BOARD OF DIRECTORS

Our Board of Directors comprises seven Directors, including four executive Directors and three independent non-executive Directors. The powers and duties of our Board include determining our business and investment plans, devise management and governance policies and exercising other powers, functions and duties as conferred by the Articles. The table below sets out the key information of our Directors:

Name	Age	Time of joining our Group	Time of appointment as Director	Existing position(s) in our Group	Roles and responsibilities	Relationship with other Directors and senior management
Executive Directors						
Mr. Zhang Zhaohui (張朝輝)	33	May 16, 2017	May 16, 2017	Founder, executive Director, chief executive officer and chairman of the Board	Responsible for the strategic planning, business direction and overall management of our Group	Party acting in concert with Dr. Bian, Mr. Zheng, Mr. Zhao, Mr. Xu and Ms. Mei
Dr. Bian Xu (邊旭)	33	May 16, 2017	June 26, 2019	Founder, executive Director and chief technology officer	Responsible for the management of the overall R&D and technology planning of our Group	Party acting in concert with Mr. Zhang, Mr. Zheng, Mr. Zhao, Mr. Xu and Ms. Mei
Mr. Zheng Hao (鄭昊)	46	January 1, 2018	November 25, 2020	Executive Director and deputy general manager	Responsible for the overall management and daily operation of our Group	Party acting in concert with Mr. Zhang, Dr. Bian, Mr. Zhao, Mr. Xu and Ms. Mei
Ms. Mei Wanqing (梅婉箐)	36	February 24, 2020	July 27, 2023	Executive Director and chief strategy officer	Responsible for the strategic planning, management, equity investment and financing, and other capital matters of our Group	Party acting in concert with Mr. Zhang, Dr. Bian, Mr. Zheng, Mr. Zhao and Mr. Xu
Independent Non-executive Directors						
Mr. Wang Xin (王欣)	59	September 10, 2025	September 10, 2025	Independent non-executive Director	Responsible for providing independent advice to our Board	None
Dr. Yu Zhenzhong (于振中)	46	September 10, 2025	September 10, 2025	Independent non-executive Director	Responsible for providing independent advice to our Board	None
Ms. Chiu Mun Wai (招敏慧)	55	September 10, 2025	September 10, 2025	Independent non-executive Director	Responsible for providing independent advice to our Board	None

Executive Directors

Mr. Zhang Zhaohui (張朝輝), aged 33, is our founder, executive Director, chief executive officer and chairman of the Board. Mr. Zhang founded our Group in May 2017 and has been serving as a Director, the chairman of the Board and the chief executive officer since then. He is primarily responsible for the strategic planning, business direction and overall management of our Group.

