DIRECTORS

Our Board consists of nine Directors, including three executive Directors, three non-executive Directors, and three independent non-executive Directors. The following table sets forth certain information about the Directors.

Name	Age	Position	Joining Date	Appointment Date	Roles and Responsibilities
Ms. Haiying Zhang (張海瑩)	50	Chairlady of the Board, executive Director and chief executive officer	April 2015	April 2015	Responsible for the Group's strategic planning, business direction, and overall operational management
Mr. Pinglu Kang (康平陸)	45	Executive Director and chief marketing officer	July 2018	June 2021	Responsible for strategic planning and operational management of the Group's brand marketing and sales system
Mr. Jian Wang (王建)	39	Executive Director, vice president of investment and financing and joint company secretary	April 2016	November 2025	Responsible for the Group's investment and financing strategy and coordination management of public affairs
Mr. Hongcheng Yu (于宏成)	52	Non-Executive Director, employee Director and chief internal control officer	May 2017	November 2023	Involved in the decision-making process of the Board as an employee representative
Mr. Guangqiang Chen (陳光強) . .	44	Non-Executive Director	November 2025	November 2025	Responsible for the formulation of our Company's corporate and business strategies
Ms. Yangyang Liu (劉揚揚)	49	Non-Executive Director	November 2025	November 2025	Responsible for the formulation of our Company's corporate and business strategies
Mr. Xinyu Zuo (左新宇)	48	Independent Non-Executive Director	**[REDACTED]**	**[REDACTED]**	Responsible for supervising and providing independent opinion and judgment to the Board
Mr. Kai Wing Chan (陳繼榮)	65	Independent Non-Executive Director	**[REDACTED]**	**[REDACTED]**	Responsible for supervising and providing independent opinion and judgment to the Board
Ms. Yu Qian (錢鈺)	52	Independent Non-Executive Director	**[REDACTED]**	**[REDACTED]**	Responsible for supervising and providing independent opinion and judgment to the Board

Note: As of the Latest Practicable Date, Mr. Bin Huang (黃斌), Mr. Guo Yuan (袁果), Mr. Yong Yu (于勇), Mr. Tian Luo (羅闐), Mr. Jimmy Ching-Hsin Chang (章經鑫), Ms. SuetChee Chiong and Ms. Fang Xie were our Directors. All of them have tendered resignation from directorship, with effect from the date immediately prior to the date of **[REDACTED]**, save that Mr. Chang's resignation is conditional, and shall take effect, upon **[REDACTED]**.

Executive Directors

Ms. Haiying Zhang (張海瑩), aged 50, is the chairlady of the Board, executive Director and chief executive officer of our Company. Ms. Zhang founded our Group in April 2015 and has been serving as the chairlady of the Board, a Director and chief executive officer of our Company since then. She was re-designated as an executive Director in November 2025. Ms. Zhang is primarily responsible for the Group's strategic planning, business direction, and overall operational management.

From October 2010 to October 2013, Ms. Zhang served as the general manager of the special battery division at Suzhou Xingheng Power Supply Co., Ltd. (蘇州星恒電源有限公司) (currently known as Xingheng Power Supply Co., Ltd. (星恒電源股份有限公司)). She worked at Shenzhen Huipu Energy Technology Co., Ltd. (深圳市暉譜能源科技有限公司) as the general manager from April 2002 to September 2010. Prior to that, Ms. Zhang served at the Planning and Finance Department of Shenzhen Science and Technology Bureau (深圳科技局計劃財務處) from July 1997 to December 2001.

Ms. Zhang obtained a college diploma in industrial foreign trade from Hefei University of Technology (合肥工業大學) in the PRC in July 1996. She obtained her EMBA degrees from Haaga-Helia University of Applied Sciences in Finland via remote study in June 2024 and pursued her EMBA degrees from Renmin University (人民大學) in the PRC in May 2017. She is currently pursuing the HKU Advanced Technology Fellowship Programme at the University of Hong Kong.

