
FUTURE PLANS AND [REDACTED]

FUTURE PLANS

For a detailed description of our future plans, see “Business — Our growth strategies”.

[REDACTED]

We estimate that we will receive [REDACTED] from the [REDACTED] of approximately HK\$[REDACTED] million, assuming an [REDACTED] of HK\$[REDACTED] per [REDACTED] (being the mid-point of the indicative [REDACTED] range of HK\$[REDACTED] and HK\$[REDACTED] per [REDACTED]) and after deduction of [REDACTED] fees, [REDACTED] and other estimated expenses payable by us in connection with the [REDACTED] and assuming the [REDACTED] is not exercised. We intend to utilise the [REDACTED] as follows:

- [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, will be used for enhancing our core technology capabilities and fundamental R&D:
 - [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, will be used for continuous upgrading of our FMES platform and digitalised tools. In particular,
 - with respect to our FMES platform, we will strengthen the capabilities and improve certain of our digitalised products, including *BrandKEY*, *Channel Station* and *Touchkit*, and develop platform-level operation system that contain necessary functions, such as marketers operation system and points of sale operation system to provide a wider range of services to our customers;
 - with respect to our digitalised tools, we will upgrade and develop new features to meet the evolving market demands, thereby enabling better utilisation of our digitalised tools to support our service offerings and minimising our manual input in the provision of our services;
 - with respect to our SaaS+ subscription, we will digitalise our customers’ offline sales and marketing activities and offer services and/or digitalised tools to serve a wider variety of offline retail operation, thereby allowing us to cater to diversified customer needs; and
 - with respect to data empowerment, we will focus on operations in the aspects of R&D and optimisation of algorithms, thereby enabling our customers to overcome data barriers and improving their operational efficiency and effectiveness. For example, we will establish business systems to support our FMES platform and digitalised tools and indexes of data tags, algorithm, performance indicators of sales and promotional activities, etc.;
 - [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, will be used for establishing a cloud-based sales and marketing platform as a service (PaaS) system. We intend to collaborate with industry peers to achieve win-win situations by building a comprehensive network for on-site sales and marketing comprising a wide range of tasks and marketers;

In order to achieve the aforementioned plans, we intend to recruit 35 R&D talents over the next three years who include industry experts, digitalised tool managers and assistants, testing engineers, project managers, algorithm and data analysts, product development, operation and maintenance staff; and

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- [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, will be used for enhancing our IT infrastructure, which includes purchasing hardware and software copyrights or licences to expand storage and computing capabilities and strengthening our IT operation management and maintenance to ensure the reliability and security of our service offerings; and
- [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, will be used for enhancing our Shanghai headquarters and Dalian R&D centre;
- [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, will be used for strategic investment, acquisition and cooperation. We intend to enrich our existing capabilities, enhance our core competencies and supplement our strategic business development plan;
- [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, will be used for enhancing our capabilities in sales and marketing and business development to further our business growth and brand awareness:
 - [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, will be used for increasing the size of our business team to accelerate the development of our customised marketing solution and tasks and marketers matching service over the next three years. We plan to recruit over 25 sales staff of various levels with appropriate proficiency in technology, over the next three years;
 - [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, will be used for providing more professional training to our business and operations team to strengthen their capabilities to serve our customers, thereby enhancing customer loyalty; and
 - [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, will be used for expanding and diversifying our sales and marketing channels. We will invest in expanding our influences through word-of-mouth referrals and a range of other channels, such as customer meetings, conducting regular market researches and industry conferences and events. We also expect to engage online sales and marketing channels including strategically placing advertisements on professional and social network platforms;
- [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, will be used for repaying our bank borrowings, which consists of:
 - a bank loan with the principal amount of approximately RMB[REDACTED] million (equivalent to approximately HK\$[REDACTED] million) bearing an interest rate of 4.3% per annum, which matures on 24 May 2023. Such loan was incurred for our working capital purpose; and
 - a bank loan with the principal amount of RMB[REDACTED] million (equivalent to approximately HK\$[REDACTED] million) bearing an interest rate of 4.3% per annum, which matures on 29 May 2023. Such loan was incurred for our working capital purpose; and
- [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, will be used as our working capital for general purposes.

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The allocation of the [REDACTED] as set out above will be adjusted on a pro rata basis in the event that the [REDACTED] is fixed below or above the midpoint of the indicative price range.

In the event that the [REDACTED] is exercised in full, we estimate that we will receive additional [REDACTED] of approximately HK\$[REDACTED] million, after deducting [REDACTED], fees and other estimated expenses payable by us, assuming an [REDACTED] of HK\$[REDACTED] per [REDACTED] (being the mid-point of the [REDACTED] range). We intend to apply all additional [REDACTED] for the same purposes as set out above on a pro rata basis.

Assuming the [REDACTED] is not exercised,

- (i) if the [REDACTED] is set at the high-end of the indicative [REDACTED] range, being HK\$[REDACTED] per [REDACTED], the [REDACTED] from the [REDACTED] will increase by approximately HK\$[REDACTED] million, in which case we intend to apply the additional [REDACTED] as set out above on a pro rata basis; and
- (ii) if the [REDACTED] is set at the low-end of the indicative [REDACTED] range, being HK\$[REDACTED] per [REDACTED], the [REDACTED] from the [REDACTED] will decrease by approximately HK\$[REDACTED] million, in which case we intend to reduce the [REDACTED] applied for the same purposes as set out above on a pro rata basis.

To the extent that the [REDACTED] from the [REDACTED] are not immediately applied to the above purposes, we will only place the same in short-term deposits with licensed commercial banks or authorised financial institutions (as defined under the Securities and Futures Ordinance or applicable PRC laws and regulations) in Hong Kong or the PRC as permitted by the relevant laws and regulations.

MARKET DEMAND FOR OUR EXPANSION PLANS

Our Directors are of the view that our aforementioned expansion plan is feasible as there is sufficient demand for our products and services after expansion of our business for the following reasons:

For enhancing our core technology capabilities and fundamental R&D

1. ***Growing demand for fast-moving consumer goods retail sales and marketing services in China:*** According to Frost & Sullivan, the emergence of media resources in various marketing channels and the rise of digitalisation are likely to greatly assist brand owners or distributors to select the most effective and professional sales and marketing services providers and engage them at relatively low cost for high quality and real-time data. By 2026, the market size of China’s retail sales and marketing services market in terms of revenue is forecasted to reach approximately RMB3,350.1 billion, yielding a CAGR of 9.1% between 2021 and 2026.

Due to the complex nature of fast-moving consumer goods business which involves diverse channels and enormous transaction scenario, fast-moving consumer goods brand owners and distributors normally rely on sales and marketing services providers to assist them to reach and interact with target consumers on a daily basis considering the high frequency of purchasing. With the prevalence of digitalisation transformation in recent years, the growth of fast-moving consumer goods retail sales and marketing services market in terms of revenue increased from approximately RMB1,000.5 billion in 2017 to approximately RMB1,261.5 billion in 2021, representing a CAGR of 6.0% during the period. Further propelled by the rise of domestic

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fast-moving consumer goods brands from various channels and consumer groups, the retail sales and marketing services market in China are expecting burgeoning growth potential in the future.