In April 2021, Mr. Zhang received the OFweek 2020 China Robotics Industry Person of the Year Award (維科杯 • OFweek 2020中國機器人行業年度風雲人物獎) from the OFweek 2021 10th China Robotics Industry Conference (OFweek 2021 (第十屆)中國機器人產業大會). In April 2021, he was selected as a member of the Forbes 30 Under 30 Asia 2021. In October 2021, Mr. Zhang was also selected as a member of Hurun China Under 30s To Watch 2021 (2021胡潤U30中國創業領袖). In January 2022 Mr. Zhang, along with our Company, won the gold prize of the 7th China International "Internet +" College Students' Innovation and Entrepreneurship Competition (第七屆中國國際"互聯網+"大學生創新創業大賽) held by the Ministry of Education of the PRC. In September 2022, Mr. Zhang won the Best Science and Technology Innovation Award for Outstanding Young Entrepreneurs in the Guangdong-Hong Kong-Macao Greater Bay Area of 2022 (2022年粵港澳大灣區傑出青年企業家最佳科技創新獎) by the Guangdong-HK-Macao Bay Area Entrepreneurs Alliance (粵港澳大灣區企業家聯盟). In November 2022, Mr. Zhang was awarded 2022 Greater Bay Area Strategic Emerging Industries Youth Leader (2022年粵港澳大灣區戰略新 興產業青年領袖) by Shenzhen Strategic Emerging Industries Development Promotion Association (深圳市戰略性新興產業發展促進會) and Shenzhen Special Zone Daily (深圳特區報). In December 2022, he was selected into the 2021 "Science and Technology Innovation China" Youth Entrepreneurship List (2021"科創中國"青年創業榜) by the 2022 "Innovation China" Annual Conference (2022"科創中國"年度會議). In March 2023, he was awarded the 2022 Innovation and Entrepreneurship Talent Award (2022年度創新創業英才獎), an award jointly initiated by Chen Yidan Charity Foundation of Shenzhen (深圳市陳一丹公益慈善基金會) and the China Teacher Development Foundation (中國教師發展基金會) and supported by the Ministry of Education of the PRC. In August of the same year, he was awarded the Emerging Entrepreneurs Award of the Capek Prize 2022 (2022年度恰佩克第八屆年度新銳企業家獎) by China Association for Mechatronics Technology and Application (中國機電一體化技術應用協會). In August 2024, Mr. Zhang was awarded 2024 Fortune China 40 Under 40 Most Promising Business Elites. In December 2024, Mr. Zhang won the honor of the Fifth Shenzhen New Generation Innovation and Entrepreneurship Person (第五屆深圳新生代創新創業風雲人物), which was awarded by the Shenzhen Enterprise Confederation (深圳市企業聯合會). In April 2025, Mr. Zhang won the title of Top 20 Outstanding Young Entrepreneurs of Shenzhen U45 Outstanding Young Entrepreneurs (深圳U45傑出青年企業家之"二十大卓越青年企業家") jointly awarded by Federation of Shenzhen Commerce (深商總會), Shenzhen General Chamber of Commerce (深圳市商業聯合會), Shenzhen Time-honoured Brands Association (深圳市老字號協會), Shenzhen SME Public Service Alliance (深圳市中小企業公共服務聯盟), Hong Kong Greater Bay Area Industry and Commerce Association (香港大灣區工商業聯合會), Guangdong-Hong Kong-Macao Greater Bay Area Industrial Synergy Development Association (廣東省粵港澳大灣區產業協同發展聯合會), Shenzhen Shenshang Charity Foundation (深圳市深商公益基金會), and Shenzhen Shenshang Research Association (深圳市深商研究會). In 2025, Mr. Zhang was awarded the honor of Top Ten Youth Role Models in Shenzhen which held by Shenzhen Fortune Online Network Co., Ltd. (深圳市財富在線網絡有限公司).

Mr. Zhang obtained his bachelor's degree in mechanical engineering and automation from Xi'an Jiaotong University (西安交通大學) in the PRC in July 2014. Mr. Zhang is currently pursuing his Ph.D. degree in mechanical engineering majoring in robotics at Xi'an Jiaotong University (西安交通大學) in the PRC.

Dr. Bian Xu (邊旭), aged 33, is our founder, executive Director and chief technology officer. He is primarily responsible for the management of the overall R&D and technology planning of our Group.

Dr. Bian joined our Group in May 2017 and has served as the executive Director and the chief technology officer of our Company since then.

Dr. Bian received the award of Forbes China 30 Under 30 in 2021. Dr. Bian received the silver award of the main track from the Fourth China "Internet+" College Students Innovation and Entrepreneurship Competition (第四屆中國"互聯網+"大學生創新創業大賽) in October 2018. Mr. Bian received the golden award from the main track of the Seventh China "Internet+" College Students Innovation and Entrepreneurship Competition (第七屆中國"互聯網+"大學生創新創業大賽) in October 2021. Dr Bian was included in the 2022 CYZone (創業邦) "30 Entrepreneur Pioneers Under 30" (30位30歲以下創業先鋒). He has published six high-quality academic papers.

Dr. Bian obtained his bachelor's degree in mechanical engineering and automation in June 2015 from Xi'an Jiaotong University (西安交通大學) in the PRC, and obtained his Ph.D. degree in mechanical engineering at Xi'an Jiaotong University (西安交通大學) in the PRC in September 2025.

Mr. Zheng Hao (鄭昊), aged 46, is our executive Director and deputy general manager. He is primarily responsible for the overall management and daily operation of our Group.

Mr. Zheng joined our Group in January 2018 and has served as the executive Director since November 2020 and the deputy general manager since January 2018. Prior to joining our Group, he served as Incubator Chief Technology Officer at the headquarters of the Michelin (China) Investment Co., Ltd. (米其林(中國)投資有限公司), a subsidiary of Compagnie Generale des Etablissements Michelin, company listed on the Euronext Paris stock exchange (ML: XPAR) between April 2014 and December 2017, and the project manager (from 2004 to 2008) and the director of the CRM Service Business Unit (from 2009 to 2014) of Arvato Systems (Shanghai) Co., Ltd. (歐唯特信息系統(上海)有限公司) between March 2004 and March 2014.