Mr. Pinglu Kang (康平陸), aged 45, is the executive Director and chief marketing officer of our Company. Mr. Kang joined our Group in July 2018 and has been serving as a Director since June 2021 and chief marketing officer of our Company since July 2018. He was re-designated as an executive Director in November 2025. Mr. Kang is primarily responsible for strategic planning and operational management of the Group's brand marketing and sales system.

From March 2016 to July 2018, Mr. Kang was the founder and chief executive officer at Shenzhen Asimov Technology Co., Ltd. (深圳市阿西莫夫科技有限公司). From October 2014 to January 2016, he worked at Carrier Air-Conditioning Refrigeration R&D Management (Shanghai) Co., Ltd. (開利空調冷凍研發管理(上海)有限公司). Prior to that, he served as general manager in business line at Schneider Electric (China) Co., Ltd. (施耐德電氣(中國)有限公司) from May 2004 to September 2014.

Mr. Kang obtained a bachelor's degree in mechatronic engineering and a bachelor's degree in international economics and trade from South China University of Technology (華南理工大學) in the PRC in July 2004. He obtained an MBA degree in finance and business administration from Cheung Kong Graduate School of Business (長江商學院) in the PRC in September 2017.

As of the date of this document, Ms. Haiying Zhang and Mr. Pinglu Kang each served as a director of Strides DST Pte. Ltd. ("**Strides DST**"), a Singapore-incorporated company accounted for as an associate of our Group, in which the Company through its subsidiary holds a 40% shareholding interest. Strides DST was placed in creditors' voluntary liquidation. As of the date of this document, Strides DST remains in liquidation and has not yet been dissolved. See the section headed "Statutory and General Information — A. Further Information about Our Group — 5. Liquidation of Strides DST Pte. Ltd." for further details.

Mr. Jian Wang (王建), aged 39, is the executive Director and vice president of investment and financing of our Company. Mr. Wang joined our Group in April 2016 and has been serving as the vice president of investment and financing of our Company since December 2016. He was appointed as an executive Director in November 2025. Mr. Wang is primarily responsible for the Group's investment and financing strategy and coordination management of public affairs.

Prior to joining our Group, Mr. Wang served at Shenzhen Jinkang Optoelectronics Co., Ltd. (深圳市金康光電有限公司) and departed in March 2016. From July 2008 to February 2010, he worked at Deppon Logistics (德邦物流).

Mr. Wang obtained a bachelor's degree in computer science and technology from Zhengzhou University (鄭州大學) in the PRC in June 2008. In June 2025, he obtained a Postgraduate Diploma in Finance and Business Management from The University of Hong Kong (香港大學).

Non-Executive Directors

Mr. Hongcheng Yu (于宏成), aged 52, is the non-executive Director, employee Director and chief internal control officer of our Company. Mr. Yu joined our Group in May 2017 and has been serving as the chief internal control officer of our Company since then. He was appointed as a Director in November 2023. He was re-designated as a non-executive Director in May 2026 and elected as an employee Director by employees of the Company through the employees' representative congress in May 2026 with effect upon **[REDACTED]**, in May 2026. Mr. Yu is involved in the decision-making process of the Board as an employee representative.

Prior to joining our Group, he served as a business supervisor in the asset management department at Anhui Energy Group Co., Ltd. (安徽省能源集團有限公司) from January 2011 to May 2017. Mr. Yu served as a salesperson, deputy head of the marketing department, and head of the planning department at Anhui Electric Power Fuel Co., Ltd. (安徽電力燃料有限責任公司) from January 2001 to January 2011.

Mr. Yu obtained a bachelor's degree in industrial foreign trade from Hefei University of Technology (合肥工業大學) in the PRC in July 1997 and a master's degree in business administration from Hefei University of Technology (合肥工業大學) in the PRC in December 2015.

Mr. Guangqiang Chen (陳光強), aged 44, is the non-executive Director of our Company. Mr. Chen was appointed as a non-executive Director of our Company in November 2025. Mr. Chen is primarily responsible for the formulation of our Company's corporate and business strategies.