With increasing cost of implementing sales and marketing plans through online channels, the technology empowered offline sales and marketing service providers also continuously attract brand owners and distributors to enhance collaboration in the foreseeable future. In this customer-centric era, brand owners and distributors are expected to integrate online and offline to a new level. Under such circumstance, the market in terms of revenue is estimated to reach approximately RMB1,678.3 billion by 2026 with a CAGR of 5.9% between 2021 and 2026. Moreover, it urges retail sales and marketing service providers to equip themselves with digitalisation tools and platforms in order to better serve their clients.

2. ***Growing demand for SaaS products in China:*** We will use part of the [REDACTED] from the [REDACTED] to upgrade our FMES platform and digitalised tools in respect of our SaaS+ subscription. We believe that there shall be sufficient demand for our SaaS+ subscription in the future because, according to Frost & Sullivan, as accelerated by the COVID-19 pandemic, more enterprises begin to actively participate in the application of SaaS as software delivery model since they recognised the benefits of reduced cost and enhanced profitability brought about by SaaS products. From 2017 to 2021, China’s SaaS market, in terms of revenue generated by SaaS service providers, increased from RMB11.6 billion to RMB44.3 billion at a CAGR of 39.8%.
3. ***Growing demand for PaaS system in China:*** As part of our expansion plan, we intend to establish a cloud-based sales and marketing platform as a service (PaaS) system. According to Frost & Sullivan, cloud service market in China has been growing rapidly and a large number of enterprises are migrating from traditional software models to cloud services. Therefore, while China’s cloud infrastructure is developing vigorously, platform as a service (PaaS) system is also developing rapidly because of its diverse applicable scenarios. From 2017 to 2021, China’s PaaS market, in terms of revenue generated by PaaS service providers, has grown from RMB3.5 billion to RMB19.6 billion, representing a CAGR of 53.8%. With the accelerated cloudification of scenario application and business in various industries, Frost & Sullivan expects that there will be more business needs of PaaS platform in the future, accompanied by the continuous iteration and innovation of new technologies such as AI, IoT and big data. The China’s PaaS market will meet the diverse application needs of various industries faster and better. Looking forward, it is estimated that China’s PaaS market will reach RMB63.2 billion in 2026, registering a CAGR of 26.4% between 2021 and 2026.
4. ***Support by PRC government policies:*** According to Frost & Sullivan, China’s retail sales and marketing services market has been propelled by the PRC government policies, including the National Economic and Social Development during the “14th Five-Year Plan”, which create favourable development environment for starting new businesses and new growth potentials for the market.

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For enhancing our capabilities in sale and marketing and business development

5. *Accumulation of Talents:* As highlighted by Frost & Sullivan, digitalised retail support services are more knowledge-intensive than traditional retail support services and talents with skills in IT, digitalised operation, digitalised marketing, and even cross-industry aspects, are relatively scarce in the market. In order for us to continuously provide reliable services, we have spent years building up our talent pools and established experienced teams to support and expand our business operations. Similarly, in order to provide reliable services, according to Frost & Sullivan, major market players have spent years building up their talent pools and established experienced teams. This competitive advantage inevitably brings competitive barriers to new entrants, which can create more development opportunities for us.

IMPLEMENTATION PLANS

Enhancing our core technology capabilities and fundamental R&D

Our business plans and commercial rationale

With respect to enhancing our core technology capabilities and fundamental R&D, our business plan primarily include (i) continuous upgrading of our FMES platform and digitalised tools; (ii) establishing a cloud-based sales and marketing platform as a service (PaaS) system; (iii) enhancing our IT infrastructure; and (iv) enhancing our Shanghai headquarters and Dalian R&D centre.

It is expected that the upgrading of FMES platform and digitalised tools and establishing a cloud-based sales and marketing PaaS system will drive our business growth and be translated into sustainable profits going forward in the following ways:

1. There will be upgrades of FMES platform and digitalised tools that add new features and functions to our services and products, which we believe will increase customers’ loyalty and lead to increase in the number of our customers. We will also charge additional fee for some of the new functions;
2. Most of the upgrades of FMES platform and digitalised tools are for the purposes of increasing the internal efficiency of our daily operation, as well as enhancing users experience and encouraging brand owners and distributors to use our platform and digitalised tools. Some upgrades increase our internal efficiency by reducing the processing time. Furthermore, some upgrades will enhance the data processing capacity of our platform and digitalised tools, so that we will be able to provide data with better quality and accommodate the increase in the amount of data to be processed that will accompany our business growth;
3. Some upgrades enhance marketers’ experience when using our platform, thus our marketers pool is expected to be enlarged as more marketers are satisfied with our platform and digitalised tools;

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4. A number of upgrades of FMES platform and digitalised tools will be applicable to our SaaS+ subscription and increase the efficiency of our services and improve users experience by offering new functions and reducing processing time. With a wide variety of functions available to our customers, we expect that the number of subscribers for our SaaS+ subscription will be increased as users can make more precise data driven decisions when implementing their marketing strategies. As a result, our overall profitability will be improved. In particular, we intend to continue driving the penetration of our SaaS+ subscription within our existing brand owners and distributors through cross-sales, which we believe will not only drive the growth of our SaaS+ subscription business in a cost-effective manner but also help strengthen our relationships with such brand owners and distributors and encourage their engagement and retention. We will further expand our customer base and serve more customers along the offline retail operation such as distributors and marketers by offering them our digitalised tools with enhanced functionalities. Through popularising our SaaS+ subscription in the offline retail operation, we will also be able to enhance our value propositions to our brand owner customers; and

5. According to Frost & Sullivan, the PaaS market in China in terms of revenue has been growing rapidly from RMB3.5 billion to RMB19.6 billion from 2017 to 2021 because of its diverse application. It is expected that there will be more business needs for PaaS platform in the future as China’s PaaS market will meet the diverse application needs of various industries faster and better. In light of such market trend, the development of cloud-based platform as a service (PaaS) is imperative for maintaining competitive edge and we expect to obtain new business opportunities with our new PaaS platform. We believe the growth of cloud service market in China presents significant growth headroom for us to tap into new customers. We strive to acquire new customers to grow our customer base. We will strengthen the network effects of our platform to attract more brand owners and distributors to join our platform and promote our brand awareness and word-of-mouth referrals, which in turn enables us to acquire new customers rapidly. We will also enhance our sales and marketing efforts to attract new customers and accelerate the adoption of our platform.

To support the aforesaid upgrading of FMES platform and digitalised tools, as well as the continuous improvement of our R&D capability, we plan to:

1. enhance our Shanghai headquarters and Dalian R&D centre; and

2. enhance our IT infrastructure to strengthen the reliability and security of our service offerings.

