DIRECTORS

Our Board consists of nine Directors, comprising three executive Directors, two non-executive Directors, and four independent non-executive Directors. Our Board is responsible for and has been granted general powers for the management and conduct of our business.

The following table sets forth information in respect of the members of our Board:

Name	Age	Position(s)	Date of joining our Group	Date of appointment as a Director	Roles and responsibilities	Relationship with other Directors and senior management
Dr. Men Kun (門錕)	[50]	Chairman and executive Director	October 1, 2015	August 28, 2018	Overall strategic planning and management of our Group	None
Dr. Wu Junyang (吳俊陽)	[47]	Executive Director and general manager	October 17, 2014	October 17, 2014	Overall operation planning and management of our Group	None
Mr. Xu Bin (徐斌)	[49]	Executive Director and deputy general manager	April 1, 2016	August 28, 2018	Responsible for overall marketing and sales operations	None
Dr. Zhao Liang (趙亮)	[53]	Non-executive Director	June 14, 2024	June 14, 2024	Providing strategic advice and recommendations	None
Dr. Jiao Na (焦娜)	[34]	Non-executive Director	April 21, 2026	April 21, 2026	Providing strategic advice and recommendations	None
Prof. Kang Xiaoning (康小寧)	[58]	Independent non-executive Director	April 21, 2023	April 21, 2023	Supervising and providing independent advice to our Board	None
Ms. Chen Yan (陳燕)	[53]	Independent non-executive Director	April 21, 2023	April 21, 2023	Supervising and providing independent advice to our Board	None
Prof. Chen Yu (陳羽)	[52]	Independent non-executive Director	April 21, 2023	April 21, 2023	Supervising and providing independent advice to our Board	None
Ms. Li Weiqing (李偉青)	[53]	Independent non-executive Director	April 21, 2026	April 21, 2026	Supervising and providing independent advice to our Board	None

Executive Directors

Dr. Men Kun (門錕), aged [50], is our Chairman and an executive Director. Dr. Men co-founded our Company on October 17, 2014. He was redesignated as an executive Director on June 8, 2026 with effect from the **[REDACTED]**. Dr. Men is responsible for overall strategic planning and management of our Group. He currently holds directorships in various subsidiaries of our Company.

Dr. Men has over [29] years of experience in the power and energy industry. Prior to founding our Group, Dr. Men served at Hanzhong Electric Power Company (漢中供電局) from July 1996 to August 1998. From March 2007 to July 2010, he served as a senior engineer at Siemens EDEA in Minneapolis, United States, where he was responsible for voltage stability analysis and energy management system development. From August 2010 to February 2011, he worked at China Southern Power Grid Co., Ltd. (中國南方電網有限責任公司). From March 2011 to October 2015, he worked at CSG Electric Power Research Institute Co., Ltd. (南方電網科學研究院有限責任公司).

Dr. Men obtained a bachelor's degree in power systems and automation from Xi'an Jiaotong University in the PRC in July 1996 and a master's degree in electrical engineering from Tsinghua University in the PRC in June 2001. He obtained a Doctor of Philosophy degree in electrical engineering from Texas A&M University in the United States in December 2007.

Dr. Wu Junyang (吳俊陽), aged [47], is our executive Director and general manager. Dr. Wu co-founded our Company and was appointed as a Director and general manager on October 17, 2014. He was redesignated as an executive Director on June 8, 2026 with effect from the **[REDACTED]**. Dr. Wu is primarily responsible for overall operation planning and management of our Group. He currently holds directorships in various subsidiaries of our Company.

Dr. Wu has over [17] years of experience in the power and energy industry. Prior to founding our Group, Dr. Wu was a researcher at CSG Electric Power Research Institute Co., Ltd. (南方電網科學研究院有限責任公司) from January 2009 to April 2012, where he was primarily responsible for research on DC transmission lines and smart grid technologies. From April 2012 to April 2015, he worked at Shenzhen Power Supply Bureau Co., Ltd. (深圳供電局有限公司).

Dr. Wu obtained a bachelor's degree in electrical engineering and electronics from the University of Liverpool in the United Kingdom in July 2002. He obtained a Doctor of Philosophy degree in electrical engineering from the University of Cambridge in the United Kingdom in May 2008. Dr. Wu was accredited as a senior engineer (高級工程師) by China Southern Power Grid Co., Ltd. (中國南方電網有限責任公司) in December 2020.

