BOARD OF DIRECTORS

Upon **[REDACTED]**, our Board of Directors consists of seven Directors, including three executive Directors, one non-executive Director and three independent non-executive Directors. Our Board serves a term of three years and is responsible and has general powers for the management and conduct of our business.

The table below sets out certain information in respect of the members of the Board.

Name	Age	Position	Date of Appointment as Director	Date of joining our Group	Role and responsibilities	Relationship with other Directors and senior management
Ms. ZHANG Xiaoling (張小玲)	55	Founder, chairwoman of the Board, executive Director and chief executive officer	November 22, 2021	November 20, 2019	Responsible for overseeing the Group's overall operations, formulating corporate strategies and business decisions, and supervising the management's execution	Sister of Mr. Zhang Guohong
Mr. ZHANG Guohong (張國紅)	58	Executive Director and deputy general manager	November 22, 2021	November 20, 2019	Responsible for overseeing the Group's production, R&D, procurement and supply chain management	Brother of Ms. Zhang Xiaoling
Mr. LIN Haidi (林海堤)	40	Executive Director and deputy general manager	November 22, 2021	November 20, 2019	Responsible for the Group's domestic and overseas marketing operations and product line management	None
Mr. HU Helai (胡合來)	42	Non-executive Director, employee representative Director and sales director (U.S.)	September 29, 2024	November 20, 2019	Responsible for the Group's sales business in the U.S.	None
Mr. GAO Dachuan (高大川)	36	Independent non-executive Director	May 23, 2026	**[REDACTED]**	Responsible for supervising and providing independent advice and judgment to our Board	None
Dr. LI Yu (李宇)	47	Independent non-executive Director	November 22, 2022	November 22, 2022	Responsible for supervising and providing independent advice and judgment to our Board	None
Ms. WONG Yan Ki, Angel (黃欣琪)	55	Independent non-executive Director	May 23, 2026	**[REDACTED]**	Responsible for supervising and providing independent advice and judgment to our Board	None

The following sets forth the biographies of our Directors:

Executive Directors

Ms. ZHANG Xiaoling (張小玲), aged 55, is our founder, chairwoman of the Board, executive Director, and chief executive officer. She founded our Group in 2019. Since November 2021, she has served as chairwoman of the Board and a Director. She was re-designated as an executive Director in May 2026 and has served as chief executive officer of our Group since then. From November 2019 to November 2021, she served as supervisor of our Company. Ms. Zhang also currently holds positions in certain subsidiaries of the Company, including (i) executive director of DDCC Global Sourcing, Inc. since June 2014; (ii) director of DDC Texas, Inc. since June 2019. She is primarily responsible for overseeing the Group's overall operations, formulating corporate strategies and business decisions, and supervising the management's execution.

Ms. Zhang has over 32 years of experience in sales, manufacturing and corporate management. From May 1993 to September 2000, she served as general manager of Wujin Cuiqiao Qianfeng Computer Accessories Factory (武進市崔橋前豐電腦附件廠). From September 2000 to November 2005, she served as general manager of Jiangsu Qianfeng Decorative Materials Co., Ltd. (江蘇前豐裝飾材料有限公司) ("**Qianfeng Decorative Materials**"), a company principally engaged in manufacturing and sales of flooring products. From November 2005 to April 2020, she served as president of Jiangsu Beier Decorative Materials Co., Ltd. (江蘇貝爾裝飾材料有限公司) ("**Beier Decorative Materials**"), where she was primarily responsible for the company's overall coordination of production, sales and operational management.

Ms. Zhang completed the advanced executive program at Fudan University (復旦大學) in October 2005 and is currently pursuing a master of philosophy in humanities and management at Brest Business School.

