will be used over the next five years to further enhance our brand image in the market for customer contact solutions, expand our direct sales team, improve our sales capabilities and increase our marketing efforts, including:

- (i) Approximately [REDACTED]%, or HK\$[REDACTED], will be used over the next five years to strengthen our sales capabilities by expanding our direct sales teams, providing more training opportunities and upgrading our CRM system. We plan to use the [REDACTED] to recruit approximately 22 salespersons in the next five years. We currently maintain five regional sales offices in Beijing, Shanghai, Nanjing, Shenzhen and Guangzhou. We plan to establish four regional sales offices in Chengdu, Wuhan, Hangzhou and Xi'an, where many leading domestic and international companies have established offices.

We also plan to build up our sales capabilities in preparation for our overseas expansion plan. An increasing number of China-based enterprises are setting foot into overseas markets. We expect that integrated customer contact solutions that simultaneously support their domestic and overseas operations will be in high demand. European markets will be the primary focus of our overseas expansion plan. We will also consider business opportunities in Southeast Asia. We plan to provide our solutions overseas via the SaaS model. We expect our solutions offered in the overseas markets to share the same architecture and key technologies with those offered in China, and will make customizations to tailor to the preferences and needs of local customers.

With a more competitive sales team, we intend to maintain our leadership in technology, education and insurance sectors and tap into underserved sectors with sizable market opportunities, such as banking, automobile and consumer goods sectors.

- (ii) Approximately [REDACTED]%, or HK\$[REDACTED], will be used over the next five years to increase our online marketing spending. To generate more sales leads with higher quality, we intend to increase our online marketing spending on different content distribution and promotion channels. In particular, we intend to cover more mainstream search engines in our SEM strategy, invest in targeted advertisements on major video sharing platforms and social media apps, and increase our collaboration with influencers in the customer contact industry.

- Approximately [REDACTED]%, or HK\$[REDACTED], will be used for working capital and general corporate purposes. We will use the remaining [REDACTED] for working capital and general corporate purposes to support our business operation and growth.

The above allocation of the [REDACTED] will be adjusted on a pro-rata basis in the event that the [REDACTED] is fixed at a higher or lower level compared to the mid-point of the estimated [REDACTED].

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To the extent our [REDACTED] are either more or less than expected, we will increase or decrease the allocation of the [REDACTED] to the above purposes on a pro-rata basis.

We estimate the [REDACTED] to the [REDACTED] from the sale of [REDACTED] pursuant to the [REDACTED] to be approximately HK\$[REDACTED] (assuming an [REDACTED] of HK\$[REDACTED] per [REDACTED] Share, being the mid-point of the indicative [REDACTED]), after deducting the [REDACTED] and estimated related expenses payable by the [REDACTED]. We will not receive [REDACTED] from the sale of [REDACTED] pursuant to the [REDACTED].

To the extent that the [REDACTED] are not immediately applied to the above purposes and to the extent permitted by the relevant law and regulations, we plan to deposit the [REDACTED] in short-term demand deposits with licensed banks or authorized financial institutions. We will make an appropriate announcement if there is any change to the above proposed use of [REDACTED] or if any amount of the [REDACTED] will be used for general corporate purpose.

If the [REDACTED] is fully exercised, we will receive additional [REDACTED] of approximately HK\$[REDACTED] for [REDACTED] Shares to be allotted and issued upon the full exercise of the [REDACTED] based on the [REDACTED] of HK\$[REDACTED] per [REDACTED], being the mid-point of the [REDACTED], and after deducting the [REDACTED] payable by us. The additional amount raised will be applied to the above areas of use of [REDACTED] on a pro-rata basis.