Mr. Xu Bin (徐斌), aged [49], is our executive Director and deputy general manager. Mr. Xu co-founded our Company on October 17, 2014 and was appointed as the deputy general manager and a Director in April 2016 and August 2018, respectively. He was redesignated as an executive Director on June 8, 2026 with effect from the **[REDACTED]**. Mr. Xu is primarily responsible for the overall marketing and sales operations of our Group. Mr. Xu has been a director of Cubenergy Hong Kong since October 2024 and the supervisor of Cubenergy New Energy since March 2017.

Mr. Xu has over [28] years of experience in the power and energy industry. Prior to founding our Group, Mr. Xu worked at Zhuhai Toptech Intelligent Electric Co., Ltd. (珠海拓普智能電氣股份有限公司, formerly known as Zhuhai Toptech Intelligent Instruments Co., Ltd. (珠海拓普智能儀器儀表有限公司)) from August 1998 to April 1999. From October 1999 to March 2016, he served as a director and deputy general manager of Zhuhai Pilot Technology Co., Ltd. (珠海派諾科技股份有限公司), a company listed on the Beijing Stock Exchange (stock code: 920375), where he was primarily responsible for the management of product development and research and development systems in the building intelligence industry.

Mr. Xu obtained a bachelor's degree in power systems and automation from Huazhong University of Science and Technology (華中科技大學) in the PRC in July 1997.

Non-executive Directors

Dr. Zhao Liang (趙亮), aged [53], was appointed as a Director on June 14, 2024 and was redesignated as a non-executive Director on June 8, 2026 with effect from the **[REDACTED]**. Dr. Zhao is primarily responsible for providing strategic advice and recommendations on the operations and management of our Group.

Dr. Zhao has over [20] years of experience in law, investment management and corporate governance. Prior to joining our Group, Dr. Zhao served as a senior legal counsel at BMW Group in the PRC from January 2006 to May 2010, where he was responsible for legal affairs of the automobile business. From May 2010 to December 2012, he served as the deputy general manager and board secretary of Shenzhen Changfang Group Co., Ltd. (深圳市長方集團股份有限公司), a company listed on the Shenzhen Stock Exchange (stock code: 300301), where he was responsible for capital market operations. From April 2013 to January 2016, he served as the deputy general manager in charge of compliance and risk control at Ping An Caizhi Investment Management Co., Ltd. (平安財智投資管理有限公司). He has been a partner at Shenzhen Songhe Capital Management Co., Ltd. (深圳市松禾資本管理有限公司) since February 2016, where he is responsible for risk control, legal affairs, and post-investment management.

Dr. Zhao obtained a bachelor's degree in German language and literature and obtained a master's degree in law from Peking University in the PRC in July 1996 and in July 2000, respectively. He obtained a Doctor of Philosophy degree in corporate law from Humboldt University of Berlin in Germany in February 2004. Dr. Zhao obtained a lawyer qualification certificate of the PRC issued by the PRC Ministry of Justice in May 1999.

In addition to his role in our Company, Dr. Zhao also served as an independent director of Shenzhen King Brother Electronics Co., Ltd. (深圳市金百澤電子科技股份有限公司), a company listed on the Shenzhen Stock Exchange (stock code: 301041) from May 2020 to August 2025. He has served as an independent non-executive director of Ming Yuan Cloud Group Holdings Limited, a company listed on the Stock Exchange (stock code: 00909) since September 2020. Dr. Zhao has also served as an independent director of Shenzhen JLC Technology Group Co., Ltd. (深圳嘉立創科技集團股份有限公司) since November 2022.

Dr. Jiao Na (焦娜), aged [34], was appointed as a non-executive Director on April 21, 2026 and was redesignated as a non-executive Director on June 8, 2026 with effect from the **[REDACTED]**. Dr. Jiao is primarily responsible for providing strategic advice and recommendations on the operations and management of our Group.

Dr. Jiao has over [six] years of experience in venture capital investment and consulting. Prior to joining our Group, Dr. Jiao served as a researcher at investment research institute of SCGC since August 2020, where she is responsible for investment management in the venture capital industry.

