BOARD OF DIRECTORS

Upon Listing, our Board will consist of nine Directors, including one executive Director, five non-executive Directors and three independent non-executive Directors. Our Directors serve a term of three years and shall be subject to re-election upon the expiry of their respective term of office. None of our Directors are related to other Directors or members of our senior management. The following table sets out certain information in respect of our Directors.

Name	Age	Position for the current tenure	Time of joining our Group	Date of appointment as Director[(1)]	Roles and responsibilities
Mr. Wu Bing (吳冰)	[50]	Non-executive Director and chairman of the Board	November 11, 2018[(2)]	September 8, 2025	Responsible for providing leadership and governance of the Board, and the overall business strategies and management of our Group
Dr. Wang Zemin (王澤民)	[52]	Non-executive Director	November 11, 2018[(3)]	September 8, 2025	Providing recommendations on the strategic development of our Group
Mr. Ni Licheng (倪立誠)	[44]	Executive Director and chief executive officer of our Company	November 23, 2022	September 8, 2025	Responsible for supporting leadership, overseeing governance, guiding strategy, and contributing to decision-making of our Group
Ms. Zhao Dimei (趙迪梅)	[52]	Non-executive Director and employee Director	August 1, 2021	September 8, 2025	Providing recommendations on the strategic development of our Group
Ms. Sun Huan (孫環)	[37]	Non-executive Director	November 11, 2024	September 8, 2025	Providing recommendations on the strategic development of our Group
Mr. Zhou Haijing (周海晶)	[49]	Non-executive Director	September 8, 2025	September 8, 2025	Providing recommendations on the strategic development of our Group
Mr. Wong, Man Kai Ricky (黃文楷)	[62]	Independent non-executive Director	October 10, 2025	October 10, 2025	Providing independent opinion and judgment to the Board

Name	Age	Position for the current tenure	Time of joining our Group	Date of appointment as Director[1]	Roles and responsibilities
Dr. Wang Gao (王高)	[61]	Independent non-executive Director	October 10, 2025	October 10, 2025	Providing independent opinion and judgment to the Board
Dr. Zeng Saixing (曾賽星)	[60]	Independent non-executive Director	October 10, 2025	October 10, 2025	Providing independent opinion and judgment to the Board

Notes:

(1) The dates of the appointment refer to the appointment of the relevant positions in our Company after its Conversion. For the details of the Conversion, see "History, Development and Corporate Structure —Corporate Development and Major Shareholding Changes—Capital Decrease and Conversion into a joint stock company in September 2025."

(2) Mr. Wu Bing resigned as the Director and general manager of our Company in October 2021 due to work adjustment and was reappointed as a Director in September 2025.

(3) Dr. Wang Zemin resigned as the Director of our Company in March 2020 due to work adjustment and was reappointed as a Director in August 2023.

Mr. Wu Bing (吳冰), aged [50], is a non-executive Director and the chairman of the Board. He joined our Company on November 11, 2018, and was appointed as a Director on November 11, 2018 and re-designated as a non-executive Director and the chairman of the Board on September 8, 2025. He is primarily responsible for providing leadership and governance of the Board, and the overall business strategies and management of our Group to us.

From November 2018 to October 2021, Mr. Wu concurrently served as the general manager, the head of the Party's organization and preparation group, and the secretary of the Party's branch of our Company.

Mr. Wu has over 27 years of experience in the automotive and mobility industry. Prior to joining our Company, Mr. Wu successively served as a legal specialist, a senior manager and a deputy director of the legal department at SAIC General Motors Corporation Limited (上汽通用汽車有限公司, "**SAIC General Motors**", formerly known as Shanghai General Motors Corporation Limited (上海通用汽車有限公司)) from July 1998 to March 2010. From March 2010 to January 2012, he served as the director of the network development and training division of the marketing department at SAIC General Motors. From January 2012 to June 2015, he then served as the director of the network development and training division and head of the Chevrolet marketing business department at SAIC General Motors Sales Company Limited (上汽通用汽車銷售有限公司). From April 2015 to March 2018, Mr. Wu served as the general manager, the head of the Party's organization and preparation group, and the secretary of the Party's branch at SAIC Motor Insurance Sales Company Limited (上海汽車集團保險銷售有限公司). From March 2018 to November 2018, Mr. Wu served as the head of the ride-hailing project team at SAIC Motor. Following his tenure at our Company from November 2018 to October 2021, he held the positions of the head of the Party's organization and preparation group from October 2021 to November 2023, and of the chief executive officer from October 2021 to January 2024 at Rising Automotive Technology Co., Ltd (飛凡汽車科技有限公司). In addition, Mr. Wu held the position of the general manager at SAIC Motor Corporation Limited Passenger Vehicle Branch (上海汽車集團股份有限公

司乘用車分公司) from September 2022 to January 2024. He also has served as the vice president of SAIC Motor and general manager of the mobility and service business department of the same company since December 2023 and January 2024, respectively.