Mr. ZHANG Guohong (張國紅), aged 58, is our executive Director and deputy general manager. He has served as our Director since November 2021 and re-designated as an executive Director in May 2026. From November 2019 to May 2026, he successively served as supply chain director, and general manager of our Company. Since May 2026, he has served as a deputy general manager of our Company. Mr. Zhang also currently holds positions in certain subsidiaries of the Company, including (i) general manager of Changzhou Bemate HOME Technology Co., Ltd. (常州市貝美家居科技有限公司) since December 2019, (ii) executive director and financial director of Hainan Sichang Investment Co., Ltd. (海南思昶投資有限公司) ("**Hainan Sichang**") since September 2021, (iii) director of Hong Kong Ruotian International Company Limited since October 2024, (iv) director of Shanghai Chong Er Chang Home Technology Co., Ltd. (上海崇爾昶家居科技有限公司) ("**Chong Er Chang Home Technology**") since March 2025, and (v) director of Jiangsu Happy Home Decors Co., Ltd. (江蘇悦空間家居科技有限公司) since January 2025. He is primarily responsible for overseeing the Group's production, R&D, procurement and supply chain management.

Mr. Zhang has over 25 years of experience in sales and corporate management. From August 2000 to September 2013, he served as procurement manager at Qianfeng Decorative Materials. From December 2006 to March 2022, he served as a director at Beier Decorative Materials. From March 2010 to January 2021, he served as a supervisor at Jiangsu Zhongbang Wood Industry Co., Ltd. (江蘇中邦木業有限公司), a company principally engaged in manufacturing and sales of medium-density fiberboards, high-density fiberboards and other wooden products. Since May 2014, he has served as the director and general manager of Changzhou Chengqi Technology Co., Ltd. (常州誠啟科技有限公司), a company principally engaged in property leasing services. From October 2014 to December 2022 and from January 2015 to May 2020, he served as a director at Quanpin Flooring (Shanghai) Co., Ltd. (全品地板(上海)有限公司) and Jiangsu Beier Smart Home Technology Co., Ltd. (江蘇貝爾智能家居科技有限公司), respectively, both principally engaged in sales of flooring products.

Mr. Zhang completed the senior executive development program at Fudan University (復旦大學) in October 2006.

Mr. LIN Haidi (林海堤), aged 40, is our executive Director and deputy general manager. He has served as a Director of our Company since November 2021 and as a deputy general manager of our Company since July 2023. He was re-designated as our executive Director in May 2026. He is primarily responsible for the Group's domestic and overseas marketing operations and product line management.

Mr. Lin also currently holds positions in certain subsidiaries of the Company, including (i) executive director and general manager of the global brand center of Jiangsu Huayao Decorative Technology Co., Ltd. (江蘇華耀裝飾科技有限公司) since December 2019, primarily in charge of marketing and product management, (ii) general manager of Hainan Sichang since September 2021, (iii) a director of ESSENCE HOME LIMITED since September 2023, (iv) a director of DDCC North America, Inc. since December 2022, and (v) a director of DDC Global Sourcing Ltd. since February 2024.

Mr. Lin has approximately 19 years of experience in marketing and product management. Prior to joining our Group, from June 2007 to November 2019, he served as director of the global brand center of Beier Decorative Materials, where he was primarily responsible for sales and marketing.

Mr. Lin obtained a junior college degree in business English from Xiamen Radio and Television University (廈門廣播電視大學) in the PRC in July 2007.

Non-executive Director

Mr. HU Helai (胡合來), aged 42, is our non-executive Director, employee representative Director and sales director (U.S.). He served as a Director of our Company from November 2021 to November 2022 and again from September 2024 to May 2026. He was appointed as our non-executive Director and employee representative Director in May 2026. He joined our Group in March 2020 and served as a sales manager of our Company from March 2020 to March 2023. Since March 2023, he has served as sales director (United States) of our Company. Since November 2024, he has served as general director of BBL Home New Materials Company Limited, one of our major subsidiaries. Since March 2022, he has also served as executive director and general manager of Anhui Changyang Home Technology Co., Ltd. (安徽常揚家居科技有限公司) ("**Changyang Home Technology**"). He is primarily responsible for the Group's sales business in the U.S.

