DIRECTORS

Upon [**REDACTED**], the Board will consist of nine Directors, including two executive Directors, four non-executive Directors and three independent non-executive Directors. The following table sets out certain information in respect of the Directors:

Name	Age	Position	Responsibilities	Date of appointment as Director	Time of joining the Group
Executive Directors					
Mr. Dong Jiang (姜東)	[54]	Executive Director, chairman of the Board and chief executive officer	Responsible for overseeing corporate strategy, managing daily operations, and ensuring the achievement of key performance targets	October 16, 2024	August 2018
Mr. Xinyu Pu (蒲新宇)	[45]	Executive Director and chief financial officer	Responsible for corporate strategic planning, investment and financing activities, investor relations, and business performance analysis	April 27, 2026	June 2018
Non-executive Directors					
Mr. Rodney Ling Kay Tsang (曾令祺)	[54]	Non-executive Director	Responsible for providing professional advice to the Board and participating in the decision-making in respect of major matters of our Group	July 16, 2018	July 2018
Mr. Ritsuro Ishii (石井律朗)	[59]	Non-executive Director	Responsible for providing professional advice to the Board and participating in the decision-making in respect of major matters of our Group	April 27, 2026	April 2026
Ms. Hui Bai (柏卉)	[36]	Non-executive Director	Responsible for providing professional advice to the Board and participating in the decision-making in respect of major matters of our Group	April 2, 2024	April 2024
Mr. Zhifeng Jia (賈志峰)	[52]	Non-executive Director	Responsible for providing professional advice to the Board and participating in the decision-making in respect of major matters of our Group	April 27, 2026	November 2024

Name	Age	Position	Responsibilities	Date of appointment as Director	Time of joining the Group
Independent non-executive Directors					
Mr. Laizheng Xu (許來正) .	[51]	Independent non-executive Director	Responsible for supervising and providing independent judgement to the Board	April 27, 2026 (effective upon the [REDACTED])	[REDACTED]
Dr. Li Zhang (張黎)	[58]	Independent non-executive Director	Responsible for supervising and providing independent judgement to the Board	April 27, 2026 (effective upon the [REDACTED])	[REDACTED]
Mr. Yu Zhou (周育)	[57]	Independent non-executive Director	Responsible for supervising and providing independent judgement to the Board	April 27, 2026 (effective upon the [REDACTED])	[REDACTED]

Executive Directors

Mr. Dong Jiang (姜東), aged [54], is our executive Director, chairman of the Board and the chief executive officer of our Company. Mr. Jiang joined our Group in August 2018 as president and was appointed as the chief executive officer of our Company on January 2, 2024, our Director on October 16, 2024 and the chairman of the Board on April 21, 2026. Mr. Jiang was re-designated as our executive Director on April 27, 2026. Mr. Jiang is primarily responsible for overseeing corporate strategy, managing daily operations, and ensuring the achievement of key performance targets of our Group.

Mr. Jiang possesses deep expertise in the automotive and mobility services industry. Prior to joining our Group, from January 2008 to January 2010, he served as a senior vice president at China Auto Rental Inc. (now known as CAR Inc.) (神州租車有限公司). From February 2011 to March 2015, he served as a deputy general manager at China Grand Automotive Services Group Co., Ltd. (廣匯汽車服務集團股份公司). Mr. Jiang held a distinguished career at Yixin since March 2015. Mr. Jiang served as the executive director at Yixin from September 2017 to March 2026 and served as the chief operating officer from June 2017 to December 2017. From December 2017 to February 2022, Mr. Jiang served as the president of Yixin, and was redesignated as co-president of Yixin from March 2022 to March 2026.

Mr. Jiang obtained his bachelor's degree in aquaculture from Dalian Ocean University (大連海洋大學) in the PRC in July 1993 and his master's degree in business administration from Peking University (北京大學) in the PRC in July 2011.