Mr. Wu previously held directorship at eight subsidiaries of SAIC Motor. He served as the chairman of the board respectively at Nanjing Automobile Group Co., Ltd. (南京汽車集團有限公司) from October 2022 to March 2024, at Nanjing MG Automotive Trading Co., Ltd (南京名爵汽車貿易有限公司) from November 2022 to February 2024, and at United Auto Battery System Co., Ltd. (上汽時代動力電池系統有限公司) from March 2023 to November 2024. He served as the vice chairman of the board at Rising Automotive Technology Co., Ltd (飛凡汽車科技有限公司) from November 2022 to November 2024. He was also an executive director at SAIC Power Technology (Zhengzhou) Co., Ltd (上汽動力科技(鄭州)有限公司) from July 2023 to March 2024 and a director respectively at Global Vehicle from September 2021 to August 2023, at SAIC Motor International Co., Ltd. (上海汽車國際商貿有限公司) from December 2022 to February 2024 and at IM Motors Technology Co., Ltd. (智己汽車科技有限公司) from September 2023 to August 2024. In addition to his directorship at the subsidiaries of SAIC Motor, Mr. Wu also held directorship at several other companies, including his being a chairman of the board at Shanghai Saiyun Investment Co., Ltd (上海賽雲投資有限公司) from March 2023 to November 2024, and being a vice chairman of the board respectively at United Auto Battery Co. Ltd (時代上汽動力電池有限公司) from March 2023 to November 2024, and at Banma Network Technology Co., Ltd. (斑馬網絡技術股份有限公司) from May 2023 to July 2024.

Mr. Wu also holds director positions currently at four subsidiaries of SAIC Motor. He has served as the chairman of the board respectively at SAIC Anji Logistics Co., Ltd. (上汽安吉物流股份有限公司, "**Anji Logistics**") since August 2024, at SAIC (Beijing) Co., Ltd. (上海汽車集團(北京)有限公司) since October 2024 and at China Automotive Industry Investment and Development Co., Ltd. (中國汽車工業投資開發有限公司) since October 2024. He has served as the chairman of the board of the directors at Donghua Automotive Industrial Co., Ltd. (東華汽車實業有限公司, "**Donghua Auto**") since August 2024. In addition to his current directorship at the subsidiaries of SAIC Motor, Mr. Wu has served as the chairman of the board at Shanghai Suishenxing Intelligent Transportation Technology Co., Ltd (上海隨申行智慧交通科技有限公司) since January 2024.

Mr. Wu graduated from East China University of Political Science and Law (華東政法大學, formerly known as East China College of Political Science and Law (華東政法學院) in the PRC in July 1998 with a bachelor's degree in law. He obtained a master's degree in international law from Renmin University of China (中國人民大學) in the PRC in June 2006. He was awarded the Shanghai May 1st Labour Medal (上海市五一勞動獎章) by Shanghai Federation of Trade Unions (上海市總工會) and Shanghai Municipal Bureau of Human Resources and Social Security (上海市人力資源和社會保障局) in September 2021.

Dr. Wang Zemin (王澤民), aged [52], is a non-executive Director. He joined our Company on November 11, 2018 and served as the chairman of the Board from August 2023 to September 2025. He was appointed as a Director on November 11, 2018 and re-designated as a non-executive Director on September 8, 2025. He is primarily responsible for providing recommendations on the strategic development of our Group to us.

Dr. Wang has nearly 30 years of experience in the automotive industry. From December 2004 to September 2008, Dr. Wang successively served as the acting manager and manager in the supply department of Shanghai Volkswagen Automotive Co., Ltd. (上海大眾汽車有限公司). From September 2008 to August 2014, he successively served as a director of the procurement department at SAIC Motor and an executive director of the procurement department of SAIC Motor Corporation Limited Passenger Vehicle Branch (上海汽車集團股份有限公司乘用車分公司). Dr. Wang served as the deputy general manager of Anji Logistics from August 2014 to May 2018, and as the chief executive officer at ANJI-CEVA Logistics Co., Ltd. (安吉智行物流有限公司) from July 2017 to May 2018. From May 2018 to July 2019, he served as the deputy general manager of the mobility and service business department (formerly known as the automotive services and trade department from May 2018 to October 2018) of SAIC motor. Dr. Wang served as general manager at Anji Logistics from July 2019 to July 2023 and served as director of the same company from May 2018 to July 2023. He has then served as the deputy general manager of the mobility and service business department at SAIC Motor since July 2023.

From June 2018 to January 2019, he served as head of the project team at SAIC Intelligent Technology (Shanghai) Co., Ltd. (賽可智能科技(上海)有限公司), and then served as the general manager from January 2019 to July 2019. From June 2018 to July 2019, he concurrently served as the director of the AI Lab (人工智能實驗室) of SAIC Motor.