Mr. Hu has over 18 years of experience in sales. From July 2007 to February 2020, he successively served as a region manager and sales manager of Beier Decorative Materials.

Mr. Hu obtained his dual bachelor's degrees in aquaculture and business English from Jimei University (集美大學) in the PRC in July 2007.

Independent non-executive Directors

Mr. GAO Dachuan (高大川), aged 36, was appointed as our independent non-executive Director in May 2026, effective upon **[REDACTED]**.

Mr. Gao has approximately 12 years of experience in corporate management and executive consulting. From October 2014 to July 2016, he worked at Shanghai Moseeker Network Technology Co., Ltd. (上海仟尋網絡科技有限公司). Since August 2016, he worked at Shanghai Lingjiao Enterprise Management Consulting Co., Ltd. (上海領教企業管理諮詢有限公司), a company principally engaged in private board services and executive management consulting.

Mr. Gao obtained his bachelor's degree in land resource management from Wuhan University (武漢大學) in the PRC in June 2012.

Dr. LI Yu (李宇), aged 47, is our independent non-executive Director. He joined our Company in November 2022 and has served as an independent Director since then. He was appointed as our independent non-executive Director in May 2026, effective upon **[REDACTED]**. He is primarily responsible for supervising and providing independent advice and judgment to our Board.

Dr. Li has approximately 13 years of experience in legal education and research. From August 2013 to December 2024, he successively served as lecturer, associate professor and professor at Shanghai University of Finance and Economics (上海財經大學). Since January 2025, he has served as a professor at Guanghua Law School, Zhejiang University (浙江大學光華法學院).

Dr. Li obtained a bachelor's degree in law and a master's degree in civil and commercial law in June 2003 and June 2006, respectively, from East China Institute of Political Science and Law (華東政法學院, currently known as East China University of Political Science and Law (華東政法大學)) in the PRC. He further obtained a doctoral degree in civil and commercial law from Graduate School of the Chinese Academy of Social Sciences (中國社會科學院研究生院) in the PRC in June 2013.

Ms. WONG Yan Ki, Angel (黃欣琪), aged 55, was appointed as our independent non-executive Director in May 2026, effective upon **[REDACTED]**.

Ms. Wong has over 30 years of experience in accounting, auditing, corporate finance and capital market. From October 1995 to November 1999, she worked for Deloitte Touche Tohmatsu with her last position as a Senior Accountant I. From October 1999 to March 2003, she worked at Great East Packaging Holdings Limited (偉東包裝製品集團有限公司), a company principally engaged in the production of PET bottles and other related products, where her last position was group financial controller. From April 2003 to December 2007, she served as vice president of Benefit Capital Limited (百富達融資有限公司), a consulting company principally engaged in providing corporate internal financial advisory services, project financing, investment consulting and other related services. From April 2005 to November 2005, she served as chief financial officer of Shengda (Group) Holdings Ltd. (勝達國際控股有限公司), a carton packaging manufacturing group. In November 2007, she founded Advanced Capital Limited (匯財資本有限公司) and has served as its executive director since then.

Ms. Wong has served as an independent non-executive director of Betta Pharmaceuticals Co., Ltd. (貝達藥業股份有限公司)(a company listed on the Shenzhen Stock Exchange (stock code: 300558.SZ)) since January 2021; Henan Jinyuan Hydrogenated Chemicals Co., Ltd. (河南金源氫化化工股份有限公司)(a company listed on the Stock Exchange (stock code: 02502.HK)) since October 2023; and ALPHAMAB ONCOLOGY (康寧杰瑞生物製藥)(a company listed on the Exchange (stock code: 09966.HK)) since June 2025. Previously, Ms. Wong also served as an independent non-executive director of various listed companies in different jurisdictions. From November 2015 to April 2023, she served as an independent non-executive director of BIT Mining Limited (formerly known as 500.com Limited), a company listed on the New York Stock Exchange (stock code: BTCM). From October 2022 to June 2025, she served as an independent non-executive director of Many Idea Cloud Holdings Limited (多想雲控股有限公司), a company listed on the Stock Exchange (stock code: 06696.HK). From October 2022 to May 2026, she served as an independent non-executive director of Sino-Synergy Hydrogen Energy Technology (Jiaxing) Co., Ltd. (國鴻氫能科技(嘉興)股份有限公司), a company listed on the Stock Exchange (stock code: 09663.HK).