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Continuous upgrading of our FMES platform and digitalised tools and establishing a cloud-based sales and marketing platform as a service (PaaS) system

In order to implement our future plans regarding (i) continuous upgrading of our FMES platform and digitalised tools; and (ii) establishing a cloud-based sales and marketing platform as a service (PaaS) system, over the next three years, we intend to initiate 18 R&D projects which can be divided into six types based on the R&D subject, namely (a) data processing; (b) operating functions; (c) algorithm; (d) framework for platform; (e) ancillary functions; and (f) PaaS, the details of which are as follows:

Project name	Purposes and functions/ technologies adopted or enhanced	How the project differentiates from the completed R&D projects	Value-add
(a) Data processing:			
1. Establishment of data middle platform (數據中台建設)	To establish a data platform to centralise data collected by marketers via different digitalised tools on our FMES platform.	Business data collected by our different digitalised tools can be centrally processed. Thus, our business data can be analysed more efficiently.	<p>(a) Generating analytical reports to improve formulation of sales and marketing strategies, which is expected to increase customers’ loyalty and the number of our customers may be increased;</p> <p>(b) Increasing our data processing capacity and shortening the processing time to enhance our internal efficiency;</p> <p>(c) Improving the accuracy of matching recommendation on tasks and marketers to enhance customers’ experience; and</p> <p>(d) as it is applicable to our SaaS+ subscription to enhance users’ experience, the number of subscribers for our SaaS+ subscription is expected to be increased.</p>
2. System for managing data of FMES platform (平台主資料管理中心)	To establish a master data standardisation system to standardise the format of business data collected from our different digitalised tools, improving data quality and reducing the manpower and time required for processing data collected from different digitalised tools.	Business data collected from different digitalised tools are currently in different formats.	<p>(a) Enhancing the accuracy of our business data, thus, enabling users of our digitalised tools to make better data-driven decisions to enhance customers’ experience; and</p> <p>(b) Shortening lead time for preparation before commencement of provision of services to enhance customers’ experience.</p>

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Project name	Purposes and functions/ technologies adopted or enhanced	How the project differentiates from the completed R&D projects	Value-add
<i>(b) Operating functions:</i>			
3. SaaS platform integrated operation system (SaaS平台綜合運營中心)	To develop a system for our SaaS platform to continuously provide marketers with more task recommendation on timely basis.	Currently, there are situations where marketers left our platform after finishing a marketing project, as our platform operators may not be able to recommend other tasks based on the needs of the marketers promptly.	<p>(a) Marketers can receive recommendation of other tasks promptly after finishing a marketing project, so that marketers’ experience can be enhanced and our marketers pool is expected to be enlarged. Also, we can receive more commission by making more task recommendation;</p> <p>(b) as it is applicable to our SaaS+ subscription to enhance users’ experience, the number of subscribers for our SaaS+ subscription is expected to be increased.</p>
4. Settlement system for platform (平台財務結算中心)	To develop a system that enables users to settle bills through our online platform.	The remuneration settlement procedure will be shortened.	<p>(a) Enabling marketer users to be remunerated more quickly for their marketing services performed to enhance marketers’ experience so that our marketers pool is expected to be enlarged; and</p> <p>(b) Shortening the lead time for settlement of bills to enhance our internal efficiency</p>

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Project name	Purposes and functions/ technologies adopted or enhanced	How the project differentiates from the completed R&D projects	Value-add
5. Functions in respect of special sales offers by brand owners (公共域：品牌優惠大廳)	To enrich functions of our FMES platform to enable brand owners to manage and make special sales offer to distributors. On the other hand, distributors will be able to search for and redeem special sales offers.	These will be the new functions that we offer to our customers.	<p>(a) Brand owners can better monitor and analyse the effectiveness of their marketing strategies, while distributors can be notified promptly of any special sales offers of the brand owners. Thus, customers’ loyalty can be increased and the number of our customers may be increased. Customers’ experience can also be enhanced; and</p> <p>(b) as it is applicable to our SaaS+ subscription to enhance users’ experience, the number of subscribers for our SaaS+ subscription is expected to be increased.</p>
6. Enhancing solutions for distributors (公共域：渠道服務大廳)	To enrich functions of our FMES platform that extend our services to distributors, by sharing experience of other distributors.	These will be the new functions that we offer to our customers.	<p>(a) Distributors will be provided with quality information in formulating their marketing strategies by learning from the successful cases of other distributors, and improve its business operation accordingly. Thus, customers’ experience can be enhanced; and</p> <p>(b) as it is applicable to our SaaS+ subscription to enhance users’ experience, the number of subscribers for our SaaS+ subscription is expected to be increased.</p>

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Project name	Purposes and functions/ technologies adopted or enhanced	How the project differentiates from the completed R&D projects	Value-add
7. Enhancing solutions for brand owners (運營中心：品牌業務運營中心)	To automatically generate and provide customised marketing solutions to brand owners	These will be the new functions that we offer to our customers.	<p>(a) Brand owners are able to formulate their marketing strategies within a shorter time frame and better monitor the resources that they invest in marketing plan. Thus, customers’ loyalty can be increased and number of our customers may be increased. Customers’ experience can also be enhanced; and</p> <p>(b) as it is applicable to our SaaS+ subscription to enhance users’ experience, the number of subscribers for our SaaS+ subscription is expected to be increased.</p>
<i>(c) Algorithm:</i>			
8. Development of offline retail store recommendation algorithm (動銷場景(場員等)推薦算法研究開發)	To develop an algorithm that provides recommendation for the matching of distribution channels and merchandise, etc..	Our new algorithm will be able to optimise the matching recommendation for marketers and enhance sales performance for our customers.	<p>(a) Optimising the accuracy of our tasks and marketers matching services, thus improving the sales performance of our customers to enhance customers’ experience; and</p> <p>(b) as it is applicable to our SaaS+ subscription to enhance users’ experience, the number of subscribers for our SaaS+ subscription is expected to be increased.</p>
9. Research on unification algorithm (歸一驗真算法研究(動態))	To develop an algorithm that unifies descriptions of each offline retail store in our systems.	Currently, there are situations where marketers cannot be matched with the suitable tasks due to inconsistency in the description of offline retail stores.	<p>(a) Improving the matching capabilities to enhance marketers’ experience so that our marketers pool is expected to be enlarged; and</p> <p>(b) as it is applicable to our SaaS+ subscription to enhance users’ experience, the number of subscribers for our SaaS+ subscription is expected to be increased.</p>