Mr. Zheng obtained a bachelor's degree in accounting from China University of Mining and Technology (中國礦業大學) in the PRC in July 2001 and an executive master of business administration from China Europe International Business School (中歐國際工商學院) in the PRC in November 2024.

Ms. Mei Wanqing (梅婉箐), aged 36, is our executive Director and chief strategy officer. Ms. Mei is primarily responsible for the strategic planning, management, equity investment and financing, and other capital matters of our Company.

Ms. Mei joined our Group in February 2020 and has served as the executive Director since July 2023. Prior to joining our Group, Ms. Mei served as a corporate development manager of Shenzhen Da-Jiang Innovations Sciences and Technologies Ltd. (大疆創新科技有限公司) from November 2013 to January 2018, where she was primarily responsible for industry analysis on the drones and strategic investments. From January 2018 and June 2019, Ms. Mei worked as a strategic consultant of the office of the chief information officer of Ping An Technology (Shenzhen) Co., Ltd. (平安科技(深圳)有限公司), responsible for strategic analysis and industry research relating to the group's artificial intelligence business segment. In July 2025, Ms. Mei obtained the certificate of the Industry Master from the Master of Business Administration program of the Chinese University of Hong Kong. In December 2025, Ms. Mei obtained the award of 2025 Forbes China Ingenuity Women (2025福布斯中國女性創造力) and made into the 2025 Forbes China Returnee Ellte Top 100 List (2025福布斯中國青年海歸菁英100人).

Ms. Mei obtained a bachelor's degree in finance in December 2011 from University of Nebraska-Lincoln in the U.S. and her master of business administration in November 2020 from the Chinese University of Hong Kong.

Independent Non-executive Directors

Mr. Wang Xin (王欣), aged 59, was appointed as an independent non-executive Director in September 2025. Mr. Wang is primarily responsible for providing independent advice to the Board.

Mr. Wang is currently serving as director and the general manager of Beijing Century Pengxin Management Consulting Co., Ltd. (北京世紀鵬信管理諮詢有限公司). He worked at IBM (China) Company Limited (國際商業機器(中國)有限公司) from January 1993 to October 2003 (with his last position as the general manager of the China division of the government and public services department), Motorola (China) Electronics Ltd. (摩托羅拉(中國)電子有限公司) from October 2003 to July 2008 (with his last position as the general manager of the North Asia division of the government and enterprise mobility solutions department), served as the sales director of the North Asia division for professional wireless communications business and the general manager of Clarigo Technology (Shanghai) Co., Ltd. (凱益通信科技(上海)有限公司, formerly known as Shanghai Motorola Communication Products Trading Co., Ltd. (上海摩托羅拉通信產品貿易有限公司)) from April 2006 to July 2008, and deputy president and the general manager of the Great China public services department of Microsoft (China) Co., Ltd. (微軟(中國)有限公司) from July 2008 to September 2010. He served as president of Peter F. Drucker Academy in China, and partner of Beijing Qihe Tongchuang Management Consulting Partnership Enterprise (Limited Partnership) (北京七和同創管理諮詢合夥企業(有限合夥)). Mr. Wang served as adviser (from September 2010 to June 2015) and director (from January 2011 to June 2015) at Eastern Communications Co., Ltd. (東方通信股份有限公司), a company listed on the Shanghai Stock Exchange (stock code: 600776), and director at Eastcompeace Technology Co., Ltd. (東信和平科技股份有限公司), a company listed on the Shenzhen Stock Exchange (stock code: 002017) from September 2010 to January 2022.

Mr. Wang Xin obtained his bachelor's degree in microelectronics from Beijing University of Technology (北京工業大學) in the PRC in July 1990 and his executive master in business administration from China Europe International Business School (中歐國際工商學院) in the PRC in September 2006 and his master of philosophy from Nottingham Trent University in the United Kingdom in July 2014.

Dr. Yu Zhenzhong (于振中), aged 46, was appointed as an independent non-executive Director in September 2025. Dr. Yu is primarily responsible for providing independent advice to the Board.

