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## FUTURE PLANS AND USE OF [REDACTED]

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### FUTURE PLANS

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

### USE OF [REDACTED]

We estimate that we will receive net [REDACTED] from the [REDACTED] of approximately HK\$[REDACTED] million, after deducting [REDACTED], fees and estimated expenses payable by us in connection with the [REDACTED], assuming [REDACTED] is not exercised, at the [REDACTED] of HK\$[REDACTED] per H Share.

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

1. **Research and Development and Product Iteration.** To reinforce our technological leadership, approximately [REDACTED]%, or approximately HK\$[REDACTED] million, of the net [REDACTED] will be allocated over the next six years to invest in research and development and product iteration initiatives that are integral to advancing and differentiating our AMR solutions within the global market.
- **Accelerating Development of the Robot Matrix Platform:** We are committed to driving continuous innovation in our Robot Matrix platform, accordingly, approximately [REDACTED]%, or approximately HK\$[REDACTED] million, of the net [REDACTED] will be allocated over the next six years to intensify development efforts that will reduce robot deployment timelines, maximize R&D efficiency, and advance product standardization. This investment will strengthen the configurability and modularity of our AMR systems, allowing seamless adjustments and customizations tailored to sector-specific requirements across industries such as e-commerce, automotive, healthcare, and high-demand warehousing.

Our R&D focus will be on enhancing the platform’s adaptability through the integration of intelligent software modules and technology, enabling AMRs to dynamically adjust to complex workflows and evolving operational needs. For instance, we intend to design our AMRs to have the capabilities to address performance issues before they arise, minimizing downtime and ensuring higher efficiency for customers across different sectors.

Additionally, we will invest in reducing the costs and time associated with deploying customized AMR solutions. By refining our customization processes, we aim to enable customers to deploy tailored solutions faster and at a lower cost, ultimately increasing return on investment. This includes implementing automated design that streamline the customization of robotics hardware and software, allowing us to deliver customer-specific configurations rapidly without sacrificing performance or quality.

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## FUTURE PLANS AND USE OF [REDACTED]

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We believe these above enhancements of the Robot Matrix platform will lay the groundwork for scalable, automated future upgrades, making it easier to integrate new features, technologies, and capabilities as they emerge.

- **Strengthening Modular Software for Intelligent Warehousing:** As we continue to innovate within the AMR ecosystem, a key focus will be on advancing our modular software solutions to enhance the flexibility and automation of our warehouse management infrastructure. To accomplish this, approximately [REDACTED]%, or approximately HK\$[REDACTED] million, of the net [REDACTED] will be allocated over the next six years toward the development and integration of our core systems, namely RMS, WES and IOP. Each of these platforms will be enhanced to enable greater adaptability and support AMRs across diverse and increasingly complex warehousing environments.

We intend to enhance our AMR solutions to facilitate more seamless integration with existing warehouse management systems and enterprise resource planning platforms, creating a fully cohesive logistics network that can adapt to varying workflows, scales, and regulatory requirements.

With these upgrades, our modular software will deliver superior scalability, enabling efficient deployment across logistics ecosystems of varying scales and complexities.

- **Integrating New Technologies into AMR Solutions:** Approximately [REDACTED]%, or approximately HK\$[REDACTED] million, of the net [REDACTED] will be allocated over the next six years on application of new technologies into our AMR solutions. We aim to achieve seamless, intuitive collaboration between workers and AMRs by equipping robots with cognitive capabilities. The focus of this initiative will be on the enhancement of our AMRs’ ability to respond to complex environments. This will empower them to complement workers’ actions effectively, particularly in high-demand and dynamic logistics settings.

Our investment in new technologies will support the development of advanced robotic systems, such as robotic arms, autonomous forklifts, and intelligent picking robots, specifically designed to integrate smoothly within workflows.

We intend to use this R&D to create multi-function AMR systems that optimize order fulfillment, inventory management, and supply chain flow, ultimately reducing labor costs and improving productivity for customers. By developing these advanced robotic solutions, we aim to set a new industry standard in collaborative robotics to improve efficiency of warehouse operations.