Mr. Chen joined Contemporary Amperex Technology Co., Limited (寧德時代新能源科技股份有限公司) (a company listed on the Hong Kong Stock Exchange with stock code 3750 and the Shenzhen Stock Exchange with stock code 300750) in July 2017, where he currently serves as executive president of the logistics business unit.

Mr. Chen obtained an MBA degree from Tongji University (同濟大學) in the PRC.

Ms. Yangyang Liu (劉揚揚), aged 49, is the non-executive Director of our Company. Ms. Liu was appointed as a non-executive Director of our Company in November 2025. Ms. Liu is primarily responsible for the formulation of our Company's corporate and business strategies.

Ms. Liu has served at EIG Partners as managing director of energy investments since March 2025, senior advisor from June 2018 to March 2025, and managing director of investments from September 2014 to May 2018. She was a founding partner at MissionBlue Capital. Prior to that, she worked at China Investment Corporation (中國投資有限責任公司) from February 2009 to June 2014 and as an associate and analyst at Morgan Stanley from August 2005 to June 2009 and from September 1999 to July 2002, respectively.

Ms. Liu obtained a bachelor of arts (Management Studies, with a specialization in Accounting/Finance) from the University of Rochester in the United States in May 1999 and an MBA in Columbia Business School at Columbia University in the United States in May 2006.

Independent Non-Executive Directors

Mr. Xinyu Zuo (左新宇), aged 48, is an independent non-executive Director of our Company. Mr. Zuo was appointed as an independent non-executive Director in May 2026, with effect from the **[REDACTED]**. He is responsible for supervising and providing independent opinion and judgment to the Board.

Mr. Zuo has served as an independent non-executive director of HOREN CORTP Co., Ltd. (上海箱箱智能科技股份有限公司) since January 2026, Changan Minsheng APLL Logistics Co., Ltd. (重慶長安民生物流股份有限公司) (a company listed on the Stock Exchange with stock code 1292) since November 2025, an independent director of Hichain Logistics Co., Ltd. (江蘇海晨物流股份有限公司) (a company listed on the Shenzhen Stock Exchange with stock code 300873) since May 2022, and West Shanghai Automotive Service Co., Ltd. (西上海汽車服務股份有限公司) (a company listed on the Shanghai Stock Exchange with stock code 605151) since May 2021. He served as an independent non-executive director of Beijing Rui Ze Heng Yi Technology Plc. (北京睿澤恒鎰科技股份公司) from April 2022 to January 2025, and San Yang Ma (Chongqing) Logistics Co., Ltd. (三羊馬(重慶)物流股份有限公司) (a company listed on the Shenzhen Stock Exchange with stock code 001317) from May 2022 to June 2025.

He joined the China Federation of Logistics and Purchasing (中國物流與採購聯合會) in February 2006 and currently serves as a director or executive vice president in various committees and branches thereunder. He also served as managing director of Beijing Zhongwulian Conference and Exhibition Co., Ltd. (北京中物聯會展有限公司) from February 2006. He served as chief section officer of the Business Development Centre of the State Administration of Domestic Trade (國家國內貿易局) from August 2000 to February 2006.

Mr. Zuo obtained a bachelor's degree in science in computer science and applications from Heilongjiang Business School (黑龍江商學院) in the PRC and master's degree in logistics engineering from Beijing Jiaotong University (北京交通大學) in the PRC, in July 2000 and July 2011 respectively.

Mr. Kai Wing Chan (陳繼榮), aged 65, is an independent non-executive Director of our Company. Mr. Chan was appointed as an independent non-executive Director in May 2026, with effect from the **[REDACTED]**. He is responsible for supervising and providing independent opinion and judgment to the Board.