Ms. Wong obtained a bachelor's degree in economics, majoring in international accounting, from Xiamen University (廈門大學) in the PRC in July 1994, a post-graduate certificate in professional accounting from the City University of Hong Kong in November 2000 and a master's degree of business administration from Cheung Kong Graduate School of Business (長江商學院) in the PRC in October 2009.

Ms. Wong has been admitted as a fellow member of the Institute of Financial Accountants in the United Kingdom since October 2003, a fellow member of the Society of Registered Financial Planners in Hong Kong since November 2003, a life and founding member of the Hong Kong Independent Non-Executive Director Association (香港獨立非執行董事協會) since January 2016, a fellow member of CPA Australia (澳大利亞會計師公會) since May 2017, a member of the Guangdong Association of Management Accountants since December 2017, a member of the Association of Chinese Internal Auditors in Hong Kong (香港華人內部審計師公會) since 2022, a member of the Institute of Certified Management Accountants of Australia since October 2024, and a fellow member of the Hong Kong Institute of Directors since November 2025.

General

Each of our Directors has confirmed that: (1) he/she obtained the legal advice referred to under Rule 3.09D of the Listing Rules in May 2026, and understood his/her obligations as a director of a **[REDACTED]** issuer; (2) 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 Hong Kong Listing Rules; (3) save as disclosed in the paragraph headed "Appendix V — Statutory and General Information — Further Information about Our Directors and Substantial Shareholders — 1. Disclosure of Interests" in this document, he/she has no interest in the Shares within the meaning of Part XV of the SFO as at the Latest Practicable Date; (4) save as disclosed above, he/she does not hold and has not held any other directorships in public companies the securities of which are listed on any securities market in Hong Kong or overseas in the three years prior to and as at the Latest Practicable Date; (5) other than being a Director, he/she does not have any relationship with any other Directors, senior management or substantial Shareholders of our Company; and (6) he/she did not complete his/her education programs as disclosed in this section by way of attendance of long-distance learning or online courses.

Each of our independent non-executive Directors has confirmed: (1) his/her independence after taking into consideration each of the factors referred to under Rules 3.13(1) to 3.13(8) of the Listing Rules; (2) that he/she does not have any 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; and (3) that there are no other factors which may affect his/her independence at the time of his/her appointment as our independent non-executive Director.

Save as disclosed in this document, to the best of the knowledge, information and belief of our Directors having made all reasonable enquiries: (1) there is no other matter with respect to the appointment of our Directors that needs to be brought to the attention of the Shareholders as of the Latest Practicable Date; and (2) there is no other information relating to our Directors that is required to be disclosed pursuant to Rule 13.51(2) of the Listing Rules as of the Latest Practicable Date.

SENIOR MANAGEMENT

Our senior management is responsible for the day-to-day management and operation of our business. The table below sets out certain information in respect of the senior management of our Group.

