

## FUTURE PLANS AND USE OF PROCEEDS

### FUTURE PLANS

Please see the section entitled “Business—Business Strategies” for a detailed description of our future plans.

### USE OF PROCEEDS

We estimate the net proceeds of the Global Offering we will receive, assuming an Offer Price of HK\$6.40 per Offer Share (being the mid-point of the Offer Price Range stated in this prospectus), will be approximately HK\$1,785 million, after deduction of underwriting fees and commissions and estimated expenses payable by us in connection with the Global Offering and assuming the Over-allotment Option, Pre-IPO Share Option Scheme and Post-IPO Share Option Scheme are not exercised.

We intend to use the net proceeds of the Global Offering for the following purposes assuming the Offer Price is fixed at HK\$6.40 per Offer Share (being the mid-point of the indicative Offer Price Range):

Major Categories	Percentage of total proceeds	Amount of total proceeds (HK\$ in million)	Respective percentage of total proceeds	Respective amount of total proceeds (HK\$ in million)	Specific Explanation / Plans	Expected capital expenditure (HK\$ in million)	Timeframe
Strategic investments, cooperation and acquisition .....	60.0%	1,071.0			We believe that undertaking strategic acquisition and investments may facilitate rapid expansion of our business scale, geographic presence and/or service offerings. Not only will these result in revenue and net profit growth under our three business segments, but our Directors are of the view that these efforts will also enhance our corporate profile, credibility and competitiveness among prospective customers and suppliers. Within the next one to two years, we plan to acquire 7-11 property management companies that could meet our criteria.	1,071.0	
					In determining the amount of net proceeds to be used for acquisition of potential targets, we have taken into account the following factors: (1) the expected return of the investments and (2) the market valuation multiple, such as the price-to-earnings ratio, of comparable PRC property management companies. Notwithstanding the preliminary market research we have conducted based on our selection criteria, our Directors had not identified any suitable targets as of the Latest Practicable Date. Our Directors believe that there is an abundance of potential targets available in		

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						<p>the market which can meet our criteria as set out below based on current and expected market conditions. Further, we have already determined the criteria for evaluating potential targets and put in place internal policies and procedures for doing so.</p> <ul style="list-style-type: none"> <li>We have implemented Property Management Company's Guidelines for Mergers and Acquisitions (《物業公司收購工作指引》) which serve as general guidelines for our acquisition activities. It sets out four general principles (including strategy oriented, standardization, risk control and revenue maximization) that we should adhere to and a series of specific internal procedures for acquisitions which include target selection, due diligence, internal approval process, negotiation and signing, settlement and closing and post-acquisition evaluation.</li> <li>We have developed a merger and acquisition decision-making procedure (收購項目決策模型) which would assist us in selecting target companies. It sets out procedures in guiding us on how to evaluate a target company based on three aspects, including operation analysis, market analysis and risk assessment.</li> </ul>		
			1. Acquiring property management service providers	40%	714.0	<p>We plan to target 5-7 property management service providers with:</p> <p>(a) good reputation, high-quality assets and a total GFA under management of not less than 3.0 million sq.m.; or</p> <p>(b) operational efficiency or profit margin improvement potential; or</p> <p>(c) an annual revenue of not less than RMB40 million for the most recent financial year with a price to earnings ratio below 10; and a net profit margin of not less than 8.0% for the most recent financial year.</p>	714.0	Between one year and two years after Listing