Dr. Wang also holds director positions in several subsidiaries of SAIC Motor currently. Since May 2018, he has served as a director of Donghua Auto. Since July 2019, he has served as the chairman of the board of Shanghai Anji Siwei Information Technology Co., Ltd. (上海安吉四維信息技術有限公司, formerly known as Shanghai Anyue Siwei Information Technology Co., Ltd. (上海安悅四維信息技術有限公司)). Since July 2023, he has served as the chairman of the board of directors of Global Vehicle. Since August 2023, he has served as the chairman of the board of Shanghai Automobile Industry Event Centre Co., Ltd. (上海汽車工業活動中心有限公司). Since August 2023, he has served as the chairman of the board of Shanghai Automotive Asset Operation Co., Ltd. (上海汽車資產經營有限公司), and Shanghai Automobile Industry Sales Co., Ltd. (上海汽車工業銷售有限公司). In addition to his directorship in SAIC Motor's subsidiaries, since July 2019, Dr. Wang has served as the vice chairman of the board of Shanghai Haitong International Automotive Terminal Co., Ltd. (上海海通國際汽車碼頭有限公司).

Dr. Wang graduated from Tongji University (同濟大學) in the PRC in July 1997 with a bachelor's degree in mechanical design and manufacturing (automotive). He obtained a master's degree in business administration from The University of Hong Kong (香港大學) in Hong Kong in December 2003, and a Ph.D. degree in corporate management from Tongji University in the PRC in March 2015. Dr. Wang was recognized by the Shanghai Municipal Human Resources and Social Security Bureau (上海市人力資源和社會保障局) as a senior engineer in automotive technology management in January 2024.

Mr. Ni Licheng (倪立誠), aged [44], is an executive Director and the chief executive officer of our Company. He joined our Company on November 23, 2022 and has served as the chief executive officer since November 2022. Mr. Ni was appointed as a Director and the chief executive officer of our Company on November 23, 2022, and was re-designated as an executive Director on September 8, 2025. He is primarily responsible for supporting leadership, overseeing governance, guiding strategy, and contributing to decision-making of our Group.

Mr. Ni has over 20 years of experience in the automotive and mobility industry. From March 2005 to May 2007, he worked at SAIC General Motors, where he served as a translator for the powertrain manufacturing engineering and new project department, and a director assistant responsible for cost control. Mr. Ni held various positions at SAIC Motor. From February 2007 to June 2016, he successively served as a secretary and senior secretary to the president office, the deputy manager and the manager of the secretary section to the president office of SAIC Motor. From June 2016 to November 2017, he successively served as an assistant to the executive director and an assistant to the general manager of the securities affairs department of SAIC Motor. From November 2017 to November 2022, Mr. Ni concurrently served as the deputy director of the board office, director of the board office, and director of the Party committee office of SAIC Motor, since November 2017, June 2020 and July 2021 respectively. From August 2018 to November 2022, he worked as the secretary to the board of directors at SAIC.

Mr. Ni served as the director and general manager from November 2022 to August 2023, and has since August 2023 served as both the chairman of the board and the general manager of Anji Leasing. From November 2022 to August 2025, he also served as the director of Global Vehicle.

Since March 2023, Mr. Ni has served as the vice president of the Low Carbon and Carbon Trading Promotion Branch of the China Communications and Transportation Association (中國交通運輸協會低碳與碳交易促進分會). Mr. Ni has also served as a member of the online ride-hailing committee since March 2023, the head of the online ride-hailing committee and the vice president since April 2023, at Shanghai Taxi and Car Rental Trade Association (上海市出租汽車暨汽車租賃行業協會). Since March 2024, he has served as the vice president and a member of the Party's Committee of the Shanghai Road Transport Trade Association (上海市道路運輸行業協會).

Mr. Ni graduated from Shanghai International Studies University (上海外國語大學) in the PRC in July 2004 with a bachelor's degree in English Literature. He obtained a master's degree in corporate management from Shanghai International Studies University in the PRC in June 2010.

Ms. Zhao Dimei (趙迪梅), aged [52], joined our Company on August 1, 2021. Since joining the Company, Ms. Zhao has served as a director of the human resources department and director of the Party's affairs office of our Company. She has also served as the vice president of the labor union of the Company since November 2024. She was appointed as our employee Director on April 21, 2025 and re-designated as a non-executive Director on September 8, 2025. She is primarily responsible for providing recommendations on the strategic development of our Group to us.

Ms. Zhao has over 16 years of experience in human resources management. From May 2009 to January 2013, Ms. Zhao worked at Siyuan Electric Co., Ltd. (思源電氣股份有限公司), a company listed on the main board of the Shenzhen Stock Exchange (stock code: 002028), as a deputy director of the human resources department, and at Siyuan High Voltage Switchgear Co., Ltd. (思源高壓開關有限公司), as the human resources director. From March 2013 to October 2015, Ms. Zhao served as a director of the human resources department at Shanghai Chexiang Auto Parts Technology Service Co., Ltd. (上海車享汽車配件技術服務有限公司, formerly known as Shanghai International Automotive Parts & Components Purchasing Center Co., Ltd. (上海國際汽車零售部件採購中心有限公司)). From November 2015 to July 2021, Ms. Zhao served as a director of the human resources department and concurrently the director of the Party's affairs office at Anji Leasing.