Name	Age	Position	Date of Appointment as a senior management	Date of joining our Group	Role and responsibilities	Relationship with other Directors and senior management
Ms. ZHANG Xiaoling (張小玲)	55	Founder, chairwoman of the Board, executive Director and chief executive officer	November 20, 2019	November 20, 2019	Responsible for overseeing the Group's overall operations, formulating corporate strategies and business decisions, and supervising management execution	Sister of Mr. Zhang Guohong
Mr. ZHANG Guohong (張國紅)	58	Executive Director and deputy general manager	November 20, 2019	November 20, 2019	Responsible for overseeing the Group's production, R&D, procurement and supply chain management	Brother of Ms. Zhang Xiaoling
Mr. LIN Haidi (林海堤)	40	Executive Director and deputy general manager	July 31, 2023	November 20, 2019	Responsible for the Group's domestic and overseas marketing operations and product line management	None
Mr. TAO Long (陶龍)	47	Financial director, the board secretary and the company secretary	October 26, 2020	October 26, 2020	Responsible for the overall financial and securities affairs of the Group	None

Ms. ZHANG Xiaoling (張小玲), Mr. ZHANG Guohong (張國紅) and Mr. LIN Haidi (林海堤) see "— Board of Directors — Executive Directors" for details.

Mr. TAO Long (陶龍), aged 47, is our financial director, the board secretary and the company secretary. Mr. Tao joined our Company in October 2020 and has served as our financial director and the board secretary since then. Mr. Tao was appointed as the company secretary in May 2026, effective upon **[REDACTED]**. Mr. Tao also currently holds positions in certain subsidiaries of the Company, including (i) financial director of Chong Er Chang Home Technology since April 2022; (ii) financial director of Changyang Home Technology since March 2022; and (iii) supervisor of Hainan Sichang since September 2021. He is primarily responsible for the overall financial and securities affairs of the Group.

Mr. Tao has over 23 years of experience in financial management. From April 2003 to October 2020, he served as a senior financial manager at Positec Technology (China) Co., Ltd. (寶時得科技(中國)有限公司), a company principally engaged in the manufacture of power tools, where he was primarily responsible for overall financial management.

Mr. Tao obtained a bachelor's degree in accounting from Nanjing University of Finance and Economics (南京財經大學) in the PRC in December 2001, and a master's degree in business administration from Soochow University (蘇州大學) in the PRC in July 2010. Mr. Tao obtained the qualification of senior accountant (non-practicing member) from the Jiangsu Provincial Department of Finance (江蘇省財政廳) in the PRC in August 2017.

General

Save as disclosed above, each of our senior management members has confirmed that: (1) he/she does not hold any other positions in our Company as at the Latest Practicable Date; (2) save as being a Director and/or a member of the Company's senior management, and the selected participants of the Employee Incentive Schemes, he/she does not have any other relationship with any Directors, substantial shareholders or other members of senior management of our Company as at the Latest Practicable Date; (3) he/she does not hold and has not held any other directorships in public companies the securities of which are listed on any securities market in Hong Kong or overseas in the three years prior to the Latest Practicable Date and as at the Latest Practicable Date; and (4) he/she has not completed his/her education programs as disclosed in this section by way of attendance of long-distance learning or online courses.

JOINT COMPANY SECRETARIES

Mr. TAO Long (陶龍), was appointed as one of our joint company secretaries on May 23, 2026, effective upon **[REDACTED]**. *For further details, see "— Senior Management" in this section.*

Ms. HA Ching Ching (夏正靜), was appointed as one of our joint company secretaries on May 23, 2026, effective upon **[REDACTED]**. She graduated from the University of Adelaide with a Bachelor of Commence (Accounting) degree. Ms. Ha is a fellow member of Hong Kong Institute of Certified Public Accountants and a member of the Certified Public Accountants of Australia. Ms. Ha has over 16 years' experience in auditing, financial management and corporate governance. Ms. Ha has held senior financial position in several multinational companies, including commodities, manufacturing and real estate industries. She is director of Danok Corporate Services Limited currently.