Dr. Yu is currently serving as dean of Hefei Intelligent Robot Institute (合肥市智能機器人研究院) in Anhui province of the PRC, general manager of Zhangjiagang Hagong Robot Technology Co., Ltd. (張家港哈工機器人科技有限公司) from October 2013 to July 2016, he worked in HRG Robot Limited (哈工大機器人集團有限公司) from January 2015 to July 2022 and in 2022, he was appointed as its co-president and chief engineer.

Dr. Yu obtained his Ph.D. degree in mechanical electronics engineering from Harbin Institute of Technology (哈爾濱工業大學) in the PRC in December 2010.

Dr. Yu was a director of Nantong Rongyi Automation Technology Co., Ltd. (南通榮益自動化科技有限公司) ("Nantong Rongyi") which was incorporated in the PRC prior to its business license being revoked. The principal business of Nantong Rongyi was research and development, production, and sales of intelligent service robots, mechatronic systems, automation control equipment and environmental protection equipment and sales of electronic components and computer consumables. The business license of Nantong Rongyi was revoked due to cessation of business operation and the company was subsequently deregistered on December 11, 2014. To the best of our Directors' knowledge, information and belief, there was no judgment or findings of fraud, dishonesty, any misconduct or wrongful act on the part of Dr. Yu involved in the revocation of the business license of the above company, and as of the Latest Practicable Date, there was no outstanding liability or ongoing claim or litigation against Dr. Yu in his capacity as a director prior to the revocation. Dr. Yu confirmed that this company was solvent at the time its business license was revoked.

Ms. Chiu Mun Wai (招敏慧), aged 55, was appointed as an independent non-executive Director in September 2025. Ms. Chiu is primarily responsible for providing independent advice to the Board.

Ms. Chiu is currently serving as independent non-executive director of Bama Tea Co., Ltd. (八馬茶業股份有限公司) a company listed on Hong Kong Stock Exchange (stock code: 6980), China Resources Pharmaceutical Group Limited (華潤醫藥集團有限公司) and China Communications Services Corporation Limited (中國通信服務股份有限公司). She joined KPMG in August 1991 and served as the partner of KPMG Huazhen LLP Shenzhen Branch (畢馬威華振會計師事務所(特殊普通合夥)深圳分所) from July 2005 to March 2018 and the deputy chief financial officer of SCPG Capital Company Limited from August 2018 to December 2019. From April 2011 to March 2017, Ms. Chiu was also a member of the Appeal Review Committee of the Shenzhen Stock Exchange (深圳證券交易所上訴覆核委員會).

Ms. Chiu obtained her bachelor's degree in law from Peking University (北京大學) in the PRC in July 1999 and master's degree in science, majoring in finance from Chinese University of Hong Kong in December 1999. Ms. Chiu has been a certified public accountant of the Hong Kong Institute of Certified Public Accountants (香港會計師公會註冊會計師) since January 1995.

General Confirmations

Save as disclosed above and in this document, each of our Directors has confirmed that he/she has no other relationship with any other Directors and senior management of our Company and none of our Directors or senior management has held any other directorships in listed companies during the three years immediately preceding the date of this document.

Save as disclosed above, to the best knowledge of our Directors, there are no other matters relating to the appointment of our Directors that need to be brought to the attention of our Shareholders and there is no other information in relation to our Directors which is required to be disclosed pursuant to Rule 13.51(2) of the Listing Rules.

Each of our Directors has confirmed that he/she obtained legal advice on September 20, 2025 with regard to the requirements under the Listing Rules that are applicable to him/her as a director of a listed issuer and the possible consequences of making a false declaration or giving false information to the Stock Exchange as set out in Rule 3.09D of the Listing Rules and he/she understood his/her obligations as a director of a listed issuer.

Each of our independent non-executive Directors has confirmed (i) his or her independence with regards to each of the factors as set out in Rule 3.13(1) to (8) of the Listing Rules and that there are no other factors that may affect his or her independence at the time of his appointment, (ii) he or she has no past or present financial or other interest in the business of the Company or its subsidiaries or any connection with any core connected person of the Company under the Listing Rules as of the Latest Practicable Date, and (iii) that there are no other factors that may affect his or her independence at the time of his or her appointment.