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## FUTURE PLANS AND USE OF [REDACTED]

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2. **Sales and Service Network Expansion.** In line with our ambition to solidify our position as a global leader in AMR solutions, approximately [REDACTED]%, or approximately HK\$[REDACTED] million, of the net [REDACTED] will be allocated over the next six years for scaling our international brand presence and enhancing market engagement.

We are dedicated to establishing a compelling and recognizable brand presence across key non-domestic markets, with a primary focus on developed countries and regions, such as the United States, Germany, France, Spain, the Netherlands, Australia, Japan, South Korea and Singapore. This involves a multi-layered strategy, with targeted brand-building initiatives designed to resonate with the unique preferences and expectations of customers in each region.

We will implement comprehensive brand-building initiatives that encompass digital marketing, localized advertising, participation in international trade expos, and collaborations with regional influencers in logistics technology to strengthen our credibility and maximize reach among potential customers and partners. Through these initiatives, we intend to communicate our brand value and technological advantage, building credibility and establishing a robust customer base. We plan to allocate HK\$[REDACTED] million towards implementing marketing initiatives.

The [REDACTED] will also support the development of local sales teams, customer service staff, and technical support consultants with deep insights into each market’s operational dynamics and specific logistical needs. We plan to allocate HK\$[REDACTED] million towards hiring sales and customer service staff and technical support consultants. Additionally, we will invest in establishing localized infrastructure that allows for swift product delivery, maintenance, and post-sales support, ensuring that we can provide customers with prompt, high-quality service.

3. **Supply Chain Development.** Approximately [REDACTED]%, or approximately HK\$[REDACTED] million, of the net [REDACTED] will be allocated over the next six years to support our expanding supply chain development. We will establish strategically located production centers and supply chain hubs in high-demand regions, enhancing our ability to meet customer demands with greater speed and efficiency, such as America. Specifically, over the next six years, we intend to allocate HK\$[REDACTED] million towards the investment in customer service hubs, HK\$[REDACTED] million towards the development of spare parts warehouses, and HK\$[REDACTED] million towards the expansion of manufacturing facilities. We believe this infrastructure investment will enable cost-effective delivery and significantly enhance our flexibility to respond to market shifts by establishing strategically located regional facilities closer to our key customers and markets. The development of dedicated customer service hubs and spare parts warehouses will enable quicker and more responsive service and support, reducing transportation lead times and logistics expenses. The proximity to end customers facilitated by regional manufacturing and warehousing hubs will

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## FUTURE PLANS AND USE OF [REDACTED]

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streamline logistics operations, minimize shipping distances and associated logistics costs, and enhance our responsiveness to evolving local demand. Additionally, by maintaining inventory and spare parts locally, we will be able to shorten response times, reduce downtime, and swiftly adapt our AMR solutions to specific customer requirements or rapidly changing market conditions. Furthermore, expanding our manufacturing capacity across different geographical locations will mitigate potential disruptions due to supply chain uncertainties, geopolitical factors, or sudden fluctuations in customer demand, thereby ensuring continuity and reliability in meeting customer needs at optimized costs. These centers will serve as regional manufacturing hubs equipped with scalable production capabilities and dedicated logistics and technical support teams, reducing delivery times, lowering logistics costs, and enhancing responsiveness to local market needs. For each key market, we plan to develop a customized supply chain strategy, focusing on efficient inventory management and flexible production capacities to address demand fluctuations. By investing in localized production and supply chain infrastructure, we aim to reduce the risks inherent in global supply chains, such as delays, tariff impacts, and logistical bottlenecks. This strategy will enable cost-effective delivery while enhancing our flexibility to respond to market shifts.

4. **Digital Management, Data Security, and Cybersecurity.** As we embark on global expansion, we recognize that a robust digital infrastructure is essential to achieving operational excellence and streamlined coordination across regions. Accordingly, we will dedicate approximately [REDACTED]%, or approximately HK\$[REDACTED] million, of the net [REDACTED] over the next six years to developing an advanced digital management platform and upgrading cybersecurity IT infrastructure.