Mr. Xinyu Pu (蒲新宇), aged [45], is our executive Director and the chief financial officer of our Company. Mr. Pu joined our Group in June 2018. From June 2018 to December 2025, he served as the senior vice president of our Company. Mr. Pu has been serving as the chief financial officer of our Company since January 2026. Mr. Pu was appointed as our executive Director on April 27, 2026. Mr. Pu also has been serving as a director of Chetaotao since December 2020. Mr. Pu is primarily responsible for corporate strategic planning, investment and financing activities, investor relations, and business performance analysis.

Prior to joining our Group, from April 2006 to March 2007, Mr. Pu served as an engineer at Huawei Technologies Co., Ltd., Beijing Research Institute (華為技術有限公司北京研究所). After that, he held multiple roles at NSFOCUS Technologies Group Co., Ltd. (綠盟科技集團股份有限公司), a company listed on the Shenzhen Stock Exchange (stock code: 300369), including the head of ESD product department from April 2007 to December 2012, and the senior investment manager in the strategic investment department from December 2012 to December 2014. In January 2015, he joined in and worked as the director of the strategic technology investment department in 360 Technology Co., Ltd. (三六零科技集團有限公司). From December 2017 to December 2024, he served as the vice president at Yixin.

Mr. Pu obtained his bachelor's degree in computer science and technology from Jiangnan University (江南大學) in the PRC, in June 2003. He completed the Executive Master of Business Administration Program and obtained master's degree from Peking University (北京大學) in July 2022. Since October 2024, he has been a doctoral candidate in the Doctor of Professional Studies in Financial Management, a joint program offered by the National School of Development of Peking University (北京大學國家發展研究院) and Fordham University in the U.S.

Non-executive Directors

Mr. Rodney Ling Kay Tsang (曾令祺), aged [54], is a non-executive Director of our Company. Mr. Tsang was appointed as our Director on July 16, 2018. He was re-designated as our non-executive Director on April 27, 2026. Mr. Tsang is primarily responsible for providing professional advice to the Board and participating in the decision-making in respect of major matters of our Group.

Mr. Tsang has been the director of Hammer Capital (Hong Kong) Limited since 2014. Mr. Tsang has 20 years of investment banking experience and also has strong expertise covering private sector clients in China, in particular, those in industry groups including technology, media, real estate, financial institution, alternate energy, Internet, consumer and retail, hospitality, gaming and education. Mr. Tsang has been serving as an executive director and co-chief executive officer of Bitauto Holding Limited since November 2020, and an executive director and vice chairman of the board at Yixin since February 2025.

Mr. Tsang obtained his bachelor's degree in commerce from the University of New South Wales in Australia in April 1993.

Mr. Ritsuro Ishii (石井律朗), aged [59], is a non-executive Director of our Company. Mr. Ishii was appointed as our non-executive Director on April 27, 2026. Mr. Ishii is primarily responsible for providing professional advice to the Board and participating in the decision-making in respect of major matters of our Group.

Prior to joining our Group, he held multiple roles at Industrial Bank of Japan (currently known as Mizuho Bank, Ltd.) from April 1990 to March 2013, including a staff member at Kichijoji Branch, corporate finance development department, Japanese corporate credit department at the Shanghai Branch, China business promotion department at the Shanghai Branch and China business promotion department at the head office. After that, from April 2013 to November 2013, he served as the head of China office at Mizuho Securities Co., Ltd. Mr. Ishii then started his career with Toyota Motor Corporation (豐田汽車公司), a company listed on the Tokyo Stock Exchange (stock code: 7203), the New York Stock Exchange (stock code: TM) and the London Stock Exchange (stock code: TYT). From October 2015 to December 2018, he held the position of general manager at Toyota Motor Leasing (China) Co., Ltd. (豐田汽車租賃(中國)有限公司) (now known as Toyota Leasing Co., Ltd. (豐田融資租賃有限公司)). Mr. Ishii held a series of positions at Toyota Motor Finance (China) Co., Ltd. (豐田汽車金融(中國)有限公司), including assistant general manager in January 2019, director and executive deputy general manager from February 2019 to November 2020, director and general manager from November 2020 to February 2024, and chairman of the board since March 2024. Since August 2025, he has served as chairman of the board at Kinto China (Beijing) Corporation (近多出行汽車服務(北京)有限公司).