SENIOR MANAGEMENT

Our senior management is responsible for the day-to-day management of our business. The table below sets out the key information of our senior management:

Name	Age	Time of joining our Group	Time of appointment as senior management	Existing position(s) in our Group	Roles and responsibilities	Relationship with other Directors and senior management
Mr. Zhang Zhaohui (張朝輝)	33	May 16, 2017	May 16, 2017	Founder, executive Director, chief executive officer and chairman of the Board	Responsible for the strategic planning, business direction and overall management of our Group	Party acting in concert with Dr. Bian, Mr. Zheng, Mr. Zhao, Mr. Xu and Ms. Mei

Name	Age	Time of joining our Group	Time of appointment as senior management	Existing position(s) in our Group	Roles and responsibilities	Relationship with other Directors and senior management
Dr. Bian Xu (邊旭)	33	May 16, 2017	May 16, 2017	Founder, executive Director and chief technology officer	Responsible for the management of the overall R&D and technology planning of our Group	Party acting in concert with Mr. Zhang, Mr. Zheng, Mr. Zhao, Mr. Xu and Ms. Mei
Mr. Xu Jin (許瑨)	31	May 16, 2017	June 1, 2024	Founder, chief product officer	Responsible for the product planning and management of our Group	Party acting in concert with Mr. Zhang, Dr. Bian, Mr. Zheng, Mr. Zhao and Ms. Mei
Mr. Zhao Wanqiu (趙萬秋)	31	May 16, 2017	November 1, 2024	Founder, chief embodied AI engineer	Responsible for the embodied AI products of our Group	Party acting in concert with Mr. Zhang, Dr. Bian, Mr. Zheng, Mr. Xu and Ms. Mei
Mr. Zheng Hao (鄭昊)	46	January 1, 2018	January 1, 2018	Executive Director and deputy general manager	Responsible for the overall management and daily operations of our Group	Party acting in concert with Mr. Zhang, Dr. Bian, Mr. Zhao, Mr. Xu and Ms. Mei
Mr. Wang Changqiu (王長秋)	41	September 6, 2022	September 9, 2022	Chief financial officer, Board secretary and joint company secretary	Responsible for the overall financial management and capital operations of our Group	None

Mr. Zhang Zhaohui (張朝輝), aged 33, is our founder, executive Director, chief executive officer and chairman of the Board. For Mr. Zhang's biography, please see "— Directors — Executive Directors" in this section.

Dr. Bian Xu (邊旭), aged 33, is our founder, executive Director and chief technology officer. For Dr. Bian's biography, please see "— Directors — Executive Directors" in this section.

Mr. Xu Jin (許瑨), aged 31, is our founder and chief product officer. He is mainly responsible for the product planning and management of our Group.

Mr. Xu co-founded our Group in May 2017 and has served as chief product officer since June 2024. Mr. Xu received the award of Forbes China 30 Under 30 in 2022.

Mr. Xu obtained a bachelor's degree in mechanical engineering and automation from Xi'an Jiaotong University (西安交通大學) in the PRC in June 2016. Mr. Xu obtained his master's degree in mechanical engineering from Xi'an Jiaotong University (西安交通大學) in the PRC in June 2019.

Mr. Zhao Wanqiu (趙萬秋), aged 31, is our founder and chief embodied AI engineer. He is mainly responsible for the research and development of the embodied AI products of our Group.

Mr. Zhao co-founded our Group in May 2017 and has served as the chief embodied AI engineer of institute of embodied AI robots of our Group since November 2024. He is a recipient of the 36 Under 36 Scientist-Entrepreneur (36Under36 科學家型創業者) award for 2024.

Mr. Zhao obtained a bachelor's degree in mechanical engineering and automation from Xi'an Jiaotong University (西安交通大學) in the PRC in June 2016. Mr. Zhao pursued his Ph.D. degree in mechanical engineering majoring in robotics at Xi'an Jiaotong University (西安交通大學) in the PRC from March 2018 to December 2023.

Mr. Zheng Hao (鄭昊), aged 46, is our executive Director and deputy general manager. For Mr. Zheng's biography, please see "— Directors — Executive Directors" in this section.

Mr. Wang Changqiu (王長秋), aged 41, is our chief financial officer, Board secretary and joint company secretary. He is mainly responsible for the overall financial management and capital operations of our Group.