Mr. Chan is the founder and managing director of Mandarin Capital Enterprise Limited (文華資本企業有限公司), a company specializing in providing financial advisory services to companies in the area of accounting services, financial due diligence services and (corporate) strategic consulting, from October 2003 to now. Mr. Chan has been appointed as an independent non-executive Director of Sino Gas Holdings Group Limited (中油潔能控股集團有限公司) (a company listed on the Hong Kong Stock Exchange with stock code 1759) on December 18, 2025. Mr. Chan has served as an independent non-executive director of ICO Group Limited (揚科集團有限公司) (a company listed on the Hong Kong Stock Exchange with stock code 1460) from August 2022 until now, Nanfang Communication Holdings Limited (南方通信控股有限公司) (a company listed on the Hong Kong Stock Exchange with stock code 1617) from November 2016 to now, and China Conch Venture Holdings Limited (中國海螺創業控股有限公司) (a company listed on the Hong Kong Stock Exchange with stock code 586) from December 2013 to now.

Mr. Chan has also served as director and financial controller of Shenzhen China Bicycle Company (Holdings) Limited (深圳中華自行車(集團)股份有限公司) from July 1991 to June 1999. He was a supervisor of the audit department at Ernst & Young from August 1988 to June 1991.

Mr. Chan obtained a bachelor's degree in economics from Macquarie University in April 1986 and is a fellow member of CPA Australia from April 2012 to now.

Mr. Chan possesses appropriate professional accounting or related financial management expertise required under Rule 3.10(2) of the Listing Rules.

Ms. Yu Qian (錢鈺), aged 52, is an independent non-executive Director of our Company. Ms. Qian was appointed as an independent non-executive Director in May 2026, with effect from the **[REDACTED]**. She is responsible for supervising and providing independent opinion and judgment to the Board.

Ms. Qian has over 20 years of management and strategic leadership experience in the logistics, supply chain and investment sectors across China and the United States. She has been serving as deputy chief executive officer of LosCam (Shanghai) Investment Co., Ltd. (路凱(上海)投資有限公司) since April 2023, where she is responsible for the overall management and operation of circular logistics and returnable packaging businesses. From May 2019 to March 2023, she served as Asia president of Brambles Investment (China) Co., Ltd. (布蘭堡投資(中國)有限公司), overseeing the overall business management of returnable packaging and circular logistics operations. From May 2012 to April 2019, Ms. Qian was a co-founder and executive president of Shanghai KXTX Supply Chain Management Co., Ltd. (上海卡行天下供應鏈管理有限公司), responsible for network operations, information technology, human resources management. From February 2010 to February 2012, she served as chief executive officer of Shanghai Jiayu Logistics Co., Ltd. (上海佳宇物流有限公司), and from January 2007 to January 2010, as vice president of JinHai JieYa International Freight Co., Ltd. (錦海捷亞國際貨運有限公司), both of which were joint ventures under YRC Worldwide Inc., with responsibilities covering overall operational management, information technology, human resources, quality compliance and cross-border cooperation. Ms. Qian began her professional career in the United States, where she served as director of asia strategic development at YRC Logistics, a wholly-owned subsidiary of YRC Worldwide Inc., focusing on Asia-Pacific strategic expansion and mergers and acquisitions, and earlier as a senior strategic analyst at Yellow Transportation, another wholly-owned subsidiary of YRC Worldwide Inc., responsible for customer solution analysis and pricing strategy.

Ms. Qian obtained a master's degree in business administration from the University of Kansas (堪薩斯大學) in December 2001. She obtained a master's degree in Psychology from the University of Arizona Global Campus (亞利桑那大學全球校區) via remote study in March 2026.

Save as disclosed above, none of the Directors had held any directorships in listed companies during the three years immediately prior to the Latest Practicable Date, there is no other information in respect of the Directors to be disclosed pursuant to Rules 13.51(2)(a) to (v) of the Listing Rules, and there is no other matter that needs to be brought to the attention of the Shareholders or potential investors.