Dr. Jiao obtained a bachelor's degree in materials science and engineering from Central South University (中南大學) in the PRC in June 2013. She obtained a Doctor of Philosophy degree in industrial engineering from the University of Cambridge in the United Kingdom in May 2019.

Independent Non-executive Directors

Prof. Kang Xiaoning (康小寧), aged [58], was appointed as an independent Director on April 21, 2023 and was redesignated as an independent non-executive Director on June 8, 2026 with effect from the **[REDACTED]**. Prof. Kang is primarily responsible for supervising and providing independent advice to our Board.

Prof. Kang has over [33] years of experience in the power and energy industry. Prior to joining our Group, he worked as a lecturer at Xi'an Jiaotong University in the PRC from July 1992 to July 1997. From July 1997 to December 2001, he served as the chief engineer and research and development department manager of Dongfang Electronics Co., Ltd. (東方電子股份有限公司), a company listed on the Shenzhen Stock Exchange (stock code: 000682). From October 2015 to December 2025, he served as the director and party secretary of the department of electrical engineering at Xi'an Jiaotong University and is currently a professor and doctoral supervisor.

Prof. Kang obtained a bachelor's degree and a master's degree in power systems and automation in July 1989 and June 1992, respectively, and obtained a doctorate degree in electrical engineering in September 2006 from Xi'an Jiaotong University.

Prof. Kang obtained the Independent Director Qualification Certificate issued by the Shenzhen Stock Exchange in August 2023. He was awarded the First Prize of the Shaanxi Provincial Science Progress Award (陝西省科學進步獎一等獎) by the People' Government of Shaanxi Province (陝西省人民政府) in October 2021, the Second Prize of the Gansu Provincial Science and Technology Progress Award (甘肅省科學技術進步獎二等獎) by the People's Government of Gansu Province (甘肅省人民政府) in April 2010, the First Prize of the Shaanxi Provincial Science and Technology Award (陝西省科學技術獎一等獎) by the People's Government of Shaanxi Province in December 2010, and the Second Prize of the Shaanxi Provincial Science and Technology Award (陝西省科學技術獎二等獎) by the People's Government of Shaanxi Province (陝西省人民政府) in January 2011.

Ms. Chen Yan (陳燕), aged [53], was appointed as an independent Director on April 21, 2023 and was redesignated as an independent non-executive Director on June 8, 2026 with effect from the **[REDACTED]**. Ms. Chen is primarily responsible for supervising and providing independent advice to our Board.

Ms. Chen has over [29] years of experience in corporate finance and management. Prior to joining our Group, Ms. Chen worked at ZTE Corporation (中興通訊股份有限公司) from June 1997 to July 2018, a company listed on the Stock Exchange (stock code: 0763) and the Shenzhen Stock Exchange (stock code: 000063), where she served successively as the vice president of operations and vice president of finance, responsible for operations and financial management. From January 2019 to June 2022, she served as a director, chief financial officer, and board secretary of Beijing Hongshan Information Technology Research Institute Co., Ltd. (北京紅山信息科技研究院有限公司), where she was responsible for financial management and board affairs.

Ms. Chen obtained a bachelor's degree in economics majoring in auditing from Xi'an Jiaotong University in the PRC in July 1994 and a master's degree in business administration from Sun Yat-sen University (中山大學) in the PRC in June 1997. She obtained a master of business administration degree from the Chinese University of Hong Kong in Hong Kong in November 2012.

Ms. Chen has been a non-practicing member of the Chinese Institute of Certified Public Accountants since January 1999.

In addition to her role in our Company, Ms. Chen has served as an independent director of Shenzhen Meizhigao Technology Co., Ltd. (深圳市美之高科技股份有限公司) since March 2023, a company listed on the Beijing Stock Exchange (stock code: 920765). She has served as an independent director of Shenzhen 3onedata Co., Ltd. (深圳市三旺通信股份有限公司) since January 2025, a company listed on the Shanghai Stock Exchange (stock code: 688618). She has also served as an independent director of Tibet Aim Pharm. Inc. (西藏易明西雅醫藥科技股份有限公司) since September 2025, a company listed on the Shenzhen Stock Exchange (stock code: 002826).

Prof. Chen Yu (陳羽), aged [52], was appointed as an independent Director on April 21, 2023 and was redesignated as an independent non-executive Director on June 8, 2026 with effect from the **[REDACTED]**. Prof. Chen is primarily responsible for supervising and providing independent advice to our Board.