Mr. Ishii obtained his bachelor's degree in arts from Osaka University of Foreign Studies (now merged into Osaka University) in Japan in March 1990.

Ms. Hui Bai (柏卉) (formerly known as Biyu Shen (沈碧瑜)), aged [36], was appointed as a Director of our Company on April 2, 2024 and re-designated as a non-executive Director on April 27, 2026. Ms. Bai is primarily responsible for providing professional advice to the Board and participating in the decision-making in respect of major matters of our Group.

Ms. Bai has over 10 years of experience in investment management. She joined Tencent in July 2014 and worked in the Interactive Entertainment Business Group of Tencent from July 2014 to May 2017, primarily responsible for investment management and strategic analysis. She has held various positions in the Investment Department of Tencent since May 2017 and currently serves as an Investment Operations Expert in the Investment Department of Tencent. She also serves as a non-executive director of Chenqi Technology Limited (如祺出行科技有限公司), a company listed on the Stock Exchange (stock code: 9680) since August 2023.

Ms. Bai obtained a bachelor's degree in economics from Chu Kochen Honors College of Zhejiang University (浙江大學竺可楨學院) in the PRC in June 2011, a master's degree in finance from the University of Hong Kong in Hong Kong in November 2014, and a master's degree in management from HSBC Business School of Peking University (北京大學滙豐商學院) in the PRC in July 2014. She became a CFA Charterholder accredited by the CFA Institute in August 2023, and a non-practicing member of the Chinese Institute of Certified Public Accountants in May 2025.

Mr. Zhifeng Jia (賈志峰), aged [52], is a non-executive Director of our Company. Mr. Jia previously served as senior vice president of our Company from November 2024 to December 2025, and was appointed as our non-executive Director on April 27, 2026. Mr. Jia is primarily responsible for providing professional advice to the Board and participating in the decision-making in respect of major matters of our Group.

Prior to joining our Group, from June 1999 to February 2008, Mr. Jia served as a software engineer at Cisco Systems, Inc., a company listed on the Nasdaq Global Select Market (stock code: CSCO). From February 2008 to April 2011, Mr. Jia served as a senior director of engineering at eLong, Inc. (藝龍旅行網). From April 2011 to May 2017, Mr. Jia served as a vice president of engineering at Autohome, Inc., a company listed on the New York Stock Exchange (stock code: ATHM). He joined Yixin in June 2017 and currently serves as the chief technology officer.

Mr. Jia received his bachelor's degree in computer science from the University of Science and Technology of China (中國科學技術大學) in the PRC in July 1996, and his master's degree in information and computer science from the University of Hawaii in Honolulu the U.S. in August 1998.

Independent Non-executive Directors

Mr. Laizheng Xu (許來正), aged [51], is an independent non-executive Director of our Company. Mr. Xu was appointed as our independent non-executive Director on April 27, 2026 with effect from the [**REDACTED**]. He is primarily responsible for providing independent advice on the operations and management of our Group.

Mr. Xu has over 30 years of experience in accounting practice. From June 1993 to August 2000, he served as supervisor accountant at the Northwest Suburb Grain Depot of State Grain Reserve (國家糧食儲備庫西北郊糧庫). He worked in Reanda Certified Public Accountants (Special General Partnership) (利安達會計師事務所(特殊普通合夥)) until June 2005. From June 2005 to December 2008, he worked in