SENIOR MANAGEMENT

The following table provides information about members of the senior management of our Company:

Name	Age	Position	Joining Date	Appointment Date	Roles and Responsibilities
Ms. Haiying Zhang (張海瑩).	50	Chairlady of the Board, executive Director and chief executive officer	April 2015	April 2015	Responsible for the Group's strategic planning, business direction, and overall operational management
Mr. Pinglu Kang (康平陸).	45	Executive Director and chief marketing officer	July 2018	July 2018	Responsible for strategic planning and operational management of the Group's brand marketing and sales system

Name	Age	Position	Joining Date	Appointment Date	Roles and Responsibilities
Mr. Jian Wang (王建)	39	Executive Director, vice president of investment and financing and joint company secretary	April 2016	December 2016	Responsible for the Group's investment and financing strategy and coordination management of public affairs
Ms. Xiaoyan Ji (姬小燕).	50	Chief Financial Officer	February 2026	February 2026	Responsible for the overall financial management and capital operations of our Group
Mr. Wei Li (李瑋)	50	Vice President	December 2024	December 2024	Responsible for the development of the Group's middle- and back-office operational systems, process digitalization and AI-driven upgrades, enhancing operational efficiency and service experience

Ms. Haiying Zhang (張海瑩), aged 50, is the chairlady of the Board, executive Director and chief executive officer of our Company. For more details of her biography, see "— Directors — Executive Directors" above.

Mr. Pinglu Kang (康平陸), aged 45, is the executive Director and chief marketing officer of our Company. For more details of his biography, see "— Directors — Executive Directors" above.

Mr. Jian Wang (王建), aged 39, is the executive Director and vice president of investment and financing of our Company. For more details of his biography, see "— Directors — Executive Directors" above.

Ms. Xiaoyan Ji (姬小燕), aged 50, is the chief financial officer of our Company. Ms. Ji joined our Group in February 2026 and has been serving as the chief financial officer of our Company since then. Ms. Ji is primarily responsible for the overall financial management and capital operations of our Group.

Prior to joining our Group, Ms. Ji served as the vice president of Beijing Tailan New Energy Co., Ltd. (北京太藍新能源有限公司) from January 2025 to November 2025. From October 2021 to October 2024, she served as the managing director of Sinopec Capital Co., Ltd. (中國石化集團資本有限公司). From May 2020 to October 2021, Ms. Ji rejoined IDG Capital (IDG資本), where she successively held positions as managing director and investment advisor. From May 2018 to April 2020, she served as the chief financial officer of HC SemiTek Corporation (華燦光電股份有限公司), an investee company of IDG Capital. From November 2016 to April 2018, she served as the managing director of IDG Capital (IDG資本). From July 2014 to September 2016, Ms. Ji served as the chief financial officer of Beijing BDStar Navigation Co., Ltd. (北京北斗星通導航技術股份有限公司) (a company listed on the Shenzhen Stock Exchange with stock code 002151). From November 2010 to January 2014, she served as the finance director at Honeywell Co. She previously worked at Ping An Trust Co., Ltd. (平安信託有限責任公司) and Oracle Co. From September 1998 to January 2003, Ms. Ji served as the finance manager at ZTE Corporation (中興通訊股份有限公司).

Ms. Ji obtained a bachelor's degree in electronic engineering (microelectronics technology) and a minor in international finance from Southeast University (東南大學) in the PRC in June 1998 and October 1997, respectively. She obtained an MBA degree from INSEAD in France and Singapore in December 2008.

Mr. Wei Li (李瑋), aged 50, is a vice president of our Company. Mr. Li joined our Group in December 2024 and was appointed as vice president in December 2024. Mr. Li is primarily responsible for the development of the Group's middle- and back-office operational systems, process digitalization and AI-driven upgrades, enhancing operational efficiency and service experience.