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Project name	Purposes and functions/ technologies adopted or enhanced	How the project differentiates from the completed R&D projects	Value-add
10. Research on image recognition algorithm (圖像識別演算法研究)	To develop an algorithm that automatically identifies the useful information, such as shelf occupancy, as shown in images of offline retail stores.	The time required for image recognition will be shortened.	(a) Enabling customers to be promptly updated with operating data of offline retail stores to enhance customers’ experience and our internal efficiency; and (b) as it is applicable to our SaaS+ subscription to enhance users’ experience, the number of subscribers for our SaaS+ subscription is expected to be increased.
<i>(d) Framework for platform:</i>			
11. Building module of basic functions for platform (平台基礎技術能力構建 (應用架構，系統架構))	To build a template module containing basic functions of a system, which can be applied to any new systems or updates of existing systems	Currently, we have to re-develop the basic functions whenever we build a new system or update an existing system.	Development of new system and updating of existing systems can be completed in a shorter time to promptly cater to the evolving needs of users to enhance customers’ experience
12. Platform interface (平台門戶)	To develop an interface for our platform that provide introduction of all our services and products in one single interface for marketing purposes.	Currently, each of our applications has its own entrance and interface. Customers may not be aware of other products and services that we offer.	Customers may find services and products that can potentially suit their marketing needs, so that customers’ loyalty can be increased and new customers may be attracted.
<i>(e) Ancillary functions:</i>			
13. Contracting system for platform (平台簽約中心)	To develop a system that enables users to enter into contract with other users through our platform.	Currently, users enter into contract offline with each other, which is more time-consuming.	(a) Users can enter into contracts with other users more efficiently so that customers’ loyalty can be increased, additional fees can be charged and the number of customers may be increased; and (b) as it is applicable to our SaaS+ subscription to enhance users’ experience, the number of subscribers for our SaaS+ subscription is expected to be increased.

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Project name	Purposes and functions/ technologies adopted or enhanced	How the project differentiates from the completed R&D projects	Value-add
14. Integrated mall system for platform (平台綜合商城系統)	To develop a mall system for our platform to list our SaaS products and enable SaaS+ subscription users to make online subscription for our services and pay through our platform.	The time required for handling the display of products, subscription and payment will be shortened.	Shortening the time required for customers to subscribe and pay for our products and services to enhance our internal efficiency.
15. Ready-made solutions for specific industries (行業應用體系構建)	To offer solutions that we previously provided to other brand owners and distributors as ready-made solution products for brand owners and distributors.	These are the new products that we offer to our customers.	<p>(a) Reducing the time required for brand owners and distributors to devise their own marketing solutions and the risk of failure, so as to increase customers’ loyalty and increase number of customers, as well as enhancing customers’ experience;</p> <p>(b) we can charge fee for such new product;</p> <p>(c) as it is applicable to our SaaS+ subscription to enhance users’ experience, the number of subscribers for our SaaS+ subscription is expected to be increased.</p>
(f) PaaS:			
16. PaaS — interface for developers (開發者中心)	To build an interface platform for developers so that they can link our PaaS system to their systems.	The PaaS platform shall be our new service.	Customers can utilise our PaaS system to accommodate their diverse application needs. We expect to seize new business opportunities with our new PaaS system.
17. PaaS — provisions of Integrated solutions (實地生態解決方案中心)	To provide developers and business partners with services regarding, among others, the display, pricing, and sales of their products.	The PaaS platform shall be our new service.	Customers can utilise our PaaS system to accommodate their diverse application needs. We expect to seize new business opportunities with our new PaaS system.
18. PaaS — support (PaaS支持中心)	To provide technical and resources support to developers and business partners.	The PaaS platform shall be our new service.	Customers can utilise our PaaS system to accommodate their diverse application needs. We expect to seize new business opportunities with our new PaaS system.

Note: the Group’s programming and coding may include the use of Java or Golang and involves the advanced technology of AI algorithm.

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In light of our plan to commence the 18 R&D projects above, we plan to recruit additional R&D talents through third-party recruitment websites, internal referral and school recruitment. These R&D talents include industry experts, digitalised tool managers and assistants, testing engineers, project managers, algorithm and data analysts, product development, operation and maintenance staff. Our Directors, based on their market insight and experiences and our track record after having considered our future plans, in particular our business plan of our continuous upgrading of our FMES platform and digitalised tools and establishing a cloud-based sales and marketing platform as a service (PaaS) system, expect that we require the said additional R&D talents over the next three years as our current workforce is not sufficient to support full implementation.

During the Track Record Period, our R&D staff were mainly responsible for (i) R&D projects (which included R&D of new digitalised tools, major functionalities of digitalised tools, technologies and algorithm supporting the digitalised tools and FMES platform, etc.); (ii) daily maintenance and optimisation of completed R&D projects that are currently in use, as well as our other IT systems and hardware; and (iii) administrative support, such as customer services and resource allocation, for the smooth-running of the R&D process. For the Track Record Period, we completed 9 R&D projects, maintained and kept optimising 19 completed R&D projects that have been in use by us as of 31 December 2022 and launched over 1,000 updates or new features.

The table below summarises the number of our existing R&D staff as at 31 December 2022 and new R&D staff that we plan to hire for each type of roles:

Roles	Number of employees	
	as at 31 December 2022	to be hired as per expansion plan
R&D projects ^(Note 1)	26	28 ^(Note 2)
Daily maintenance and optimisation of completed R&D projects that are currently in use	12	7
Administrative support ^(Note 3)	12	—
Total:	50	35

Notes:

- (1) These staff are responsible for R&D projects (including R&D of new digitalised tools, PaaS system, major functionalities of digitalised tools, technologies and algorithm supporting the digitalised tools and FMES platform, etc.).
- (2) Among the planned recruitment of additional 28 staff responsible for R&D projects, there will be (i) 17 talents responsible for product development; (ii) 8 talents responsible for R&D of algorithm, in particular AI algorithm, and constructing an algorithm platform to support our R&D process; and (iii) 3 talents responsible for business development and project management to ensure suitability of the R&D projects from business perspective and smooth implementation of R&D projects.
- (3) Examples of administrative support include customer services and resource allocation which are for the smooth running of the R&D process.

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To implement our plan to conduct the 18 new R&D projects, we need to gradually enlarge our R&D team by recruiting an additional of 14, 15 and 6 R&D staff for the year ending 2023, 2024 and 2025, respectively. There will be no overlapping roles and functions among these R&D positions. We estimated the number of additional R&D staff required for the abovementioned functions based on, among others, (i) our historical experience in the number of R&D projects completed and the corresponding number of R&D staff required in R&D projects and daily maintenance and optimisation of completed R&D projects that are currently in use by us; (ii) the planned number of R&D staff to be involved in our future plan over the next three years, which include continuously upgrade our FMES platform, R&D of new digitalised tools, PaaS system, algorithm, technologies and major functionalities of digitalised tools; (iii) complexity of the planned R&D projects and applicable offline retail operation; and (iv) our capacity and availability of resources.