Mr. Wang joined our Group in September 2022 and has served as the chief financial officer since September 2022, the Board secretary since July 2025 and the joint company secretary since September 2025.

Mr. Wang has nearly 21 years of experience in the management of financial operations. Prior to joining our Group, Mr. Wang served at Beihai Yinhe Industry Investment Co., Ltd. (北海銀河生物產業投資股份有限公司) from June 2004 to March 2006. From April 2006 to August 2017, he served at Huawei Technologies Co., Ltd. (華為技術有限公司). From October 2017 to November 2018, he served at Alibaba (China) Network Technology Co., Ltd. (阿里巴巴(中國)網絡技術有限公司). From February 2019 to August 2020, he served as the chief financial officer at Kinji Group Co., Ltd. (勤基集團有限公司). From October 2020 to August 2022, he served as the deputy chief financial officer at Wingtech Co., Ltd. (聞泰科技股份有限公司).

Mr. Wang obtained a bachelor's degree in financial management from Southwestern University of Finance and Economics (西南財經大學) in the PRC in June 2004.

JOINT COMPANY SECRETARY

Mr. Wang Changqiu (王長秋), aged 41, was appointed as one of our joint company secretaries on September 19, 2025 with effect from the Listing Date. For Mr. Wang's biography, see "— Senior Management" of this section.

Ms. Leung Hoi Yan (梁愷欣) was appointed as one of our joint company secretaries of our Company on September 19, 2025 with effect from the Listing Date.

Mr. Leung is an assistant manager of the department of entity solutions at Computershare Hong Kong Investor Services Limited. She has over 14 years of experience in company secretarial services and corporate governance for listed companies in Hong Kong and currently she is the joint company secretary and company secretary for various companies listed on the Stock Exchange.

Ms. Leung holds a degree of bachelor of commerce with honors in accounting from Hong Kong Shue Yan University. She is an associate member of both The Hong Kong Chartered Governance Institute and The Chartered Governance Institute in the United Kingdom.

BOARD COMMITTEES

Our Board has established the Audit Committee, the Remuneration Committee and the Nomination Committee, and delegated various responsibilities to these committees, which assist our Board in discharging its duties and overseeing particular aspects of our Group's activities.

Audit Committee

We have established the Audit Committee pursuant to Rule 3.21 of the Listing Rules with written terms of reference in compliance with the Corporate Governance Code as set out in Appendix C1 to the Listing Rules (the "CG Code"). The Audit Committee consists of Dr. Yu Zhenzhong, Mr. Wang Xin and

Ms. Chiu Mun Wai. Ms. Chiu Mun Wai is the chairperson of the Audit Committee and has the appropriate professional qualifications or accounting or related financial management expertise as required under Rule 3.10(2) of the Listing Rules.

The primary duties of the Audit Committee are (i) to review the performance of the external auditors each year, and to make recommendations to the Board regarding their appointment, reappointment, removal, remuneration, and terms of engagement; (ii) to act as liaison among the company, the internal audit department, and the external auditors; (iii) to oversee the company's financial affairs and financial reporting, risk management, compliance management and internal control systems; (iv) to supervise the conduct of directors and senior management in performing their duties, and to make proposals to resolutions of the shareholders' meeting, including those regarding removal of directors or senior management who violate laws, administrative regulations, the articles of association of our Company; (v) to require directors or senior management to rectify any conduct that damages the interests of our Company; (vi) to propose and convene extraordinary general meetings of shareholders, and to convene and preside over shareholders' meetings when the Board fails to perform its statutory duty to do so; and (vii) to perform other duties and responsibilities as assigned by our Board and/or required by applicable laws and regulations (including the Listing Rules) from time to time.

Remuneration Committee

We have established the Remuneration Committee pursuant to Rule 3.25 of the Listing Rules with written terms of reference in compliance with the CG Code. The Remuneration Committee consists of Mr. Zhang Zhaohui, Mr. Wang Xin and Dr. Yu Zhenzhong. Mr. Wang Xin is the chairperson of the Remuneration Committee.