Mr. Li served as general manager of Shenzhen Mintaian Intelligent Technology Co., Ltd. (深圳民太安智能科技有限公司) from July 2020 to October 2024. From July 2016 to February 2020, Mr. Li served as chief executive officer of Shenzhen Yiliu Technology Co., Ltd. (深圳市易流科技股份有限公司). Prior to that, Mr. Li was director of the Strategic Cooperation and Innovation Business Unit and assistant to the president at Cainiao Network Technology Co., Ltd. of Alibaba Group (阿里巴巴集團菜鳥網絡科技有限公司) from January 2015 to June 2016, where he was responsible for the integration and collaboration of external strategic resources and advanced multiple new business initiatives. He joined AutoNavi Software Co., Ltd. (高德軟件有限公司) in October 2005 and served as deputy general manager of Government and Enterprise Services Division from March 2012 to January 2015, where he was responsible for pre-project analysis, consulting, pre-sales support and sales decision-making for large enterprise map-related IT service projects.

Mr. Li obtained a bachelor's degree in automatic control from the Department of Electrical Engineering in Sichuan United University (四川聯合大學) (currently known as Sichuan University (四川大學)) in the PRC in July 1997 and a master's degree in nuclear monitoring and control from Sichuan University (四川大學) in the PRC in July 2000.

JOINT COMPANY SECRETARIES

Mr. Jian Wang (王建), aged 39, was appointed as our joint company secretary in May 2026, with effect from the **[REDACTED]**. For more details of his biography, see "— Directors — Executive Directors" above.

Ms. Leung Chi Ching Jacqueline (梁芷晴) was appointed as our joint company secretary in May 2026, with effect from the **[REDACTED]**.

Ms. Leung is an assistant manager of company secretarial services of Vistra Corporate Services (HK) Limited. Ms. Leung has over 7 years of experience in the corporate services industry and has been providing professional company secretarial and compliance services to Hong Kong listed companies, Hong Kong private and offshore companies.

Ms. Leung obtained a Master of Science in Professional Accounting and Corporate Governance from City University of Hong Kong in 2021. She is an associate member of The Chartered Governance Institute in the United Kingdom and The Hong Kong Chartered Governance Institute.

BOARD COMMITTEES

Audit Committee

We have established an 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 review and supervise the financial reporting process and internal controls system of our Group and provide advice and recommendations to the Board. The Audit Committee comprises three members, namely, Mr. Kai Wing Chan, Ms. Yu Qian and Ms. Yangyang Liu, with Mr. Kai Wing Chan as the chairperson of the Audit Committee.

Remuneration Committee

We have established a Remuneration 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 C1 to the Listing Rules. The primary duties of the Remuneration Committee are to review and make recommendations to the Board on the terms of remuneration packages, bonuses and other compensation payable to our Directors and other senior management. The Remuneration Committee comprises three members, namely Mr. Kai Wing Chan, Ms. Haiying Zhang and Mr. Xinyu Zuo, with Mr. Kai Wing Chan as the chairperson of the Remuneration Committee.

Nomination Committee

We have established a Nomination Committee with written terms of reference in compliance with Rule 3.27A and the Corporate Governance Code set out in Appendix C1 to the Listing Rules. The primary duties of the Nomination Committee are to make recommendations to our Board on the appointment of Directors and management of Board succession. The Nomination Committee comprises three members, namely Ms. Haiying Zhang, Mr. Xinyu Zuo and Ms. Yu Qian, with Ms. Haiying Zhang as the chairperson of the Nomination Committee.

Strategy Committee

We have established the Strategy Committee with written terms of reference. The primary duties of the Strategy Committee include, without limitation, formulating and evaluating the business development strategy of our Group, facilitating and monitoring the implementation of the business development and the strategy planning of our Group, and facilitating and monitoring our Group's ESG performance. The Strategy Committee comprises three members, namely Ms. Haiying Zhang, Mr. Pinglu Kang and Mr. Guangqiang Chen, with Ms. Haiying Zhang as the chairperson of the Strategy Committee.

CORPORATE GOVERNANCE CODE

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 accomplish this, we expect 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 **[REDACTED]**.