We foresee that in addition to our existing 26 R&D staff who are responsible for R&D projects, we need to hire additional 28 staff for R&D of new digitalised tools, PaaS system, major functionalities of digitalised tools, technologies and algorithm supporting the R&D, because (i) a significant portion of our existing staff is needed for the continuous optimisation of the completed R&D projects that have been in use by us, such as FMES platform, and thus, it may not be commercially viable to re-allocate all of them to the future R&D projects; (ii) we envisage that the range of offline retail operation will increase along with the expansion of our business operations and customer base and thus, we will require additional staff to concurrently conduct R&D projects which are applicable to different offline retail operation to strength our market position; (iii) we will be required to continuously enhance the quality of our existing digitalised tools and develop new digitalised tools in order to keep up with our customers’ demand and market trend and to facilitate our expansion plan; and (iv) we need to continuously optimise algorithm and enhance other technological aspects of our digitalised tools and systems so as to enhance user experience and thus, to maintain competitiveness of our digitalised tools and systems.

In addition, we will continuously require staff for daily maintenance of digitalised tools and systems. Although our FMES platform and existing digitalised tools have been launched for application and operations, we expect that our existing R&D staff who are responsible for daily maintenance of digitalised tools and systems will be needed in the on-going maintenance of our FMES platform and existing digitalised tools. Therefore, considering the new systems and digitalised tools to be developed according to our growth strategies, we expect that we need to hire additional 7 staff for daily maintenance of the new digitalised tools and systems to be launched in the next three years.

In particular, we expect that these R&D staff could facilitate and support our fast-growing tasks and marketers matching service and SaaS+ subscription. As our tasks and marketers matching service and SaaS + subscription are still at an early development stage, R&D in new digitalised tools, algorithms and data analytics is indispensable to the growth of our tasks and marketers matching service and SaaS+ subscription and strengthen our capability to offer a wider range of tasks and marketers matching service and SaaS+ subscription. We expect that our new R&D staff would facilitate us to accelerate technology and digitalised tool innovations and expand the applicability of our digitalised tools to more commercial settings in various industries. Furthermore, these new staff could help us address the evolving business needs of our customers and other industry participants along the value chain. According to Frost & Sullivan, the monthly remuneration (including base salary and bonus) of the R&D staff, details of which are set out in below table, is in line with the industry norm.

FUTURE PLANS AND [REDACTED]

The following table sets forth salary levels and job requirements of R&D staff and management and support staff that we intend to recruit:

Positions	No. of employees to be hired	Roles and functions	Monthly remuneration (RMB'000)	Qualifications	Experience	No. of our Group's employee in this position as at 31 December 2022	Reasons for recruiting additional talents for this position
Industry expert	1	Business development and ensure suitability and implementation of services and digitalised tools.	65-75	Bachelor's degree or above with major in computer science, marketing or e-commerce.	<ul style="list-style-type: none"> Five years of experience in software implementation or familiar with the installation and operation of databases, conventional software and cyber security; Experience in industry process management. 	5	Expansion of talent pool in light of our expected development and growth
Digitalised tool manager	3	Product innovations and development and market user research.	45-50	Bachelor's degree or above with major in computer science, marketing or e-commerce.	<ul style="list-style-type: none"> Three years of experience in product management, having rich experience in design and planning of new mobile internet products. 	5	Expansion of talent pool in light of our expected development and growth
Digitalised tool assistant	2	Product innovations and development and market user research.	13-16	Bachelor's degree or above.	<ul style="list-style-type: none"> One year of experience in product demand analysis. 	1	Expansion of talent pool in light of our expected development and growth
Testing manager	2	Test plan designing and product testing.	30-35	Bachelor's degree or above with major in computer science, communication or other related disciplines.	<ul style="list-style-type: none"> Three years of experience in product testing experience. 	2	Expansion of talent pool in light of our expected development and growth

FUTURE PLANS AND [REDACTED]

Positions	Roles and functions	No. of employees to be hired	Monthly remuneration (RMB '000)	Qualifications	Experience	No. of our Group's employee in this position as at 31 December 2022	Reasons for recruiting additional talents for this position
Testing engineer	Product testing and preparing testing reports.	3	15–20	Bachelor's degree or above with major in computer software or other related disciplines.	One year of experience in testing, and preferably, in programming.	3	Expansion of talent pool in light of our expected development and growth
Algorithm and data scientist	Data analysis, building models and overseeing R&D teams in implementation.	1	68–72	Bachelor's degree or above in mathematics, statistics, computer related disciplines.	<ul style="list-style-type: none"> Five years of experience in algorithm and data scientist industry; With experience in model algorithm construction. 	—	Based on the goal of data-driven business, the Company needs to develop data products to support and feedback our business, therefore we established an algorithm and big data centre in 2022 to set up the position of algorithm and data scientist.
Data analyst	Analysing operating data and providing implementation recommendations.	2	28–32	Bachelor's degree or above with major in computer, statistics, mathematics, big data and other related disciplines.	One year of experience in data modelling and application.	3	Expansion of talent pool in light of our expected development and growth
Algorithm engineer	Data analysis and optimising algorithm.	5	25–29	Bachelor's degree or above with major in computer or data application related disciplines.	One year of experience in building knowledge base and data processing, analysis and modelling.	—	Based on the goal of data-driven business, the Company needs to develop data products to support and feedback our business, therefore we established an algorithm and big data centre in 2022 to set up the position of algorithm engineer.

FUTURE PLANS AND [REDACTED]

Positions	Roles and functions	No. of employees to be hired	Monthly remuneration (RMB '000)	Qualifications	Experience	No. of our Group's employee in this position as at 31 December 2022	Reasons for recruiting additional talents for this position
Project manager	Project management.	2	28–35	Bachelor's degree or above with major in computer science or related disciplines.	<ul style="list-style-type: none"> Five years of experience in software development; or Two years of experience in project management. 	3	Expansion of talent pool in light of our expected development and growth
Product development architect	Product development, which includes architecture designing, introducing advanced technology and resolving technical issues.	1	45–50	Bachelor's degree or above with major in software engineering and computer science.	Five years of experience in system analysis and architecture design of software projects independently with successful cases in software architecture design or experience in large-scale systems.	2	Expansion of talent pool in light of our expected development and growth
Product development manager	Product development, which includes project management and development of core code and key modules.	2	30–35	<ul style="list-style-type: none"> Bachelor's degree or above with major in computer science. Proficiency in one or more development languages. 	Three years of experience in open-sourced application development.	3	Expansion of talent pool in light of our expected development and growth
Product development engineer	Product development and unit testing.	4	13–16	<ul style="list-style-type: none"> Bachelor's degree or above with major in computer science; 	One year of related experience.	9	Expansion of talent pool in light of our expected development and growth

FUTURE PLANS AND [REDACTED]

Positions	Roles and functions	No. of employees to be hired	Monthly remuneration (RMB '000)	Qualifications	Experience	No. of our Group's employee in this position as at 31 December 2022	Reasons for recruiting additional talents for this position
Maintenance manager	Operation maintenance, which includes daily maintenance and handling emergencies.	2	28–35	Diploma or above in marketing or other related disciplines.	<ul style="list-style-type: none"> Five years of experience in operation maintenance and two years in management position; Have public cloud platform operation and maintenance management experience or actual automation operation and maintenance experience is a plus. 	2	Expansion of talent pool in light of our expected development and growth
Maintenance engineer	Operation maintenance, which includes system monitoring, data backup, troubleshooting and etc.	5	14–20	Diploma or above in computer science.	<ul style="list-style-type: none"> One year of experience in operation and maintenance; Experience of platform operation and maintenance is preferred. 	—	With the increase of the size of the R&D team, the increase in the number and functions of products and the access of data products, the maintenance of all systems coordinated by one maintenance manager cannot match the needs of platform development. In order to ensure the high availability and data security of the product, a full-time maintenance and support team is required and the scale of the operation and maintenance team is required to be expanded to set up the position of maintenance engineer.