The primary duties of the Remuneration Committee are (i) to establish the assessment criteria for directors and senior management and to conduct their assessments; (ii) to formulate and review remuneration decision mechanisms, decision-making procedures, payment and clawback arrangements, as well as other remuneration policies and schemes for directors and senior management; (iii) to make recommendations to the Board on the remuneration of directors and senior management, compensation payments relating to loss or termination of office, dismissal, removal or appointment of executive directors and senior management, the formulation or amendment of equity incentive plans and employee share ownership schemes, as well as the fulfillment conditions for exercising rights of the incentive targets; and (iv) to perform other duties and responsibilities as assigned by our Board and/or required by applicable laws and regulations (including the Listing Rules) from time to time.

Nomination Committee

We have established the Nomination Committee pursuant to Rule 3.27A of the Listing Rules with written terms of reference in compliance with the CG Code. The Nomination Committee consists of Mr. Zhang Zhaohui, Ms. Chiu Mun Wai and Dr. Yu Zhenzhong. Mr. Zhang Zhaohui is the chairperson of the Nomination Committee.

The primary duties of the Nomination Committee are (i) to formulate the selection criteria and procedures for directors and senior management, to select and review candidates and their suitability and qualifications, and to make recommendations to the Board on appointment, re-appointment, removal of directors and senior management; (ii) to make recommendations to the Board at least annually regarding the size and composition of the Board, including its structure, number of members, and composition (with respect to skills, knowledge, and experience), and to make recommendations on any proposed changes to the Board to align with the company's strategy; (iii) to evaluate the independence of independent non-executive Directors; (iv) to develop, review and maintain Board diversity policies; and (v) to perform other duties and responsibilities as assigned by our Board and/or required by applicable laws and regulations (including the Listing Rules) from time to time.

BOARD DIVERSITY POLICY

Our Board has adopted a board diversity policy ("Board Diversity Policy"), which sets out the approach to achieve diversity on our Board. Our Company recognizes and embraces the benefits of having a diverse Board and sees increasing diversity at the Board level as an essential element in supporting the attainment of our Company's strategic objectives and sustainable development. Our Company seeks to achieve Board diversity through the consideration of a number of factors, including but not limited to talent, skills, gender, age, cultural and educational background, ethnicity, professional experience, independence, knowledge and length of service. We will select potential Board candidates based on merit and his/her potential contribution to our Board while taking into consideration our own business model and specific needs from time to time. All Board appointments will be based on merit and candidates will be considered against objective criteria, having due regard to the benefits of diversity on our Board.

Our Board has a balanced mix of knowledge, skills and experience, including but without limitation robotics, artificial intelligence, business management, investment and accounting. Members of our Board have obtained degrees in various majors including robotics, engineering, accounting, finance and law. We have three independent non-executive Directors from different backgrounds, representing more than one third of the members of our Board.

With regards to gender diversity on the Board, we recognize the particular importance of gender diversity. Our Board currently comprises two female Directors and five male Directors and expects to continue to maintain an appropriate gender mix in the Board upon **[REDACTED]**. We have taken and will continue to take steps to promote and enhance gender diversity at all levels of our Company, including but without limitation at our Board and senior management levels. Our Board Diversity Policy provides that our Board should not be a single gender board. We will also ensure that there is gender diversity when recruiting staff at mid- to senior- level so that we will have a pipeline of senior management and potential successors to our Board going forward to achieve and maintain gender diversity. It is our objective to maintain an appropriate balance of gender diversity with reference to the expectations of stakeholders and international and local recommended best practices.

Our Nomination Committee is responsible for ensuring the diversity of our Board members. After **[REDACTED]**, our Nomination Committee will review our Board Diversity Policy and its implementation from time to time to monitor its continued effectiveness and we will disclose the implementation of our Board Diversity Policy, including any measurable objectives set for implementing the Board Diversity Policy and the progress on achieving these objectives, in our corporate governance report on an annual basis.

CORPORATE GOVERNANCE

We aim to achieve high standards of corporate governance which are crucial to our development and safeguard the interests of our Shareholders. In order to achieve this, we expect to comply with the CG Code after the **[REDACTED]**, save for Code Provision C.2.1 of the CG Code, which stipulates that the roles of chairman of the Board and chief executive officer should be separate and should not be performed by the same individual.