Pursuant to code provision C.2.1 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 chairlady and the chief executive officer should be segregated and should not be performed by the same individual. We do not have a separate chairperson and chief executive officer and Ms. Zhang currently performs these two roles. Our Board believes that, in view of her experience, personal profile and her roles in our Company as mentioned above, Ms. Zhang is the Director best suited to identify strategic opportunities and focus of the Board due to her extensive understanding of our business and industry as our chief executive officer. The Board also believes that vesting the roles of both chairlady and chief executive officer in the same person has the benefit of (i) ensuring consistent leadership within our Group, (ii) enabling more effective and efficient overall strategic planning and execution of strategic initiatives of the Board, and (iii) facilitating the flow of information between the management and the Board for our Group. The Board considers that the balance of power and authority for the present arrangement will not be impaired and this structure will enable our

Company to make and implement decisions promptly and effectively. Our Board will continue to review and consider splitting the roles of chairlady of the Board and the chief executive officer of our Company at a time when it is appropriate by taking into account the circumstances of our Group as a whole.

BOARD DIVERSITY

Our Company has adopted a 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 Company, the Nomination Committee will consider a number of factors, 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, on the Board and recommend them to the Board for formal adoption.

MANAGEMENT PRESENCE

According to Rule 8.12 and Rule 19A.15 of the Listing Rules, we must have sufficient management presence in Hong Kong. This normally means that at least two of our executive Directors must be ordinarily resident in Hong Kong.

Since the principal business operations of our Group are conducted in China, members of our senior management are, and are expected to continue to be, based in China. Our Company does not and, for the foreseeable future, will not have a sufficient management presence in Hong Kong. We have applied for, and the Stock Exchange [has granted], a waiver from compliance with Rule 8.12 and Rule 19A.15 of the Listing Rules. For further details, see "Waivers — Waiver in Relation to Management presence in Hong Kong."

REMUNERATION

Our Directors receive remuneration, including salaries, discretionary bonuses, share-based payments, and other benefits in kind.

The aggregate amount of remuneration for our Directors for the years ended December 31, 2023, 2024 and 2025 was RMB8.7 million, RMB4.2 million and RMB9.0 million, 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 four, one and four Directors, respectively. The aggregate amount of remuneration (including basic salaries, housing allowances, other allowances and benefits in kind, contributions to pension plans and discretionary bonuses) for the remaining highest paid individuals for the years ended December 31, 2023, 2024 and 2025 were approximately RMB2.6 million, RMB4.2 million and RMB1.0 million, respectively.

Save as disclosed above, no other payments have been paid or are payable, in respect of the years ended December 31, 2023, 2024 and 2025 by our Company to our Directors. For the year ended December 31, 2026, we expect to pay approximately RMB9.7 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 Group. 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 of 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 Adviser

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

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

(b) where a transaction, which might be a notifiable or connected transaction, is contemplated, including share issues and share repurchases;

(c) 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, development or results of our Group deviate from any forecast, estimate or other information in this document;

(d) where the Stock Exchange makes an inquiry to our Company regarding unusual movements in the price or trading volume of its listed securities or any other matters in accordance with Rule 13.10 of the Listing Rules;

The term of appointment of the Compliance Adviser shall commence on the **[REDACTED]** 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 **[REDACTED]**.

COMPETITION

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

From time to time our non-executive Directors may serve on the boards of both private and public companies within the broader EV management solutions industry. However, as these non-executive Directors are not members of our executive management team, we do not believe that their interests in such companies as directors would render us incapable of carrying on our business independently from the other companies in which these non-executive Directors may hold directorships from time to time.

CONFIRMATIONS FROM OUR DIRECTORS

Rule 3.09D of the Listing Rules

Each of our Directors confirms that they (i) have obtained the legal advice referred to under Rule 3.09D of the Listing Rules on May 12, 2026, and (ii) understand their 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 has confirmed (i) their independence as regards each of the factors referred to in Rules 3.13(1) to (8) of the Listing Rules, (ii) they have no past or present financial or other interest in the business of our 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 their independence at the time of their appointments.