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						We would prioritize our acquisitions in property management service providers that business operations in central China region including Henan, Anhui, Shanxi, Hunan, Hubei and Jiangxi Province.		
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						We plan to also target 1-2 companies that have diversified types of properties in their property management portfolios under its management that are different from our Group's, such as public properties, office buildings; or (ii) presence across the central China region including Henan, Anhui, Shanxi, Hunan, Hubei and Jiangxi Province to increase our geographical coverage. By broadening our property portfolio, we are able to enhance the allocation, utilization and sharing of resources across different properties in our portfolio, as well as to increase our market presence and brand recognition in the relevant local markets.	178.5	Between one year and two years after Listing
							178.5	Between one to two years after Listing
						We plan to acquire 1-2 companies that can bring synergies to our business, in particular our value-added services, such as information technology companies that would (i) serve as a part of the supply chain to our Jianye + (建業+) platform retail chains; (ii) offer agricultural products originated from Henan Province; and (iii) serve as a platform for smart city.	178.5	Between one to two years after Listing
						We would prioritize our acquisitions in information technology companies that have business operations in the Henan Province. Further, we would take the following factors into account when assessing the suitability of our acquisitive targets: 1) the business scale; ii) the overall financial performance, in particular, with a net profit of not less than RMB5 million; iii) the kind of patent or intellectual property owned by such company; and iv) whether it has any influence in the industry.		

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Enhancement of our Jianye + (建業+) platform to optimize user experience .....	15%	267.8				<p>We believe the acquisition would further enhance the efficiency of our service which in turn will facilitate the rapid expansion of our business.</p> <p>Benefiting from the brand awareness and influence of “Central China”, we require relatively less investment in the expansion of our user base and Jianye + (建業+) platform marketing. As such, we plan to expend the net proceeds to continue to develop our Jianye + (建業+) platform to better suit the ongoing and diverse needs of our customers.</p> <p>We believe the continued development of our Jianye + (建業+) platform will allow us to strengthen our operational efficiency and effectively control our costs which in turn will enhance profitability.</p>	267.8	
			1. Developing and optimizing software and our cloud system	5%	89.3	<p>We plan to develop our own cloud and we plan to increase the headcount in our current R&amp;D team by 100 to 150. For the expansion of our existing R&amp;D team of 77 personnel as of February 7, 2020, we plan to hire an additional of around 131 personnel of high calibre and diverse experience, including:</p> <ul style="list-style-type: none"> <li>● two product directors who will formulate and manage overall plans for products, study market and user needs, track competitors, and continuously improve product competitiveness;</li> <li>● 10 product managers who will manage internal business needs and also needs from our users, conduct requirements analysis, product planning and follow up on the entire process of product development, testing and release;</li> <li>● four user interface designers who will be responsible for the visual design and interaction design of the web and mobile applications;</li> <li>● three researchers who will undertake user and demand research work, such as crowd research, competitive product analysis and user demand analysis;</li> </ul>	89.3	Between one to two years after Listing

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						<ul style="list-style-type: none"> <li>● six general managers of information technology department who will be responsible for R&amp;D management, make decision such as new technology application and technology selection;</li> <li>● 10 architects who will be responsible for requirement analysis and architecture design of system and related products;</li> <li>● 13 front-end developers to undertake the development on iOS, Android and applet platforms, and ensure our customers a reasonable and user-friendly experience;</li> <li>● 50 back-end developers who will be responsible for the implementation of software system code and code writing, testing, and maintenance according to design documents or requirements descriptions;</li> <li>● 12 examiners to organize the company's software project and product testing work and participate in the entire testing process, and responsible for product software function testing, interface testing, performance testing and safety testing;</li> <li>● 3 operation and maintenance personnel who will be responsible for the environment construction and system deployment of the application system, and conduct daily operation and maintenance work, including system inspection, configuration changes, system updates, data backup; and</li> <li>● 18 implementation personnel who will be responsible for the integration, installation, commissioning and delivery of software and hardware products for smart communities. We believe the expansion of our R&amp;D team will optimize the organization and functionality our Jianye + (建業+) platform through strengthening our data analytical capability which in turn will</li> </ul>		