COMPLIANCE ADVISER

We have appointed Alliance Capital Partners Limited as our compliance adviser pursuant to Rule 3A.19 of the Listing Rules. Pursuant to Rule 3A.23 of the Listing Rules, the compliance adviser will advise us on the following circumstances:

- before the publication of any regulatory announcements, circulars or financial reports;
- where a transaction, which might be a notifiable or connected transaction under Chapters 14 and 14A of the Listing Rules is contemplated, including share issues, sales or transfers of treasury shares and share repurchases;
- where our Company proposes to use the **[REDACTED]** from the **[REDACTED]** in a manner different from that detailed in this document or where our business activities, developments or results deviate from any forecast, estimate or other information in this document; and
- where the Stock Exchange makes an inquiry of our Company regarding unusual price movement and trading volume or other issues under Rule 13.10 of the Listing Rules.

The terms of the appointment shall commence on the **[REDACTED]** and end on the date which we distribute our annual report of our financial results for the first full the financial year commencing after the **[REDACTED]**.

BOARD COMMITTEES

Our Company has established the following committees on our Board: an audit committee, a remuneration committee, and a nomination committee. The committees operate in accordance with the terms of reference established by our Board.

Audit Committee

Our Company has established an audit committee with written terms of reference in compliance with Rule 3.21 of the Listing Rules and paragraph D.3 of Part 2 of the Corporate Governance Code set out in Appendix C1 to the Listing Rules. The audit committee consists of three Directors, namely Dr. Li Yu, Mr. Gao Dachuan, Ms. Wong Yan Ki, Angel, with Dr. Li Yu serving as the chairperson. Ms. Wong Yan Ki, Angel hold the appropriate professional qualifications as required under Rules 3.10(2) and 3.21 of the Listing Rules. The primary duties of the audit committee are to assist our Board by providing an independent view of the effectiveness of the financial reporting process, internal control and risk management systems of our Company, overseeing the audit process, and performing other duties and responsibilities as assigned by our Board.

Remuneration Committee

Our Company has established a remuneration committee with written terms of reference in compliance with Rule 3.25 of the Listing Rules and paragraph E.1 of Part 2 of the Corporate Governance Code set out in Appendix C1 to the Listing Rules. The remuneration committee comprises three Directors, namely, Mr. Gao Dachuan, Ms. Zhang Xiaoling, Dr. Li Yu, with Mr. Gao Dachuan serving as the chairperson. The primary duties of the remuneration committee include, but are not limited to, the following: (i) making recommendations to our Board on our policy and structure for all remuneration of Directors and senior management and on the establishment of a formal and transparent procedure for developing policy on such remuneration; (ii) determining the specific remuneration packages of all Directors and senior management; and (iii) reviewing and approving performance-based remuneration by reference to corporate goals and objectives resolved by our Board from time to time.

Nomination Committee

Our Company has established a nomination committee with written terms of reference in compliance with Rule 3.27A of the Listing Rules and paragraph B.3 of Part 2 of Corporate Governance Code set out in Appendix C1 to the Listing Rules. The nomination committee comprises three Directors, namely Ms. Zhang Xiaoling, Mr. Gao Dachuan, Ms. Wong Yan Ki, Angel, with Ms. Zhang Xiaoling serving as the chairperson. The primary duties of the nomination committee include, without limitation, reviewing the structure, size and composition of our Board, assessing the independence of independent non-executive Directors and making recommendations to our Board on matters relating to the appointment of Directors.

CORPORATE GOVERNANCE

Our Company aims to achieve high standards of corporate governance which are crucial to our development and safeguard the interests of our Shareholders. To accomplish this, we expect to comply with the Corporate Governance Code set out in Appendix C1 to the Hong Kong Listing Rules after the **[REDACTED]**.