Beijing Zhongqi Huajuncheng Accountant Firm Co., Ltd. (北京中企華君誠會計師事務所有限公司). From December 2008 to October 2011, he worked in Huiya Haozheng (Beijing) Certified Public Accountants Co., Ltd. (匯亞昊正(北京)會計師事務所有限公司). From November 2011 to November 2016, he worked in Beijing Xinghua Certified Public Accountants (Special General Partnership) (北京興華會計師事務所(特殊普通合夥)). From January 2015 to April 2018, he served as an independent director at Yunnan Road Bridge Co., Ltd. (雲南路橋股份有限公司). From September 2016 to March 2017, he served as an independent director at Hainan Jingliang Holdings Co., Ltd. (海南京糧控股股份有限公司), a company listed on the Shenzhen Stock Exchange (stock code: 000505). Since December 2016, he has served as senior partner at BDO China Shu Lun Pan Certified Public Accountants LLP (立信會計師事務所(特殊普通合夥)). From October 2020 to May 2023, he served as an independent director at Huitong Construction Group Co., Ltd. (匯通建設集團股份有限公司), a company listed on the Shanghai Stock Exchange (stock code: 603176).

Mr. Xu graduated from Lanzhou Business School (蘭州商學院) (currently known as Lanzhou University of Finance and Economics (蘭州財經大學)) in the PRC, in July 1993. Mr. Xu obtained his master of science degree in applied accounting and finance from Hong Kong Baptist University in Hong Kong in November 2013, and his executive master of business administration degree from Guanghua School of Management of Peking University (北京大學光華管理學院) in the PRC in July 2024. He has been pursuing a doctoral degree in financial management at Fordham University in the U.S. since 2024. Mr. Xu was accredited as an intermediate accountant (中級會計師) by the Ministry of Finance of the PRC (中華人民共和國財政部) in May 2000, a certified public accountant (註冊會計師) by the Chinese Institute of Certified Public Accountants (中國註冊會計師協會) in November 2002 and a fellow member of the Association of International Accountants (國際會計師協會) in November 2024.

Dr. Li Zhang (張黎), aged [58], is an independent non-executive Director of our Company. Dr. Zhang was appointed as our independent non-executive Director on April 27, 2026 with effect from the [**REDACTED**]. He is primarily responsible for providing independent advice on the operations and management of our Group.

Dr. Zhang has over 20 years of experience in academia. Prior to joining our Group, from June 1999 to July 2000, he served as a tenure-track assistant professor at the University of Missouri in the U.S. From September 2000 to December 2001, he held the position as senior business manager at Asia Information Resources (Holdings) Limited (亞洲訊息(控股)有限公司). Since January 2002, Dr. Zhang has built a long-standing career at Peking University (北京大學), where he has held a series of academic and administrative positions. From January 2002 to July 2008, he served as associate professor and director of admissions office at of China Center for Economic Research (中國經濟研究中心) (currently known as National School of Development (國家發展研究院)), and assistant dean of Beijing International MBA (the "**BiMBA**"). In August 2008, Dr. Zhang was conferred the academic title of professor at Peking University. From August 2008 to October 2012, he served as professor at China Center for Economic Research (currently known as National School of Development) and deputy dean of BiMBA. From November 2012 to May 2016, he served as the dean of BiMBA and deputy dean of National School of Development. Since May 2016, he has been serving as professor of marketing management and a Fa Shu Chair Professor (發樹講席教授). In addition to his academic career, Dr. Zhang served as an independent non-executive director of CAR Inc. (神州租車有限公司) from September 2014 to July 2021, and an independent director of China United Property Insurance Company Limited (中華聯合財產保險股份有限公司) since January 2020.

Dr. Zhang received his bachelor's degree in textile engineering from Tiangong University (天津工業大學) in the PRC, in July 1989, a master's degree in commodity sciences from Renmin University of China (中國人民大學) in the PRC in July 1995 and a doctoral degree from the Ohio State University in the U.S. in September 1999.

Mr. Yu Zhou (周育), aged [57], is an independent non-executive Director of our Company. Mr. Zhou was appointed as our independent non-executive Director on April 27, 2026 with effect from the [**REDACTED**]. He is primarily responsible for providing independent advice on the operations and management of our Group.