FUTURE PLANS AND [REDACTED]

Enhancing our IT infrastructure

Our plan to enhance our IT infrastructure includes purchasing hardware and software copyrights or licences to expand storage and computing capabilities and strengthening our IT operation management and maintenance to ensure the reliability and security of our service offerings. In particular,

- in second quarter of 2023, we plan to purchase software (such as operating system, algorithm authorization, data analysis tools, etc.) and hardware (such as servers, computing cards, etc.) that can support petabyte-level data volume and computing power for our algorithm laboratory. We expect these software and hardware will provide strong computing power support for our big data analysis and optimising algorithm;
- in fourth quarter of 2023, we plan to purchase virtual desktop software as to support a secure and isolated remote access platform for research and development, operation and maintenance by our IT suppliers etc. We expect that such virtual desktop software can help save travel expenses.
- in third quarter of 2024, we plan to set up a petabyte-level secure backup server in each of Shanghai, Dalian and Guangzhou so that we can have multi-copy off-site disaster recovery backup. We also plan to purchase professional-grade data backup software and a high-stability enterprise broadband dedicated line to ensure stable and real-time backup of data transmitted from digitalised tools. The backup servers will be built with RAID 1 array so that they can still recover even if some discs are damaged. We expect that we can improve our backup efficiency and save cost of data security management.
- in fourth quarter of 2025, we plan to build a unified and integrated IT monitoring platform to comprehensively monitor all software and hardware environments and system resources distributed in public and private clouds and provide real-time feedbacks. We expect the monitoring platform can help us quickly locate cause of faults and thus, we can solve any system problems in a timely manner, which in turn ensuring system reliability, reducing monitoring-related operation and maintenance costs and improving service and IT maintenance quality.

Enhancing our Shanghai headquarters and Dalian R&D centre

With respect to enhancement of our Shanghai headquarters and Dalian R&D centre, we plan to commence the enhancement in second quarter of 2023 and expect the enhancement will be completed by the third quarter of 2023 and the set up will be completed by fourth quarter of 2023. The enhanced Shanghai headquarters and Dalian R&D centre are expected to provide additional and sufficient office space to support our recruitment plan regarding 35 R&D talents over the next three years. We believe that our enlarged R&D team would facilitate us to accelerate technology and digitalised tools innovations and expand the applicability of our digitalised tools to more offline retail operation. Furthermore, these new staff could help us address the evolving business need of our customers and other industry participants along the value chain.

FUTURE PLANS AND [REDACTED]

With a view to jointly develop and enhance the retail sales and marketing services using technologies, we have entered into cooperation agreement with a reputable university in Dalian specialised in data structure and algorithm, further to which we also intend to set up a platform for communication and cooperation between our R&D talents and talents from the university. These talents may include specialists in algorithm research and image recognition technology, etc.

Cost and benefit analysis

In order to continuously upgrading of our FMES platform and digitalised tools, which is vital to our daily operations and provision of services, we plan to recruit 35 R&D talents over the next three years as our current workforce is not sufficient to support full implementation. Meanwhile, our Directors consider that engaging third-party IT service suppliers to the upgrade of our FMES platform and digitalised tools is not in the best interest of the Group. The overall security of FMES platform is our utmost consideration and thus, we have tried our best to minimise any risks to FMES platform or digitalised tools. We may face risks in relation to (i) leakage of intellectual property right, programming codes, trade secrets and know-how; and (ii) leakage or misuse of user information or other important data if we outsource the upgrading to third parties. Also, it is possible that third-party IT service suppliers may fail to satisfactorily upgrade FMES platform and digitalised tools or any material change in their organisational or operational status (such as bankruptcy, layoffs or the departure of key project personnel) could affect their ability to satisfactorily upgrade FMES platform and digitalised tools. Similarly, we consider that engaging third-party IT service suppliers to establish PaaS system is not in the best interest of the Group due to confidentiality and data sensitivity consideration.

Based on the fee quotation obtained from a human resources agency, it is expected that recruiting and employing R&D talents by ourselves can save costs from human resources outsourcing (i.e. the recruitment agency sourcing and hiring suitable talents and then assigning to us), while at the same time enabling us to better control the performance of such talents, as we in general have more control over our own employees than human resources outsourcing. Also, the provision of talents by human resources agencies may fluctuate and thus, lack continuity and may affect the R&D process and the collaboration among different R&D personnel. Therefore, our Directors believe direct and in-house employment of R&D talents can help reduce such risk of uncertainty and is beneficial to our long-term development as we can have better control of our cost and their performance.

Other than recruitment of R&D talents, we expect that our investment in the enhancement of our Shanghai headquarters and Dalian R&D centre may impact our profitability and liquidity. To our Directors' best estimation, we expect that our financial performance and our liquidity position will be adversely impacted by (i) leases of our enlarged Shanghai headquarters and Dalian R&D centre will be initially recognised as right-of-use asset (if the lease term is more than one year) and the corresponding liabilities will be initially recognised as lease liabilities. The right-of-use assets will be depreciated over the lease term and the corresponding depreciation will be recognised as expenses. Finance cost of the lease liabilities will be charged to our profit or loss over the lease period; (ii) payments made for leasehold improvement and acquisition of necessary office equipment for the initial set-up will be recognised as plant and equipment that will be depreciated in the future; and (iii) we also expect office expenses will be incurred for our headquarters and R&D centre.

FUTURE PLANS AND [REDACTED]

Pursuing strategic investment, acquisition and cooperation

Our business plans and commercial rationale

We expect our strategic investment, acquisition and cooperation could enrich our existing capabilities, enhance our core competencies and supplement our strategic business development plan. Currently, we plan to strategically acquire large companies located in first tier cities in the PRC, such as Beijing, Shanghai, Chengdu, Guangzhou and Shenzhen, which could enable us to rapidly expand our business across the country. In particular, we intend to look for traditional sales and marketing companies in the PRC. Since our current business operations cover more than 320 cities in 31 provinces/municipalities in China, location(s) where the target operates would not be restricted. When selecting and assessing potential targets, we will consider a number of selection criteria. In particular, we intend to look for and will selectively pursue potential target which:

- (i) is a traditional sales and marketing company in the PRC having a focus on FMCG industry, so that the target would have a similar business focus and experience in serving FMCG customers. As such, we expect that the target can help enhance our capability in serving a wider range of FMCG customers and expanding the applicable offline retail operations of our services. Also, their experience in serving FMCG customers shall complement and enable us to provide better services and achieve further synergies that in turn enhance our customers loyalty, we can minimise time required for organic growth and business expansion;
- (ii) has an established customer base consisting of international and local market-leading brand owners and/or distributors. If the targets and us have the same customers, but the targets provide services for such customers in different regions, then, by acquiring such targets, we shall be able to expand our service coverage of our existing customers.