Ms. Zhao graduated from Shanghai University in the PRC in July 1996 with a bachelor's degree in computing and application. She obtained her master's degree in business administration from Shanghai Jiao Tong University (上海交通大學) in the PRC in July 2007.

Ms. Sun Huan (孫環), aged [37], is a non-executive Director of our Company. She was appointed as our Director on November 11, 2024 and has served in the position since then. She was re-designated as a non-executive Director on September 8, 2025. She is primarily responsible for providing recommendations on the strategic development of our Group to us.

Ms. Sun Huan has over 9 years of experience in the field of mobility industry. She has served as vice president and general manager of European business at Suzhou Momenta since September 2016, mainly responsible for sales, business management, and European business operations.

Ms. Sun graduated from Tsinghua University (清華大學) in the PRC in July 2010 with a bachelor's degree in journalism. She obtained a master's degree in comparative media studies from Massachusetts Institute of Technology in the United States in June 2013.

Mr. Zhou Haijing (周海晶), aged [49], is a non-executive Director of our Company. He joined our Company on September 8, 2025 and was appointed as non-executive Director of our Company on September 8, 2025 and has served in that position since then. He is primarily responsible for providing recommendations on the strategic development of our Group to us.

Mr. Zhou has over 22 years of experience in finance and accounting. From July 2002 to June 2003, Mr. Zhou worked as an auditor at PricewaterhouseCoopers Consultants (Shenzhen) Limited Beijing Branch (普華永道諮詢(深圳)有限公司北京分公司). From July 2003 to May 2008, he then worked as a manager of audit department at PricewaterhouseCoopers Zhong Tian LLP Beijing

Branch (普華永道中天會計師事務所(特殊普通合夥)北京分所). From May 2008 to August 2016, Mr. Zhou held various positions at Alibaba Group Holding Limited (阿里巴巴集團控股有限公司) ("**Alibaba**"), a company listed on The Nasdaq (National Association of Securities Dealers Automated Quotation System) Global Select Market in the United States (stock code: BABA) and on the main board of the Hong Kong Stock Exchange (stock code: 09988), including chief financial officer of Alimama and Mobile Taobao business divisions, as well as head of the financial planning and analysis team and the shared financial centre. From August 2016 to January 2019, Mr. Zhou served as chief financial officer and executive director at AGTech Holdings Limited (亞博科技控股有限公司), a company listed on the GEM board of the Hong Kong Stock Exchange (stock code: 08279). From January 2019 to April 2021, Mr. Zhou served as chief financial officer of Big Entertainment and Youku segments of Alibaba.

Since April 2021, Mr. Zhou has served as chief financial officer at AutoNavi Holdings Ltd. (高德軟件有限公司).

Mr. Zhou graduated from Tsinghua University (清華大學) in the PRC in July 1999 with a bachelor's degree in international accounting. He then obtained his master's degree in technical economics and management from Sichuan University (四川大學) in the PRC in June 2001.

Mr. Wong, Man Kai Ricky (黃文楷), aged [62], is an independent non-executive Director. He was appointed as an independent non-executive Director on October 10, 2025. He is primarily responsible for providing independent opinion and judgment to the Board.

Mr. Wong has approximately 37 years of experience in providing professional auditing, tax and advisory services. From September 1987 to September 2024, he successively worked for the audit practice and advisory practice at KPMG China (畢馬威中國) and then served as the senior partner of the southern China region. In addition to his directorship at our Company, Mr. Wong does not hold any other position at other companies currently.

Mr. Wong graduated from Lingnan University in Hong Kong in November 1987. He obtained his master's degree in business administration from The University of Warwick in the United Kingdom in July 1994. He was admitted as an associate member of the Hong Kong Institute of Certified Public Accountants (香港會計師公會, formerly known as the Hong Kong Society of Accountants) in January 1991.

Dr. Wang Gao (王高), aged [61], is an independent non-executive Director. He was appointed as an independent non-executive Director on October 10, 2025. He is primarily responsible for providing independent opinion and judgment to the Board.

Dr. Wang has over 27 years of working experience in various industries. Since January 2009, Dr. Wang has been a professor in the marketing department, associate dean, and director of the executive education programs for academic affairs at China Europe International Business School (中歐國際工商學院). He has been an independent non-executive director at GOME Retail Holdings Limited (國美零售控股有限公司), a company listed on the Main Board of Hong Kong Stock Exchange (stock code: 0493) since June 2015, an independent non-executive director at Shanghai Phoenix Enterprise (Group) Co., Ltd. (上海鳳凰企業(集團)股份有限公司), a company listed on the main board of Shanghai Stock Exchange (stock code: 600679) since February 2022, an independent director at Kuaijishan Shaoxing Rice Wine Co., Ltd. (會稽山紹興酒股份有限公司), a company listed on the main board of Shanghai Stock Exchange (stock code: 601579) since February 2023, an independent non-executive director at Smoore International Holdings Limited (思摩爾國際控股有限公司), a company listed on the Main Board of Hong Kong Stock Exchange (stock code: 6969) since June 2023, and an independent non-executive director at UJU Holding Limited (優矩控股有限公司), a company listed on the Main Board of the Hong Kong Stock Exchange (stock code: 1948) since October 2024.