Prior to joining the Group, Mr. Zhou served as a section chief of the credit department of the Anhui Branch of Bank of China (中國銀行), a company listed on the Stock Exchange (stock code: 3988) from September 1990 to March 2000. From April 2000 to March 2004, he served as general manager of the corporate banking department at the Hefei Branch of China Everbright Bank (中國光大銀行), a company listed on the Stock Exchange (stock code: 6818). From September 2007 to March 2018, Mr. Zhou served as vice president of China Grand Automotive Services Group Co., Ltd. (廣匯汽車服務集團股份公司), a company listed on the Shanghai Stock Exchange (stock code: 600297), and concurrently served as chairman of the board of Huitongtongcheng Leasing Co., Ltd. (匯通信誠租賃有限責任公司). He served as chairman and chief executive officer from April 2018 to March 2021 and senior consultant from April 2021 to March 2024 at Autostreets Development Limited (汽車街發展股份有限公司), a company listed on the Stock Exchange (stock code: 2443). From April 2019 to December 2024, he also served as vice president of the China Automobile Dealers Association (中國汽車流通協會).

Mr. Zhou obtained his bachelor's degree in economics from Renmin University of China (中國人民大學) in the PRC in July 1990. He was accredited as an Intermediate Economist (中級經濟師) by the Ministry of Human Resources and Social Security of the PRC (中華人民共和國人力資源和社會保障部) in December 1995.

SENIOR MANAGEMENT

The following table sets out certain information in respect of the senior management of the Group.

Name	Age	Position	Responsibilities	Date of the appointment as senior management	Time of joining the Group
Mr. Dong Jiang (姜東) . . .	[54]	Executive Director, chairman of the Board and chief executive officer	Responsible for overseeing corporate strategy, managing daily operations, and ensuring the achievement of key performance targets	August 1, 2018	August 2018
Mr. Xinyu Pu (蒲新宇) . . .	[45]	Executive Director and chief financial officer	Responsible for corporate strategic planning, investment and financing activities, investor relations, and business performance analysis	June 8, 2018	June 2018

Name	Age	Position	Responsibilities	Date of the appointment as senior management	Time of joining the Group
Mr. Xuezhi Zhang (張學智)	[47]	Vice president and head of retail business	Responsible for overseeing the overall strategy and operation of the retail business of our Group	January 29, 2022	June 2018

For biographical details of Mr. Jiang and Mr. Xinyu Pu, please refer to "– Executive Directors" above.

Mr. Xuezhi Zhang (張學智), aged [47], has been serving as a vice president of our Company and head of retail business since June 2025. He is primarily responsible for overseeing the overall strategy and operation of the retail business of our Group. In June 2018, Mr. Zhang joined our Group as the southwest regional manager of the retail business. From January 2022 to May 2025, he has been the associate vice president.

Prior to joining our Group, Mr. Zhang served as a manager at the Liaoning Branch of Beijing Red Bull Beverage Sales Co., Ltd. (北京紅牛飲料銷售有限公司遼寧分公司) from May 2013 to May 2016. He then served as the regional senior manager of the used vehicle business center at Yixin from August 2016 to May 2018.

Mr. Zhang graduated from China Central Radio and TV University (中央廣播電視大學) (currently known as The Open University of China (中國開放大學)) in the PRC in January 2006.

GENERAL

As of the Latest Practicable Date, to the best of the knowledge, information and belief of the Directors after having made all reasonable enquiries,

(i) save as disclosed above, none of the Directors or senior management has held any directorship in any public company the securities of which are listed on any securities market in Hong Kong or overseas during the three years immediately preceding the date of this document;

(ii) none of the Directors or members of the senior management of the Company was related to any other Directors and members of the senior management;

(iii) save as disclosed in "Appendix IV – Statutory and General Information – Further Information about the Directors and Substantial Shareholders", none of the Directors or chief executive officer of the Company held any interest in the Shares which would be required to be disclosed pursuant to Part XV of the Securities and Futures Ordinance; and

(iv) there was no additional matter with respect to the appointment of the Directors that needs to be brought to the attention of the Shareholders, and there was no additional information relating to the Directors that is required to be disclosed pursuant to Rule 13.51(2) of the Listing Rules.