- **Developing a Global Digital Operations Platform:** To achieve transparency and precise operational control across our global network, we are committed to creating an integrated digital management platform that spans every facet of our operations, from supply chain and inventory management to customer relationship management (“CRM”) and real-time logistics monitoring. This platform will centralize data from diverse business functions, breaking down silos and facilitating smooth cross-functional integration, which will provide us with a unified, real-time view of operations across regions. This centralization enables more agile, data-informed decision-making at all levels, empowering us to quickly adapt to changes in demand, logistical challenges, and customer needs.

The platform will also facilitate proactive customer service by analyzing customer interactions and engagement patterns to address support needs or potential issues. By integrating CRM data with real-time operational metrics, we will equip our support teams with comprehensive customer insights, enabling them to respond more effectively to customer inquiries and enhance overall service quality.

**FUTURE PLANS AND USE OF [REDACTED]**

- **Investing in Cybersecurity:** With the digital expansion of our global footprint, ensuring robust cybersecurity has become an essential priority. We will invest in advanced cybersecurity infrastructure, multi-layered encryption protocols, secure cloud storage, and advanced authentication measures to safeguard both customer data and internal systems with continuous system upgrades and iteration.

Through these investments in cybersecurity, we will build a resilient digital infrastructure that not only supports global operations but also safeguards the integrity of our services and the privacy of our customers worldwide.

**5. Working Capital and General Corporate Purposes.** Approximately [REDACTED]%, or approximately HK\$[REDACTED] million, of the net [REDACTED] will be allocated to general corporate purposes, providing us with sufficient financial flexibility to address ongoing operational needs, explore strategic growth initiatives, and maintain stability in unforeseen circumstances. This allocation will also support day-to-day operational expenses, staff expansion, and potential opportunities for strategic partnerships or acquisitions that align with our long-term goals. By maintaining a reserve for general corporate purposes, we will be well-positioned to adapt to changes in market conditions and capitalize on new opportunities as they arise.

The table below summarizes the planned yearly allocation of the net [REDACTED] from the [REDACTED] by nature, from the second half of 2025 through 2030. [REDACTED] should note that these plans are based on assumptions and are subject to uncertainties, including the risks described in the “Risk Factors” section of this Document. As such, we cannot guarantee that our plans will proceed as scheduled or that our goals will be fully achieved.

Yearly Allocation Summary	2025H2	2026	2027	2028	2029	2030
<i>(in HKD millions)</i>						

R&D Expenses						
(Use of [REDACTED])						
No. 1: Research and Development and Product Iteration) . . . . .	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
R&D Expenses						
(Use of [REDACTED])						
No. 4: Digital Management, Data Security, and Cybersecurity) . . . . .	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

## FUTURE PLANS AND USE OF [REDACTED]

Yearly Allocation Summary	2025H2	2026	2027	2028	2029	2030
	<i>(in HKD millions)</i>					
Capital Expenditures						
(Fixed Assets) (Use of						
[REDACTED] No. 3: Supply Chain						
Development) . . . . .	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Capital Expenditures						
(Fixed and Intangible						
Assets) (Use of [REDACTED]						
No. 4: Digital Management,						
Data Security, and						
Cybersecurity) . . . . .	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Sales Expenses (Use of						
[REDACTED] No. 2: Sales and						
Service Network						
Expansion) . . . . .	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Administrative Expenses						
Investment (Use of [REDACTED]						
No. 4: Digital Management,						
Data Security, and						
Cybersecurity) . . . . .	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
<b>Total</b> . . . . .	<u>[REDACTED]</u>	<u>[REDACTED]</u>	<u>[REDACTED]</u>	<u>[REDACTED]</u>	<u>[REDACTED]</u>	<u>[REDACTED]</u>

If the [REDACTED] is exercised in full (assuming the [REDACTED] is not exercised), the net [REDACTED] that we will receive will be approximately HK\$[REDACTED] million, based on the [REDACTED] of HK\$[REDACTED] per H Share. If the [REDACTED] and the [REDACTED] are exercised in full, the net [REDACTED] that we will receive will be approximately HK\$[REDACTED] million, based on the [REDACTED] of HK\$[REDACTED] per H Share. We intend to apply the additional net [REDACTED] to the above purpose 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).