Dr. Wang graduated from Renmin University of China in the PRC in July 1988 with a bachelor's degree in demography. He obtained his master's degree and Ph.D. degree both in sociology from Yale University in the USA in December 1994 and May 1998, respectively. In May 2025, Dr. Wang was admitted as a member of the Nineth Council of Shanghai Population Welfare Foundation (上海市人口福利基金會).

Dr. Zeng Saixing (曾賽星), aged [60], is an independent non-executive Director. He was appointed as an independent non-executive Director on October 10, 2025. He is primarily responsible for providing independent opinion and judgment to the Board.

Dr. Zeng previously served as an independent non-executive director of SAIC Motor from June 2018 to June 2025. Since January 2004, Dr. Zeng has served as a professor of management at Antai College of Economics and Management, Shanghai Jiao Tong University (上海交通大學安泰經濟與管理學院).

Dr. Zeng graduated from Hohai University (河海大學, formerly known as East China Institute of Hydraulic Engineering (華東水利學院)) in the PRC in July 1985 with a bachelor's degree of engineering in farmland water conservancy engineering. He obtained his master's degree in farmland water conservancy engineering from Hohai University in the PRC in June 1988, and a Ph.D. degree of management in management science and engineering from Harbin Institute of Technology (哈爾濱工業大學, formerly known as Harbin University of Civil Engineering and Architecture (哈爾濱建築大學)) in the PRC in January 2000. In April 2017, Dr. Zeng was honored the title of Distinguished Professor under the Changjiang Scholars Program by the Ministry of Education of the PRC (中華人民共和國教育部).

Save as disclosed above, (i) none of our Directors (other than our independent non-executive Directors) has any interests in any business, which competes or is likely to compete, either directly or indirectly, with our business, and (ii) to the best knowledge, information and belief of the Directors having made all reasonable inquiries, there were no other matters with respect to the appointment of the Directors that need to be brought to the attention of the Shareholders and there was no information relating to our Directors that is required to be disclosed pursuant to Rules 13.51(2) of the Listing Rules.

CONFIRMATION FROM OUR DIRECTORS

Rule 8.10 of the Listing Rules

Each of our Directors confirms that as of the Latest Practicable Date, he or she did not have any interest in a business which competes or is likely to compete, either directly or indirectly, with our Company's 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 (i) has obtained the legal advice referred to under Rule 3.09D of the Listing Rules on October 20, 2025, and (ii) understands his or her obligations as a director of a listed issuer under the Listing Rules.

Rule 3.13 of the Listing Rules

Each of the independent non-executive Directors has confirmed (i) his/her independence as regards each of the factors referred to in Rules 3.13(1) to (8) of the Listing Rules, (ii) he/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 our Company under the Listing Rules as of the Latest Practicable Date, and (iii) that there are no other factors that may affect his/her independence at the time of his/her appointments.

SENIOR MANAGEMENT

The senior management is responsible for the day-to-day management of our business. None of the members of our senior management are related to our Directors or other members of our senior management. The following table sets out the information of members of our senior management.

Name	Age	Position for the current tenure	Time of joining our Group	Date of appointment as senior management	Roles and responsibilities
Mr. Ni Licheng (倪立誠)	[44]	Executive Director and chief executive officer of our Company	November 23, 2022	November 23, 2022	Responsible for supporting leadership, overseeing governance, guiding strategy, and contributing to decision-making
Mr. Jiang Jiong (江炯)	[50]	Deputy chief executive officer of our Company	November 23, 2022	November 23, 2022	Assisting in overseeing overall business and daily management and operations of our Group
Mr. Zong Jinliang (宗金良)	[44]	Chief technology officer of our Company	June 22, 2018	June 16, 2021	Overseeing technology development and overall operations of our Group
Mr. Sui Liming (隋立明)	[42]	Chief operating officer of our Company	May 16, 2018	July 22, 2022	Overseeing overall business and daily management and operations of our Group
Ms. Huang Qingqing (黃卿卿)	[43]	General manager of the financial department of our Company	September 8, 2025	September 8, 2025	Overseeing the overall financial management of our Group

Mr. Ni Licheng (倪立誠), aged [44], is an executive Director and the chief executive officer of our Company. For his biography, see "—Board of Directors—Mr. Ni Licheng" in this section.

Mr. Jiang Jiong (江炯), aged [50], is the deputy chief executive officer of our Company. He jointed our Company on November 23, 2022 and was appointed as the deputy chief executive officer of our Company on November 23, 2022. He is primarily responsible for assisting in overseeing overall business and daily management and operations of our Group.