Furthermore, while we believe that brand owners and distributors generally have a demand to increase the use of data-driven marketing services in a wider geographical context, such demand may not be satisfied due to the misalignment in technological levels and data base among marketing service suppliers in different regions. Our Directors believe that, upon acquisition of marketing service provider in other regions, we may then apply our business model and our technologies to the acquired target and thereby achieve synergies that in turn enable our customers to achieve data collection with higher geographical coverage covering more sales points and sales channels.

Alternatively, in cases where we acquire a target which does not have any overlapping customers with us, we expect such target would help us expand our customer base and thus, enhance our market presence and strengthen our market share;

- (iii) has an established marketer base, which could be employee marketer and/or third-party marketers, so that the target could help us expand our marketer base. With an enlarged marketer base, we expect to broaden geographical coverage of our marketer network, manage task acceptance and completion capacity more effectively, and thus, enhance our task completion rate. Also, as we intend to select a target that has a pool of marketers who are experienced in serving sizable brand owners, with diverse understanding of the requirements of different brand owners. By acquiring such target, we can promptly enhance our capability of matching the suitable marketers with market-leading brand owners, which are our major customers;

FUTURE PLANS AND [REDACTED]

- (iv) possesses competitive advantages in areas or subjects we consider valuable to our existing business operations. As such, we expect the target can help expanding our service coverage in respect of different offline retail operation and complement with our existing services and business growth and enhance our brand awareness and financial performance. In addition, we can also acquire the data accumulated by the target from its provision of previous services. We believe such operating data may cover wider variety of offline retail operation and in turn further improve our formulation of sales and marketing strategies; and
- (v) has proven track record in providing traditional sales and marketing services and we expect that it is profit making and has at least an annual revenue of RMB150 million and we would also consider other factors including the expected P/E ratio, with reference to traditional sales and marketing service providers listed on the Stock Exchange and taking into account the discount factor for the acquisition of private companies. In addition, if the target has international presence, they could further supplement our strategic business development plan relating to international presence.

From a financial perspective, upon acquisition and successful integration, depending on the size and business focus of the actual target we acquire, we expect that the acquisition will contribute to our financial performance positively given that the target to be acquired is expected to possess sound financial condition with revenue and profit at the time of our acquisitions.

From an operational perspective, given that (i) the targets shall be in the same industry that we are operating, in which we have experience, and (ii) we will focus on identifying targets with established client base and profitability; and (iii) we plan to retain management of the target companies, we do not expect that there will be major disruptions in or impact on our operations upon the completion of acquisition(s).

To facilitate the identification of targets, (i) we intend to designate a team comprising our senior management members as the task force to oversee the implementation of the acquisition and investment plan; (ii) our employees, especially those who have first-hand information of and directly communicate with our business partners, will be instructed to identify potential targets in the market which may meet our selection criteria through external and internal market research; and (iii) our executive Directors may also identify potential targets with their personal connection and industry experience and will serve as the panel to review the suitability of a target company before embarking on negotiation. We expect to commence the process of identifying targets for acquisition or investment and negotiation with them in the first half of 2023 followed by a series of feasibility studies and due diligence exercises subject to the identification of suitable target. If we consider potential targets being suitable, we will further negotiate with potential sellers to agree on normal commercial terms that are fair and reasonable and in the interests of our Company and the Shareholders as a whole.

We believe our extensive industry experience and insights will enable us to identify suitable potential opportunities and effectively evaluate and execute such opportunities. For potential investment, in the long run, we will utilise our internally generated resources to enhance the performance of the acquired companies, such as sharing our extensive industry experience, implementing our advanced operation models, reorganising their corporate governance structure to help them integrate into our operations, as well as establishing a competitive and flexible remuneration system, with the goal to form sustainable and mutually beneficial relationships with such acquired companies.

FUTURE PLANS AND [REDACTED]

Cost and benefit analysis

We intend to use [REDACTED]% of the [REDACTED], or HK\$[REDACTED] million, for strategic investment, acquisition and cooperation. In case the amount of [REDACTED] falls short of the amount of acquisition consideration, we consider it would be commercially viable to (i) liaise with the transaction parties and obtain control over the target by acquiring more than 50% of the equity interest, instead of the entire equity interest, in the target; and/or (ii) utilise our internal resources and/or external financing to settle any remaining part of the consideration. Our Directors are of the view that the strategic acquisition will be beneficial to our business strategy to further expand our business scale and market share based on the following analysis:

(i) *Minimising the time required for organic growth*

Based on our Directors’ past experience, it took us six years to achieve an annual revenue of at least RMB150 million by way of organic growth, mainly comprising (i) expanding customer base within our existing geographical coverage; and (ii) expanding our geographical coverage and by way of (i) tendering application; and (ii) direct sales.

On the other hand, our Directors estimated that it generally takes around one year for us to complete an acquisition of a target, depending on the complexity, location, scale and service offerings of the target, which includes (i) conducting and performing valuation, due diligence and negotiation; (ii) execution of relevant agreements; and (iii) completing the statutory requirements and commercial terms of acquisition. Our Directors consider that strategic acquisitions and investments are more time efficient to achieve business expansion.

(ii) *Minimising the uncertainties and additional costs associated with organic growth*

Strategic acquisition not only can save time for expanding our customer base and service offerings, but also increase our technical and managerial talents, help to adapt our management model based on the local regulatory requirements, social culture and market environment, control the risks associated with new customers or long-distance management and save costs and efforts. In addition, our Directors consider that strategic acquisition will also allow us to diversify our customer base as we gain access to the existing clientele of the target being acquired. Inheriting existing clientele that have been properly managed by the target company prior to acquisition could minimise risks and uncertainties in respect of procuring new customers as described above and expand our revenue stream in a short period of time.

Compared with organic growth to new markets, strategic acquisitions can secure a more stable source of income and predictable investment payback with reference to the financial performance and the existing customer base of the targets. We will conduct valuation and due diligence on the target companies to make sure investment payback is within a reasonable range.

Although we had been expanding our business primarily through organic growth since inception, for increasing our market share in the PRC, our Directors consider that a combination of both organic and inorganic growth is ideal for a company, as expansion through strategic acquisition will enable us to gain access to new markets faster, expand our market share in existing markets in a more efficient and secured manner, and therefore diversifies the revenue base without relying solely on current operation to grow.