JOINT COMPANY SECRETARIES

Mr. Xinyu Pu (蒲新宇) was appointed as a joint company secretary of our Company on April 27, 2026 with effect from the [**REDACTED**]. For details of his background, please refer to "– Executive Directors" above.

Ms. Wing Tsz Tam (譚詠子) was appointed as a joint company secretary of our Company on April 27, 2026 with effect from the [**REDACTED**]. Ms. Tam is the Manager of Global Entity Compliance at Computershare Hong Kong Investor Services Limited. She has over 13 years of experience in company secretarial services and corporate governance in both Hong Kong and multinational corporations.

Prior to joining Computershare Hong Kong Investor Services Limited, she served at several multinational professional service firms, serving a wide array of clients across different regions and covered various types of companies. Ms. Tam also currently serves as the joint company secretary of Xiamen Jihong Co., Ltd. (廈門吉宏科技股份有限公司) (stock code: 2603) and CaoCao Inc. (曹操出行有限公司) (stock code: 2643).

Ms. Tam obtained her bachelor's degree in corporate administration from Hong Kong Metropolitan University in Hong Kong and her master's degree in corporate governance from Hong Kong Polytechnic University in Hong Kong. Ms. Tam has been an associate member of 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 Nomination Committee and the Remuneration 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. The committees operate in accordance with the terms of reference established by our Board.

Audit Committee

We have established an Audit Committee with written terms of reference in compliance with Rule 3.21 of the Listing Rules and code provisions D.3.3 and D.3.7 of Part 2 of the Corporate Governance Code. The Audit Committee consists of three Directors, namely Mr. Ritsuro Ishii, Dr. Li Zhang and Mr. Laizheng Xu, with Mr. Laizheng Xu currently serving as the chairman. Mr. Laizheng Xu is our independence non-executive Director and has the appropriate professional qualifications or related financial management expertise as required under Rules 3.10(2) and 3.21 of the Listing Rules. The primary duties of the Audit Committee include, but are not limited to, reviewing the Company's financial information and its disclosure, and monitoring and evaluating internal and external audit work and internal controls.

Nomination Committee

We have established a Nomination Committee with written terms of reference in compliance with Rule 3.27A of the Listing Rules and code provision B.3.1 of Part 2 of the Corporate Governance Code. The Nomination Committee consists of five Directors, namely Mr. Dong Jiang, Mr. Laizheng Xu, Dr. Li Zhang, Mr. Yu Zhou and Ms. Hui Bai, with Mr. Dong Jiang currently serving as the chairman. The primary duties of the Nomination Committee include, but are not limited to, selecting and examining the qualifications of the candidates for our Directors and senior management of the Company, and reviewing the structure, size and composition of the Board at least annually, assist the Board in maintaining a board skills matrix and making recommendations on any proposed changes to our Board.

Remuneration Committee

We have established a Remuneration Committee with written terms of reference in compliance with Rule 3.25 of the Listing Rules and code provision E.1.2 of Part 2 of the Corporate Governance Code. The Remuneration Committee consists of three Directors, namely Dr. Li Zhang, Mr. Laizheng Xu and Mr. Dong Jiang, with Dr. Li Zhang currently serving as the chairman. The primary duties of the Remuneration Committee include, but are not limited to, formulating evaluation standards for our Directors and senior management of the Company, implementation of measures in response to such evaluation, and formulating and reviewing the remuneration policies and plans for Directors and senior management of the Company.

BOARD DIVERSITY POLICY

We have adopted the board diversity policy which sets out the objective and approach for achieving and maintaining the diversity of the Board in order to enhance its effectiveness. In accordance with the board diversity policy, the Company seeks to achieve board diversity by taking into account a number of factors, including but not limited to gender, age, industry experience, cultural and education background, professional experience, skills, knowledge and/or length of service. The ultimate selection of Board candidates will be based on merit and potential contribution to our Board having due regard to the benefits of diversity on the Board and also the specific needs of the Company without focusing on a single diversity aspect. Our Directors have a balanced mix of knowledge and skills, including overall management and strategic development as well as knowledge and experience in areas such as overall management and strategic development. They obtained degrees in various areas including business administration, computer science and technology, commerce, arts, economics, finance, accounting and commodity science. Furthermore, our Board has a diverse age and gender representation. Our Board currently comprises one female Director and eight male Directors.