Mr. Jiang has nearly 30 years of experience in the automobile industry. From September 1997 to March 2017, he worked at various operational and managerial positions at SAIC General Motors, with his last position as the general manager of Wuhan Branch of SAIC General Motors (上海通用汽車有限公司武漢分公司). From March 2017 to May 2019, Mr. Jiang served as the executive deputy general manager at SAIC USA Inc. (上汽北美公司). From May 2019 to August 2020, he served as the general manager at Global Vehicle. From August 2020 to November 2022, he served as the deputy general manager at SAIC General Motors and as the general manager at SAIC General Motors Sales Company Limited (上汽通用汽車銷售有限公司). From February 2021 to October 2023, Mr. Jiang was a director at SAIC General Motors Auto Finance Company Limited (上汽通用汽車金融有限責任公司). From February 2021 to March 2023, he also served as a director at Shanghai OnStar Telematics Co., Ltd. (上海安吉星信息服務有限公司).

Mr. Jiang graduated from University of Shanghai for Science and Technology (上海理工大學) in the PRC in July 1996, with a college diploma in automotive design and manufacturing. In December 2007, he obtained a master's degree in business administration from the University of Canberra in Australia through a joint program with East China University of Science and Technology (華東理工大學).

Mr. Zong Jinliang (宗金良), aged [44], is the chief technology officer of our Company. He joined our Company on June 22, 2018 and was appointed as the chief technology officer of our Company on June 16, 2021. He is primarily responsible for overseeing technology development and overall operations of our Group.

Mr. Zong has nearly 20 years of experience in the communications and internet industry. Prior to joining our Group, Mr. Zong worked at Shanghai Yuandongli Communication Technology Co., Ltd. (上海原動力通訊科技有限公司) since July 2006. From July 2007 to July 2009, Mr. Zong worked at Shanghai Bell Alcatel Mobile Communication System Co., Ltd. (上海貝爾阿爾卡特移動通信系統有限公司). From July 2009 to May 2017, he worked at Shanda Networking Co., Ltd. (上海盛大網絡發展有限公司) as a deputy director and senior researcher of the platform center. From May 2017 to May 2018, he worked at Shanghai Lianshang Network Technology Group Co., Ltd. (上海連尚網絡科技集團有限公司), formerly known as Shanghai Lianshang Network Technology Co., Ltd. (上海連尚網絡科技有限公司), including as a research and technical director of the content distribution division.

After joining our Group, Mr. Zong successively served as a director of the platform development center of the product technology and research department from June 2018 to August 2020 and an acting chief technology officer from August 2020 to June 2021.

Mr. Zong graduated from Shandong University (山東大學) in the PRC in June 2003 with a bachelor's degree in computer science and technology. He then obtained a master's degree in computer software and theory from Shandong University in the PRC in June 2006.

Mr. Sui Liming (隋立明), aged [42], is the chief operating officer of our Company. He joined our Company on May 16, 2018 and was appointed as the chief operating officer of our Company on July 22, 2022. He is primarily responsible for overseeing overall business and daily management and operations of our Group.

From May 2018 to August 2022, Mr. Sui successively served as an assistant to the general manager, the director of the general manager's office, the general manager of the operation management center, and the executive director of the human resources department of our Company. Since March 2024, in addition to serving as the chief operating officer of our Company, Mr. Sui has served as the general manager of the ride-hailing city operations department of our Company.

Prior to joining our Group, from April 2012 to May 2014, Mr. Sui worked at a management position at the automotive finance department of Ping An Bank Co., Ltd. (平安銀行股份有限公司), a company listed on the main board of the Shenzhen Stock Exchange (stock code: 000001). From May 2014 to May 2018, he worked at SAIC General Motors Sales Company Limited as a regional manager of a regional center.

Mr. Sui graduated from University of Shanghai for Science and Technology in the PRC in July 2008, with a bachelor's degree in packaging engineering. In March 2012, he obtained a master's degree in communication studies from University of Shanghai for Science and Technology in the PRC.

Ms. Huang Qingqing (黃卿卿), aged [43], is the general manager of the financial department of our Company. She joined our Company on September 8, 2025. She was appointed as the general manager of the financial department of our Company on September 8, 2025 and has served in that position since then. She is primarily responsible for overseeing the overall financial management of our Group.

Ms. Huang has 19 years of experience in finance and accounting. From September 2006 to May 2025, she served as a senior manager in the finance department at SAIC General Motors. From June 2025 to August 2025, she served as a senior manager of financial control of the mobility and service business department at SAIC Motor.

Ms. Huang graduated from East China University of Science and Technology (華東理工大學) in the PRC in July 2003 with a bachelor's degree in accounting.

JOINT COMPANY SECRETARIES

Mr. Li Yi (李逸) was appointed as a joint company secretary of our Company on October 10, 2025.

Mr. Li joined our Group in November 2018. He successively served at our Company as the director of financial accounting in the financial accounting team of the financial department from November 2018 to June 2021, as the director of the financial department from June 2021 to September 2021, as the executive director of the financial department from September 2021 to October 2023, and as the general manager of the financial department from November 2023 to August 2025. Since August 2025, he has been serving as the general manager of the investment, financing and strategic planning department of our Company.