FUTURE PLANS AND [REDACTED]

Availability of targets

Based on the expert interviews conducted by Frost & Sullivan, for our selection criteria and the availability of such targets, as of 2021, there were over 300 sales and marketing companies in China that had revenue of at least RMB150 million.

Enhancing our capabilities in sales and marketing

Our business plans and commercial rationale

In order to enhance our capabilities in sales and marketing, we plan to (i) increase the size of our business team to accelerate the development of our customised marketing solution and tasks and marketers matching service by recruiting 28 sales talents with appropriate proficiency in technology over the next three years; (ii) expand and diversify our sales and marketing channels; and (iii) provide more professional training to our business team.

Increase the size of our business team to accelerate the development of our customised marketing solution and tasks and marketers matching service

We intend to increase the size of our business team to accelerate the development of our customised marketing solution and tasks and marketers matching service. Such business team is expected to be responsible for expanding project portfolio, customer base and marketing channels, formulate sales strategies and corresponding measures to ensure achievement of the strategies, and continuously improve our service quality to enhance long-term relationship with customers. We believe that by continuously cultivating excellent sales talents, we can achieve sustainable growth. In particular, we plan to hire 28 sales talents with appropriate proficiency in technology over the next three years through third-party recruitment websites, internal referral and school recruitment. Generally, these talents should have a background in areas including the operation and management of customised marketing solution and tasks and marketers matching service, marketing strategy and/or risk control modelling. According to Frost & Sullivan, the annual remuneration (which includes base salary and bonus) of the sales talents, details of which are set out in below table, is in line with the industry norm.

FUTURE PLANS AND [REDACTED]

The following table sets forth salary levels and job requirements of sales talents that we intend to recruit:

Positions	Roles and functions	No. of employees to be hired	Annual Remuneration (Note) (RMB '000)	Qualifications	Experience	No. of our Group's employee in this position as at 31 December 2022	Reasons for recruiting additional talents for this position
Vice President of Sales	<ul style="list-style-type: none"> Set up sales strategy goals Understand customers' needs and solve problems in a timely manner With ability to build a sales management team 	1	1,744	<ul style="list-style-type: none"> Bachelor's degree or above Deeply cultivate the SaaS+ service industry and familiar with related products Have practical experience in developing market nationwide 	Five years of experience in middle and senior sales business management experience	—	Due to the significant increase in marketers, it is necessary to have vice president level personnel to coordinate department personnel management to cope with customised marketing solution, tasks and marketers matching service and SaaS+ subscription development
Director of Sales	<ul style="list-style-type: none"> Develop a variety of sales methods to achieve sales goals Reasonably delegate sales targets according to sales goals Can develop new customers and new markets 	8	920	<ul style="list-style-type: none"> Bachelor's degree or above Have keen market insight and strong market development and sales ability Has experience and deep insights in corporate services and FMCG industry 	Five years of sales experience, which include more than three years of sales experience in SaaS related industries and more than three years of experience in sales team management	11	In order to serve more top brand owner customers, a large number of high-level sales personnel are required to contact and meet customer needs

FUTURE PLANS AND [REDACTED]

Positions	Roles and functions	No. of employees to be hired	Annual Remuneration (Note) (RMB '000)	Qualifications	Experience	No. of our Group's employee in this position as at 31 December 2022	Reasons for recruiting additional talents for this position
Sales Manager	<ul style="list-style-type: none"> Responsible for construction of regional market distribution channel Support current business partners to improve their sales capabilities Be aware of the market situation of SaaS+ service-related products 	9	332	<ul style="list-style-type: none"> Bachelor's degree or above and with certain industry resources Familiar with mainstream SaaS+ service products and sales models Experience in SaaS+ service or cloud product sales is preferred 	Three years of sales experience	45	Expansion of talent pool in light of our expected development and growth
Sales Executive	<ul style="list-style-type: none"> Implement marketing plans Assist the sales manager to complete the monthly sales plan Continuously improve the customer transaction rate 	10	204	<ul style="list-style-type: none"> Diploma or above and excellent fresh graduates are also acceptable Has certain understanding of SaaS+ service products and sales models With strong business negotiation skills and new customer development ability 	N/A	43	Expansion of talent pool in light of our expected development and growth

Note: Annual remuneration includes base salary and sales bonus.

FUTURE PLANS AND [REDACTED]

Provide more professional training to our business and operations team

We plan to provide various trainings to our employee marketers, being part of our business and operations team, to strengthen their capabilities to serve our customers, thereby enhancing customer loyalty. These employee marketers are our valuable assets because they directly interact with consumers and their performance have direct effect on our revenue. As such, enhancing their personal development and skill sets is important to improving our service quality.

Expanding and diversifying our sales and marketing channels

We will invest in expanding our influences through word-of-mouth referrals and a range of other channels, such as customer meetings, conducting regular market researches and industry conferences and events. We also expect to engage online sales and marketing channels including strategically placing advertisements on professional and social network platforms. Following our participation of an industry event organised by a leading AI company based in the PRC in October 2021 and publication of 2022 China Offline Digital Marketing White Paper (《2022年中國線下動銷數字化白皮書》) together with Frost & Sullivan and LeadLeo, we plan to publish the second White Paper in 2023. Meanwhile, we plan to actively participate in customer conferences and industry events to promote our brand awareness and diversify our customer base.

Cost and benefit analysis

With a view to accelerating the development of our customised marketing solution and tasks and marketers matching service, we intend to increase the size of our business team by recruiting an additional 28 sales talents with appropriate proficiency in technology.

Based on the fee quotation obtained from a human resources agency, it is expected that recruiting and employing sales talents by ourselves can save costs from human resources outsourcing (i.e. the recruitment agency sourcing and hiring suitable talents and then assigning to us), while at the same time enabling us to better control of the performance of such talents, as we in general have more control over our own employees than human resources outsourcing. Also, the provision of talents by human resources agencies may fluctuate and thus, lack continuity and may affect our relationship with customers and implementation of long-term sales strategies. Therefore, our Directors believe direct employment of sales talents can help reduce such risk of uncertainty and is beneficial to our long-term development as we can have better control of our cost and their performance.

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FUTURE PLANS AND [REDACTED]

Expected implementation timetable

The table below sets forth the expected implementation timetable of our planned use our [REDACTED]:

	2023	Year ending 31 December			Total
		2024	2025	2026	
Enhancing our core technology capabilities and fundamental R&D	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Pursuing strategic investment, acquisition and cooperation	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Enhancing our capabilities in sales and marketing	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Repaying our bank borrowings	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Working capital	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Total	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Investors should note that the implementation plans above are drawn up based on the current economic status and subject to many uncertainties and unpredictable factors, in particular the risk factors as set out in “Risk factors”. Our actual course of business may vary from the business objectives set out in this document. Therefore, there is no assurance that our business plans will materialise in accordance with the estimated time frame and that our future plans will be accomplished at all.