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						enhance user experience and increase their satisfaction. We believe developing our own cloud will enhance data security and consumer privacy.		
			2. Improving and expanding our facilities and equipment	4%	71.4	We plan to expend the net proceeds to improve and expand our facilities and equipment such as servers, smart community IoT devices and new retail experiential devices, to support larger-scale user interactions, improve user experience, enhance service network and increase our contact frequency with customers.	71.4	Within six months upon Listing
			3. Expansion of scale and diversity of membership resources	4%	71.4	We plan to continue to cooperate with the existing suppliers while actively explore cooperation opportunities with new suppliers to expand our scale and diversity of products, services and membership resources and provide our members with more benefits and privileges and quality service experience. We plan to expend our net proceeds to widen our sourcing channels by exploring direct cooperation with the local farmers and original equipment manufacturers which will increase our costs in terms of delivery, logistics and procurement but will greatly enrich our product and service selection for our members. As of December 31, 2019, we were cooperating with more than 340 suppliers, some of which were well-known brands that were listed on NASDAQ or the Stock Exchange. With the addition of cooperation with these new suppliers, we can also offer our members other services such as hot spring spas and body check-up services. We have not entered into any preliminary negotiations or arrangements with any suppliers as at the Latest Practicable Date. We believe our continued efforts in expanding our cooperation channels with new suppliers will effectively increase our competitiveness in the e-commerce industry and strengthen our position as a comprehensive service provider.	71.4	Between one to two years after Listing

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Investing in advanced information technologies system .....	15%	267.8		2%	35.7	<p>We plan to increase new users and active users and paying users through enriching our forms of marketing activities such as increasing in online promotion during holiday seasons. We plan to also optimize our marketing methods through designing our own mini online electronic games which allow our users to enjoy rewards and benefits through completing the assigned tasks set in different stage of the mini game. Further, we plan to also advertise our Jianye + (建業+) platform on various social media and newspaper to stimulate growth of our user base. In addition, we intend to offer discounts and rebates to new users upon subscription to our platform.</p> <p>As our business scale continues to expand, digitalizing our documentation and cloud computing will greatly enhance our operational efficiency. During the Track Record Period, the amount spent on enhancement of our information technologies system was approximately RMB2.7 million, RMB2.5 million and RMB19.0 million, respectively.</p>	35.7	Between one to three years after Listing
				7%	125.0	<p>We plan to build intelligence communities and upgrade facilities to cover all of our managed properties. We believe that our provision of intelligent communities can provide a safer, healthier, more convenient, more comfortable and greener lifestyle to our customers and increase their satisfaction with our services which will in turn promote high customer retention.</p>	125.0	Within eight to ten months after Listing
				2.5%	44.6	<p>We plan to expand the net proceeds to develop our financial sharing system to share information on income, costs and funds among designated personnel, and our human resource system to monitor the process for recruitment, transition and exit of our employees to facilitate more smooth internal coordination and minimize human errors. The centralization of financial data will enable our Group to track real-time data for better management of our three business segments which will in turn effectively enhance our operational efficiency and internal management.</p>	44.6	Between one to two years after Listing

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Major Categories	Amount of total proceeds (HK\$ in million)	Sub-categories	Respective percentage of total proceeds	Respective amount of total proceeds (HK\$ in million)	Specific Explanation / Plans	Expected capital expenditure (HK\$ in million)	Timeframe
	10%		4%	71.4	We plan to develop a process control and KPI integration system to monitor our day-to-day operations on a real-time basis to enhance management efficiency and ensure consistent quality of our services for all of our three business segments.	71.4	Between one to three years after Listing
			1.5%	26.8	We plan to digitalize our documentation to organize our customers' data in a more time-efficient manner which in turn will strengthen our analytical capability of our customers' preferences and allow us to anticipate the diverse needs of our customers more accurately.	26.8	Between one to two years after Listing
General working capital . . . . .	10%	Working capital and other general corporate purposes	10%	178.5	As our business scale continues to expand, we will increasingly recruit management personnel with strategic vision and employees and professionals in the fields of property management, commercial property management and consultation, information technology and internet operations to support our growth plan.	178.5	Between one to three years after Listing

The above allocation of the proceeds will be adjusted on a *pro rata* basis in the event that the Offer Price is fixed at a higher or lower level compared to the mid-point of the estimated Offer Price Range or that the Over-allotment Option, Pre-IPO Share Option Scheme and Post-IPO Share Option Scheme are exercised.