Prior to joining our Group, Mr. Li worked in the financial department of SAIC General Motors from July 2003 to January 2009. From January 2009 to January 2011, he successively served as the group assistant manager of the information technology department and group manager of the performance finance department at Coca-Cola Management (Shanghai) Co., Ltd (可口可樂企業管理(上海)有限公司). He then served as the senior manager of the financial department from June 2011 to June 2013 at SAIC MAXUS Automotive Co., Ltd. (上汽大通汽車有限公司). He worked at the financial department of SAIC Motor from June 2013 to November 2018 during which he was seconded to work in Hong Kong and Luxembourg, and then served as the director of overseas business in the financial department at SAIC Motor from July 2016 to November 2018.

Mr. Li graduated from Shanghai University of Finance and Economics (上海財經大學) in the PRC in July 2003, with a bachelor's degree in accounting. He then obtained a master's degree in professional accounting from The Chinese University of Hong Kong (香港中文大學) in Hong Kong in October 2022. He was certified as an intermediate accountant by Shanghai Municipal Human Resources and Social Security Bureau (上海市人力資源和社會保障局) in December 2013.

Ms. Wong Hoi Ting (黃凱婷) was appointed as a joint company secretary of our Company on October 10, 2025.

She currently serves as a manager in the listing services department of TMF Hong Kong Limited. She is responsible for providing corporate secretarial and compliance services to listed companies.

Ms. Wong has more than 10 years of experience in the corporate secretarial field. She obtained her bachelor's degree in social sciences from Lingnan University in Hong Kong in October 2009. She further obtained her master of science degree in professional accounting and corporate governance from City University of Hong Kong in Hong Kong in July 2014. Ms. Wong is an associate member of both The Hong Kong Chartered Governance Institute and The Chartered Governance Institute in the United Kingdom.

MANAGEMENT AND CORPORATE GOVERNANCE

Board Committees

Our Board delegates certain responsibilities to various committees. We have established three Board committees, namely the Audit Committee, the Remuneration and Appraisal Committee and the Nomination Committee.

Audit Committee

We have established the Audit Committee with written terms of reference in compliance with Rule 3.21 of the Listing Rules and the Corporate Governance Code set out in Appendix C1 to the Listing Rules. The primary duties of the Audit Committee are to communicate with and oversee external auditors, supervise internal auditing, evaluate and improve the Company's internal control systems, analyze risks associated with major ongoing investment projects of the Company, and perform other required responsibilities under applicable laws and regulations. The Audit Committee comprises three members, namely Mr. Wong, Man Kai Ricky, Dr. Wang Zemin, and Dr. Zeng Saixing, with Mr. Wong, Man Kai Ricky (being an independent non-executive Director with the appropriate professional qualifications as required under Rules 3.10(2) and 3.21 of the Listing Rules) as chairperson of the Audit Committee.

Remuneration and Appraisal Committee

We have established the Remuneration and Appraisal Committee with written terms of reference in compliance with Rule 3.25 of the Listing Rules and the Corporate Governance Code set out in Appendix C 1 to the Listing Rules. The primary duties of the Remuneration and Appraisal Committee are to research and establish the assessment criteria for Directors and the senior management of our Company, conduct evaluations according to these criteria and provide relevant opinions and suggestions, and be responsible for researching, developing, and reviewing remuneration plans or schemes for Directors and the senior management of our Company. The Remuneration and Appraisal Committee comprises three members, namely Dr. Wang Gao, Mr. Wu Bing, and Mr. Wong, Man Kai Ricky, with Dr. Wang Gao serving as chairperson.

Nomination Committee

We have established the Nomination Committee pursuant to Rule 3.27A of the Listing Rules with written terms of reference set out in the Code on Corporate Governance in Appendix C1 to the Listing Rules. The primary duties of the Nomination Committee are to conduct research on the selection, selection criteria and procedures for Directors (including independent non-executive Directors) and the senior management of the Company and provide the Board with relevant opinions and suggestions. The Nomination Committee comprises three members, namely Dr. Zeng Saixing, Dr. Wang Gao, and Ms. Zhao Dimei, with Dr. Zeng Saixing serving as chairperson.

Corporate Governance Code

We aim to achieve high standards of corporate governance which are crucial to the development and safeguard the interests of our Shareholders. To accomplish this, our Company expects to comply with the Corporate Governance Code set out in Appendix C1 to the Listing Rules after the Listing.

Board diversity

Our Company has adopted a board diversity policy (the "**Board Diversity Policy**") which sets out the approach to achieve diversity of the Board. Our Company recognizes and embraces the benefits of having a diverse Board and sees increasing diversity at the Board level, including gender diversity, as an essential element in maintaining our Company's competitive advantage and enhancing its ability to attract, retain and motivate employees from the widest possible pool of available talent. Pursuant to the Board Diversity Policy, in reviewing and assessing suitable candidates to serve as a Director of our Group, the Nomination Committee will consider a number of aspects, including but not limited to gender, age, cultural and educational background, professional qualifications, skills, knowledge, and industry and regional experience. Pursuant to the Board Diversity Policy, the Nomination Committee will discuss periodically and when necessary, agree on the measurable objectives for achieving diversity, including gender diversity, of the Board and recommend them to the Board for adoption.