With regard to gender diversity on the Board, we recognize the particular importance of gender diversity. We have taken and will continue to take steps to promote and enhance gender diversity at all levels of the Company, including but without limitation at our Board and senior management levels. We will maintain a focus on gender diversity when recruiting staff at the mid to senior level so as to develop a pipeline of potential female successors to our Board. The Group will also identify and select several female individuals with a diverse range of skills, experience and knowledge in different fields from time to time, and maintain a list of such female individuals who possess qualities to become our Board members, which will be reviewed by the Nomination Committee periodically to maintain gender diversity of our Board. Taking into account our existing business model and specific needs as well as the different backgrounds of our Directors, the composition of our Board satisfies our board diversity policy.

Upon the [**REDACTED**], the Nomination Committee will from time to time discuss and agree on expected goals to ensure board diversity, and review and, where necessary, update the board diversity policy to ensure that the policy remains effective. The Company will disclose the biographical details of each Director and report on the implementation of the board diversity policy (including whether we have achieved board diversity) in its annual corporate governance report.

COMPLIANCE ADVISER

We have appointed Red Solar Capital Limited as our Compliance Adviser in compliance with Rule 3A.19 of the Listing Rules. The Compliance Adviser will provide us with guidance and advice as to compliance with the Listing Rules and other applicable laws, rules, codes and guidelines. Pursuant to Rule 3A.23 of the Listing Rules, the Compliance Adviser will advise the Company in certain circumstances including:

(i) before the publication of any regulatory announcement, circular or financial report;

(ii) where a transaction, which might be a notifiable or connected transaction, is contemplated, including share issues, sales or transfers of treasury shares and share repurchases;

(iii) 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

(iv) where the Stock Exchange makes an inquiry to the Company regarding unusual movements in the [**REDACTED**] or [**REDACTED**] of its [**REDACTED**] securities or any other matters in accordance with Rule 13.10 of the Listing Rules.

Pursuant to Rule 3A.24 of the Listing Rules, the Compliance Adviser will, on a timely basis, inform the Company of any amendment or supplement to the Listing Rules that are announced by the Stock Exchange. The Compliance Adviser will also inform the Company of any new or amended law, regulation or code in Hong Kong applicable to us, and advise us on the continuing requirements under the Listing Rules and applicable laws and regulations.

The term of the appointment will commence on the [**REDACTED**] and is expected to end on the date on which the Company complies with Rule 13.46 of the Listing Rules in respect of our financial results for the first full financial year commencing after the [**REDACTED**].

REMUNERATION OF DIRECTORS AND SENIOR MANAGEMENT

The Directors and senior management members who receive remuneration from the Company are paid in the forms of salaries and other benefits in kind, discretionary bonuses, retirement benefit scheme contributions and share-based payment. The remuneration of the Directors and senior management members is determined with reference to the remuneration paid by comparable companies and the achievement of major operating indicators of the Company.

The aggregate amount of remuneration (including salaries, allowances and other benefits in kind, discretionary bonuses, retirement benefit scheme contributions and share-based payment) paid to the Directors for the three financial years ended December 31, 2025, amounted to RMB0.79 million, RMB0.82 million and RMB55.63 million, respectively. The aggregate amount of remuneration (including salaries and other benefits in kind, discretionary bonuses, retirement benefit scheme contributions and share-based payment) incurred by the five highest-paid individuals (excluding one, one and one Directors, respectively) of the Group for the three financial years ended December 31, 2025, amounted to RMB3.08 million, RMB3.32 million and RMB9.57 million, respectively.

Under the current compensation arrangement, we estimate the total compensation before taxation, excluding estimated share-based compensation, to be accrued to our Directors for the year ending December 31, 2026 to be approximately RMB10.28 million, the actual remuneration of which may be different from the expected remuneration.