If the Offer Price is fixed at HK\$7.20 per Offer Share (being the high end of the Offer Price Range stated in this prospectus) and assuming the Over-allotment Option, Pre-IPO Share Option Scheme and Post-IPO Share Option Scheme are not exercised, we will receive the net proceeds of approximately HK\$2,017.8 million, after deduction of underwriting fees and commissions and estimated expenses payable by us in connection with the Global Offering.

If the Offer Price is fixed at HK\$5.60 per Offer Share (being the low end of the Offer Price Range stated in this prospectus) and assuming the Over-allotment Option, Pre-IPO Share Option Scheme and Post-IPO Share Option Scheme are not exercised, the net proceeds we will receive will be approximately HK\$1,552.2 million, after deduction of underwriting fees and commissions and estimated expenses payable by us in connection with the Global Offering. To the extent our net proceeds are either more or less than expected, we will adjust the allocation of the net proceeds for the above-mentioned purposes on a pro-rata basis. If we make a Downward Offer Price Adjustment to set the final Offer Price at HK\$5.04 per Offer



Share, the estimated net proceeds we will receive from the Global Offering will be further reduced by an additional amount of approximately HK\$162.9 million. To the extent our net proceeds are further reduced we will finance by internal generated financial resources and/or other financing, as and when necessary.

In the event that the Over-allotment Option, Pre-IPO Share Option Scheme and Post-IPO Share Option Scheme are exercised in full, we will receive additional net proceeds of approximately HK\$220.0 million (assuming an Offer Price of HK\$5.04 per Share, being 10% below the bottom end of the indicative Offer Price range), HK\$244.4 million (assuming an Offer Price of HK\$5.60 per Share, being the low end of the proposed Offer Price Range) and HK\$314.3 million (assuming an Offer Price of HK\$7.20 per Share, being the high end of the proposed Offer Price Range), respectively, after deduction of underwriting fees and commissions and estimated expenses payable by us in connection with the Global Offering.

To the extent that the net proceeds of the Global Offering are not immediately required for the above purposes or if we are unable to put into effect any part of our plan as intended, we may hold such funds in short-term deposits so long as it is deemed to be in the best interests of the Company. In such event, we will comply with the appropriate disclosure requirements under the Listing Rules.

#### **SYSTEM ENHANCEMENT PLAN**

##### **Bases and assumptions**

Our future plans and business strategies are based on the following general assumptions:

- there will be no material change in the funding requirement for each of our future plans described in this prospectus from the amount as estimated by our Directors;
- we will have sufficient financial resources to meet the planned capital expenditure and business development requirements during the period to which our future plans relate;
- the Global Offering will be completed in accordance with and as described in the section headed “Structure and Conditions of the Global Offering” in this prospectus;
- there will be no material changes in existing accounting policies from those stated in the audited combined financial statements of our Group for the three years ended December 31, 2019;
- we will continue our operation including but not limited to retaining our key employees and maintaining our customers, suppliers and subcontractors in the same manner as we had operated during the Track Record Period; there will be no material change in existing laws and regulations, or other governmental policies relating to our Group, or in the political or market conditions in which we operate;

- we will not be materially affected by the risk factors as set out in the section headed “Risk factors” in this prospectus;
- there will be no material changes in the bases or rates of taxation applicable to our activities;
- our operations including our future plans will not be interrupted by any force majeure, unforeseeable factors, extraordinary items or economic changes in respect of inflation, interest rate and tax rate in the PRC; and
- there will be no disasters, natural, political or otherwise, which would materially disrupt our businesses or operations.

Based on our Group’s business strategies and future plans, we intend to carry out the following implementation plans for the enhancement of our information technologies system as set out below for the period from the Latest Practicable Date to December 31, 2022. The implementation plans are drawn up based on the current economic status and the assumptions as set out in the paragraph headed “Use of Proceeds – Bases and Assumptions” in this section. These bases and assumptions are inherently subject to many uncertainties and unpredictable factors, in particular the risk factors as set out in the section headed “Risk Factors” in this prospectus. We cannot assure you that our business strategies will be achieved and our implementation plans will materialise in accordance with the estimated time frame or at all.