Our Directors have a balanced mix of knowledge and skills, including but not limited to overall business management, mechanical design and manufacturing, and accounting. They received degrees in various majors including business administration, accounting, law, sociology, corporate management, English literature, computing and application, journalism, farmland water conservancy engineering, and management science and engineering, etc. We have both male and female members serving on the Board currently. Furthermore, the Board has a relatively wide range of ages, ranging from 37 years old to 61 years old. The Board is of the view that the Board satisfies the Board Diversity Policy.

The Nomination Committee is responsible for reviewing the diversity of the Board. Upon the Listing, the Nomination Committee will from time to time review the Board Diversity Policy, develop and review measurable objectives for implementing the policy, and monitor the progress on achieving these measurable objectives in order to ensure that the policy remains effective. Our Company will disclose the biographical details of each Director and plans to report on the implementation of the Board Diversity Policy (including whether we have achieved board diversity) in our annual corporate governance report. Our Company also intends to promote gender diversity when recruiting staff at the mid to senior level so that our Company will have a pipeline of female senior management and potential successors to the Board. We plan to offer all-rounded training to female employees whom we consider to have the suitable experience, skills, and knowledge of our operation and business, including but not limited to, business operation, management, accounting and finance, legal and compliance, and research and development. We are of the view that such a strategy will offer chances for the Board to identify more capable female employees to be nominated as a member of the Board in future with an aim to providing the Board with a pipeline of female candidates to achieve gender diversity in the Board in the long run.

Management presence

Pursuant to Rules 8.12 and 19A.15 of the Listing Rules, an issuer must have a sufficient management presence in Hong Kong. This normally means that at least two of its executive Directors must be ordinarily resident in Hong Kong. We do not have sufficient management presence in Hong Kong for the purposes of Rules 8.12 and 19A.15 of the Listing Rules.

Accordingly, we have applied for, and the Stock Exchange [has granted], a waiver from strict compliance with Rules 8.12 and 19A.15 of the Listing Rules. See "Waivers from Strict Compliance with the Requirements under the Listing Rules—Management Presence in Hong Kong" for further details.

REMUNERATION

Our Directors and senior management receive remuneration, including salaries, allowances, and benefits in kind and our contribution to the pension plan on their behalf.

The aggregate amount of remuneration (including wages and salaries, discretionary bonuses, pension obligations, medical insurances and other social insurances, housing benefits, share-based payment expenses, and other employee benefits) for the years ended December 31, 2023, 2024 and 2025 was approximately RMB2.08 million, RMB1.79 million and RMB2.71 million for our Directors, respectively. None of our Directors waived any remuneration during the aforesaid periods.

The five highest paid individuals of our Group for the years ended December 31, 2023, 2024 and 2025 included one, one and one Director, respectively. The aggregate amount of remuneration (including wages and salaries, discretionary bonuses, pension obligations, medical insurances and other social insurances, housing benefits, share-based payment expenses, and other employee benefits) for the five highest paid individuals for the years ended December 31, 2023, 2024 and 2025 was approximately RMB9.94 million, RMB9.05 million and RMB8.88 million, respectively.

Save as disclosed above, no other payments have been paid or are payable, in respect of the Track Record Period by our Company to our Directors. For the year ending December 31, 2026, we expect to pay approximately RMB2.64 million in aggregate remuneration to our Directors.

No remuneration was paid to our Directors or the five highest paid individuals as an inducement to join, or upon joining, our Company. No compensation was paid to, or receivable by, our Directors or past directors for the Track Record Period for the loss of office as director or supervisor or any member of our Group or of any other office in connection with the management of the affairs of any member of our Group. None of our Directors waived any emoluments during the same period.

COMPLIANCE ADVISOR

We have appointed Maxa Capital Limited as our Compliance Advisor pursuant to Rule 3A.19 of the Listing Rules. The Compliance Advisor will provide us with guidance and advice as to compliance with the requirements under the Listing Rules and applicable laws. Pursuant to Rule 3A.23 of the Listing Rules, the Compliance Advisor will advise our Company, among others, in the following circumstances:

- before the publication of any regulatory announcement, circular, or financial report;
- 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;
- where we propose to use the [**REDACTED**] of the [**REDACTED**] in a manner different from that detailed in this document or where the business activities, developments, or results of our Group deviate from any forecast, estimate, or other information in this document; and
- where the Stock Exchange makes an inquiry to our Company regarding unusual movements in the price or trading volume of our listed securities or any other matters in accordance with Rule 13.10 of the Listing Rules.

The term of appointment of the Compliance Advisor shall commence on the Listing Date and is expected to end on the date on which we comply with Rule 13.46 of the Listing Rules in respect of our financial results for the first full financial year commencing after the Listing Date and such appointment may be subject to extension by mutual agreement.