Save as disclosed above, no other payments have been paid, or are payable, by the Group to our Directors or the five highest-paid individuals during the Track Record Period.

During the Track Record Period, (i) no remuneration was paid to, or receivable by, our Directors or the five highest paid individuals as an inducement to join, or upon joining our Group, (ii) no compensation was paid to, or receivable by, our Directors or past Directors or the five highest paid individuals for the loss of office as director of any member of our Group or any other office in connection with the management of the affairs of any member of our Group, and (iii) none of our Directors waived any emoluments.

INTERESTS OF DIRECTORS AND SENIOR MANAGEMENT

See "Appendix IV – Statutory and General Information – Further Information about the Directors and Substantial Shareholders" and "Appendix IV – Statutory and General Information – Pre-[**REDACTED**] Share Incentive Scheme" for details of the interests of our Directors and senior management.

CONFIRMATION FROM OUR DIRECTORS

- **Rule 8.10 of the Listing Rules:** each of our Directors confirms that, as of the Latest Practicable Date, he/she or his/her respective close associates do not have any interest in a business, apart from the business of our Group, which competes or is likely to compete, directly or indirectly, with our business, which would require disclosure under Rule 8.10 of the Listing Rules.

- **Rule 3.09D of the Listing Rules:** each of our Directors confirms that he or she (1) has obtained the legal advice referred to under Rule 3.09D of the Listing Rules on April 15, 2026 and April 17, 2026; and (2) understands his or her obligations as a director of a [**REDACTED**] issuer under the Listing Rules.

- **Rule 3.13 of the Listing Rules:** each of the independent non-executive Directors confirms (1) his independence as regards each of the factors referred to in Rule 3.13(1) to (8) of the Listing Rules; (2) that he has no past or present financial or other interest in the business of our Company or our subsidiaries or any connection with any core connected person of our Company under the Listing Rules as of the Latest Practicable Date; and (3) that there are no other factors that may affect his independence at the time of his appointment.

CORPORATE GOVERNANCE

The Company is committed to achieving a high standard of corporate governance with a view to safeguarding the interests of our Shareholders. To accomplish this, the Company intends to comply with the Corporate Governance Code set out in Appendix C1 to the Listing Rules and the Model Code for Securities Transactions by Directors of Listed Issuers set out in Appendix C3 to the Listing Rules after the [**REDACTED**].

Pursuant to code provision C.2.1 of Part 2 of the Corporate Governance Code, companies listed on the Stock Exchange are expected to comply with, but may choose to deviate from the requirement that the responsibilities between the chairperson and the chief executive should be segregated and should not be performed by the same individual. We do not have a separate chairperson and chief executive and Mr. Jiang currently performs these two roles. In view that Mr. Jiang has been assuming day-to-day responsibilities in operating and managing our Group and the development of our Group since 2018, our Board believes that with the support of Mr. Jiang's extensive experience and knowledge in the business of our Group, vesting the roles of both the chairperson and chief executive of our Company in Mr. Jiang has the benefit of ensuring consistent leadership within the Group and enables more effective and efficient overall strategic planning and implementation of the Board's decisions for the Group. Our Nomination

Committee will also assess Mr. Jiang's time commitment and contribution to the Board, as well as his ability to discharge his responsibilities effectively, and make recommendations to the Board on the succession planning for Mr. Jiang as the chairman and the chief executive from time to time in accordance with the Corporate Governance Code.

The Board considers that the deviation from code provision C.2.1 of Part 2 of the Corporate Governance Code is appropriate in such circumstances. Notwithstanding the above, our Board is of the view that the balance of power and authority for the present arrangement is impaired and this structure enables the Company to make and implement decisions promptly and effectively. The Board will continue to review the effectiveness of the corporate governance structure of our Company and consider splitting the roles of the chairperson of the Board and the chief executive of the Company if and when it is appropriate taking into account the circumstances of the Group as a whole.

Save as disclosed above, the Company is expected to comply with all code provisions under the Corporate Governance Code after the [**REDACTED**].