The role of chairman of our Board and the role of chief executive officer of our Company are both held by Mr. Zhang. In view of Mr. Zhang's experience, personal profile and substantial contribution to our Group since our establishment, and the fact that Mr. Zhang has assumed the role of chief executive officer of our Company since our incorporation, we consider it to be beneficial to the management and business development of our Group to have Mr. Zhang act as the chairman of the Board and continue his role as the chief executive officer of our Company after **[REDACTED]**. Our Board believes this arrangement with Mr. Zhang will provide a strong and consistent leadership to our Group.

While this would constitute a deviation from Code Provision C.2.1 of the CG Code, our Board believes that this structure will not impair the balance of power and authority between our Board and the management of our Company, given that: (i) there are sufficient checks and balances on our Board, as decisions to be made by our Board requires the approval of at least a majority of our Directors, and our Board comprises three independent non-executive Directors as required under the Listing Rules; (ii) Mr. Zhang and our other Directors are aware of and undertake to fulfill their fiduciary duties as Directors, which require, among others, that they act for the benefit and in the best interests of our Company and will make decisions for our Group accordingly; and (iii) the balance of power and authority is ensured by the operations of our Board which comprises experienced and high caliber individuals who meet regularly to discuss issues affecting the operations of our Company. Furthermore, the key business, financial, and operational policies of our Group as well as the overall strategic development goals of our Group are made collectively by our Board and senior management after thorough discussions.

Our Board will continue to evaluate and consider if dividing the roles of the chairman of our Board and the chief executive officer of our Company at an appropriate time is necessary, taking into account the circumstances of our Group as a whole.

COMPENSATION OF DIRECTORS AND SENIOR MANAGEMENT

Our Directors and members of our senior management receive compensation from our Group in the form of salaries, bonuses and allowances.

The aggregate remuneration (including salaries, bonuses and allowances) paid or payable to our Directors for the three years ended December 31, 2025 was RMB3.8 million, RMB4.5 million and RMB4.4 million, respectively. Save as disclosed above, no amounts have been paid or are payable by any member of our Group to our Directors for the three years ended December 31, 2025.

The aggregate amount of salaries, bonuses and allowances paid or payable to our five highest paid individuals (excluding Directors) in respect of the three years ended December 31, 2025 was RMB7.7 million, RMB8.7 million and RMB8.5 million, respectively.

No remuneration was paid by us to our Directors or the five highest paid individuals as an inducement to join or upon joining us or as compensation for loss of office in respect of the three years ended December 31, 2025. Further, none of our Directors had waived or agreed to waive any remuneration during the same periods.

Under the arrangement currently in force, the aggregate remuneration (including salaries, bonuses and allowance) of our Directors for the year ending December 31, 2026 is estimated to be approximately RMB5.07 million.

Our Board will review and determine the remuneration and compensation packages of our Directors and senior management and will, following the **[REDACTED]**, receive recommendation from the Remuneration Committee, which will take into account salaries paid by comparable companies, time commitment and responsibilities of our Directors and performance of our Group.

EMPLOYEE INCENTIVE SCHEME

For further details of our Employee Incentive Scheme, see "Appendix VI — Statutory and General Information — D. Employee Incentive Scheme" for details.

DISCLOSURE UNDER RULE 8.10 OF THE LISTING RULES

Each of our Directors confirms that, as of the Latest Practicable Date, he/she did not have any interest in any business which competes or is likely to compete directly or indirectly with our business and requires disclosure under Rule 8.10 of the Listing Rules.

COMPLIANCE ADVISOR

We have appointed Rainbow Capital (HK) Limited as our Compliance Advisor pursuant to Rule 3A.19 of the Listing Rules. Pursuant to Rule 3A.23 of the Listing Rules, our Compliance Advisor will advise our Company in the following circumstances:

- before the publication of any regulatory announcement, circular and financial report;
- where a transaction, which might be notifiable or connected transaction under the Listing Rules, is contemplated, including shares issues, sales and transfers of treasury shares and share repurchases;
- where our Company proposes to use the **[REDACTED]** from the **[REDACTED]** in a manner different from that detailed in this document or where our business activities, developments or results deviate from any forecast, estimate or other information in this document; and
- where the Stock Exchange makes an inquiry of our Company regarding unusual movements in the price or trading volume of our H Shares under Rule 13.10 of the Listing Rules.

The term of the appointment shall commence on the Listing Date and end on the date on which our Company distributes our annual report in respect of our financial results for the first full financial year commencing after the **[REDACTED]** Date.