**Implementation Plans**

<u>Business strategy</u>	<u>From the Latest Practicable Date to June 30, 2020</u>	<u>From July 1, 2020 to December 31, 2020</u>	<u>From January 1, 2021 to December 31, 2021</u>	<u>From January 1, 2022 to December 31, 2022</u>
Establish intelligent community upgrade facilities .....	Upgrade all the intelligent platforms and facilities we use in the community, including intelligent parking and intelligent access control, and establish the internet of things platform to ensure that facilities and equipment are always available	Establish an intelligent community command center and introduce artificial intelligence, including face recognition access control, robot patrols, smart lockers, and seamless connection with Jianye + (建業+) platform, and upgrade the service scope of One Family Network service points	—	—

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Business strategy	From the Latest Practicable Date to June 30, 2020	From July 1, 2020 to December 31, 2020	From January 1, 2021 to December 31, 2021	From January 1, 2022 to December 31, 2022
<p>Improve financial efficiency, data timeliness, and operation standardization through financial sharing system . . . . .</p>	<p>1. Introduce the financial sharing system that can digitalize, among other data, costs, expenses, receivables, payables, budget control and statements; attain efficient and standardized auditing through financial integration of major sectors of our Group</p> <p>2. Quantify financial staff's workload through the construction of financial sharing system</p>	<p>Establish a fund management system in conjunction with the financial sharing system to attain real-time monitoring of capital flow, centralized management of funds, and linked payment of funds of our Group</p>	<p>Attain the integration of finance, operations, taxation and funds in the financial sharing system; achieve automation of financial operations, data standardization, and information transparency</p>	<p>Combine big data platform to achieve big data analysis in the financial field, and provide timely and effective data support for decision-making</p>
<p>Process control and KPI integrated system . . . . .</p>	<p>Build a human resource sharing system to enhance the standard and efficiency of the daily management of our Company</p>	<p>1. Develop personalized assessment indicators for all staff, and build a performance management system to achieve online performance assessment</p> <p>2. Build a business process management system and formulate business process management standards</p>	<p>Introduce RPA (Robotic Process Automation) to achieve intelligent business process and improve process efficiency</p>	<p>Combine the big data analysis platform to achieve the intelligent and refined management of the business process</p>

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Business strategy	From the Latest Practicable Date to June 30, 2020	From July 1, 2020 to December 31, 2020	From January 1, 2021 to December 31, 2021	From January 1, 2022 to December 31, 2022
Big data analysis .....	<p>1. Build a big data platform to provide more intelligent services for enterprise data processing.</p> <p>2. Establish a business centre to facilitate the effective provision of customer data sources for the big data platform</p>	<p>1. Analyze the data in our various business segments and gradually establish a big data management system for production, collection, removal and storage of data</p> <p>2. Transfer the data in our various business segments into a unified data source, and monitor the obtaining, processing and use of data to ensure data security</p>	<p>1. Perform complete data service capabilities, including collection, transmission, storage, processing (including computation, analyzing and visualization), exchange, and destruction of data</p> <p>2. Based on the big data platform, build a user portrait system and a user label system</p>	<p>1. Establish a data cockpit system covering all members of the Group, including senior management, middle management and front-line staff to provide support for the management and operation of our Group</p> <p>2. Establish a big data analysis platform to support portrait construction from both external users and internal employees and to enable precise management of our finance, human resources, marketing, service and production departments</p>
Establish effective training mechanism and recruit talents to build a technical team in information technology, data technology and analysis technology .....	—	<p>Hire and train technical staff for the enhancement of digitalization of information, development of applications, data analysis</p>	<p>Establish technical training and technology sharing mechanism</p>	<p>Establish a system to systemize training, lecturing and training evaluation</p>