Code Provision C.2.1 of the Corporate Governance Code

Under paragraph C.2.1 of the Corporate Governance Code, the roles of chairman and chief executive should be separate and should not be performed by the same individual. Ms. Zhang is the chairwoman of our Board and the chief executive officer of our Company. With experience in corporate management and having founded our Group in 2019, Ms. Zhang is in charge of overall management, business operations, and strategies of our Group. Despite the fact that the roles of the chairwoman of our Board and the chief executive officer of our Company are both performed by Ms. Zhang, which constitutes a deviation from paragraph C.2.1 of the Corporate Governance Code, our Board considers that vesting the roles of both the chairwoman of our Board and the chief executive officer all in Ms. Zhang has the benefit of ensuring consistent leadership and more effective and efficient overall strategic planning of our Group. The balance of power and authority is ensured by the operations of our Board and our senior management, each of which comprises experienced and diverse individuals. Our Board currently comprises three executive Directors, one non-executive Director and three independent non-executive Directors. Therefore, our Board possesses a strong independence element in its composition. Save as disclosed above, our Company intends to comply with all code provisions under the Corporate Governance Code after the **[REDACTED]**.

Board Diversity

We have adopted a board diversity policy (the "**Board Diversity Policy**") to enhance the effectiveness of our Board and to maintain a high standard of corporate governance. Pursuant to the Board Diversity Policy, in reviewing and assessing suitable candidates to serve as a Director, the nomination committee of our Company will consider a range of diversity perspectives with reference to our Company's business model and specific needs, including but not limited to gender, age, language, cultural and educational background, professional qualifications, skills, knowledge, industry and regional experience and/or length of service.

Our Directors have a balanced mix of knowledge and skills, including but not limited to law and legal research, internal audit, risk management and corporate governance. They obtained degrees in various majors including law, accounting and economics, etc. Furthermore, our Board has a relatively wide range of ages, ranging from 36 years old to 58 years old and consists of five male members and two female members. The Board of Directors is of the view that our Board satisfies the Board Diversity Policy.

The nomination committee of our Company is responsible for reviewing the diversity of the Board, reviewing the Board Diversity Policy from time to time, developing and reviewing measurable objectives for implementing the Board Diversity Policy, and monitoring the progress on achieving these measurable objectives in order to ensure that the policy remains effective. Our Company will (i) disclose the biographical details of each Director and (ii) report on the implementation of the Board Diversity Policy (including whether we have achieved board diversity) in its 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 believe that such a merit-based selection process with reference to our diversity policy and the nature of our business will be in the best interests of our Company and our Shareholders as a whole.

COMPENSATION OF DIRECTORS AND MANAGEMENT

Our Directors and senior management receive compensation in the form of fees, salaries, bonuses, allowances and benefits in kind, contribution to the pension scheme and share-based payments. Our Directors' remuneration is determined with reference to the relevant Director's experience and qualifications, level of responsibility, performance and the time devoted to our business, and the prevailing market conditions.

The aggregate amount of remuneration of our Directors (including fees, salaries, bonuses, allowances and benefits in kind, contributions to pension plans, social welfare, and share-based payments) which was recorded for the three financial years ended December 31, 2023, 2024, and 2025 were RMB5.5 million, RMB5.2 million and RMB5.3 million, respectively.

Under the arrangements currently in force, the aggregate amount of remuneration (including fees, salaries, bonuses, allowances and benefits in kind, contributions to pension plans, social welfare, and share-based payments) payable by our Company to our Directors for the financial year ending December 31, 2026 is expected to be RMB5.5 million.

The five highest paid employees during the three financial years ended December 31, 2023, 2024, and 2025 included 4, 4 and 4 Directors, respectively, and the aggregate amount of remuneration (including fees, salaries, bonuses, allowances and benefits in kind, contributions to pension plans and share-based payments) which were paid by our Group to the five highest paid employees who are neither a Director nor the chief executive of our Company were RMB0.9 million, RMB1.0 million and RMB1.0 million, respectively.

During the Track Record Period, (i) no remuneration was paid to our Directors or the five highest paid individuals as an inducement to join, or upon joining our Company, (ii) no compensation was paid to, or receivable by, our Directors, 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) there was no arrangement under which a Director has waived or agreed to waive any emoluments.

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

For additional information on Directors' remuneration during the Track Record Period as well as information on the highest paid individuals, see notes 9 and 10 to the Accountants' Report.