Prof. Chen has over [29] years of experience in the power and energy industry. Prior to joining our Group, Prof. Chen served successively as a research and development engineer, the director of the research institute, and the deputy chief engineer of Shandong Kehui Power Automation Co., Ltd. (山東科匯電力自動化股份有限公司) a company listed on the Shanghai Stock Exchange (stock code: 688681) from August 1996 to July 2014, where he was responsible for research and development of travelling wave fault location products and the management of the research institute of the power transmission and transformation division. Prof. Chen has worked at Shandong University of Technology (山東理工大學) since July 2014, serving as an associate professor from August 2014 to December 2020 and as a professor since January 2021. Since April 2018, Prof. Chen has served as the legal representative of Zibo Xunying Electric Power Technology Co., Ltd. (淄博迅贏電力科技有限公司), an electric power consulting service company.

Prof. Chen obtained a bachelor's degree in power systems and automation from Xi'an Jiaotong University in the PRC in July 1996 and a master's degree in electrical engineering from Tsinghua University (清華大學) in the PRC in January 2004. He obtained a doctorate degree in engineering specializing in power systems and automation from Shanghai Jiao Tong University (上海交通大學) in the PRC in May 2013. Prof. Chen obtained his Teaching Qualification Certificate from Shandong Provincial Education Department (山東省教育廳) in June 2015. He obtained the Independent Director Qualification Certificate issued by the Shenzhen Stock Exchange in March 2024.

Ms. Li Weiqing (李偉青), aged [53], was appointed as an independent Director on April 21, 2026 and was redesignated as an independent non-executive Director on June 8, 2026 with effect from the **[REDACTED]**. Ms. Li is primarily responsible for supervising and providing independent advice to our Board.

Ms. Li has over [23] years of experience in business management across multiple industries. Prior to joining our Group, from September 2002 to September 2018, Ms. Li worked at Shenzhen Xusheng Industry Development Co., Ltd. (深圳市旭昇實業發展有限公司), a company engaged in the security and surveillance business, where she served as chairperson and general manager from September 2002 to June 2014. From May 2020 to February 2026, Ms. Li served as the legal representative, executive director and general manager of Muyi Biotechnology (Shenzhen) Co., Ltd. (沐一生物科技(深圳)有限公司), a company engaged in food products, anti-aging products, and beauty products. Since November 2025, Ms. Li has served as legal representative, director, and general manager of Shenzhen Haizexing Technology Co., Ltd. (深圳市海澤星科技有限公司), a company engaged in artificial intelligence applications.

Ms. Li obtained a master's degree in economics from Xi'an Jiaotong University in the PRC in May 2006.

Other Disclosure Pursuant to Rule 13.51(2) of the Listing Rules

Save as disclosed above, to the best of the knowledge, information and belief of our Directors having made all reasonable enquiries, none of our Directors held any other directorships in the three years prior to the Latest Practicable Date in any public companies of which the securities are listed on any securities market in Hong Kong and/or overseas. There are no other matters concerning his or her appointment that need to be brought to the attention of our Shareholders and the Stock Exchange or shall be disclosed pursuant to Rules 13.51(2)(h) to (v) of the Listing Rules. As of the Latest Practicable Date, none of our Directors or senior management is related to other Directors or senior management of our Company.

Save as disclosed in the sections headed "Relationship with our Controlling Shareholders", "Substantial Shareholders" and "Statutory and General Information — Further Information about Our Directors and Substantial Shareholders", each of our Directors confirms with respect to himself or herself that he or she (i) did not hold other long positions or short positions in the Shares, underlying Shares, debentures of our Company or any associated corporation (within the meaning of Part XV of the SFO) as of the Latest Practicable Date.

SENIOR MANAGEMENT

Our senior management is responsible for the day-to-day management of our business. Dr. Wu and Mr. Xu, our executive Directors, are also our senior management; see "— Directors — Executive Directors" above for their biographical information.

The following table provides information about other members of our senior management team:

Name	Age	Position(s) in our Company	Date joining our Group	Date of appointment as senior management	Roles and responsibilities	Relationship with other Directors and senior management
Mr. Wang Li (王利)	[46]	Chief financial officer and secretary of the Board	December 14, 2021	December 15, 2021	Responsible for overall financial management of our Group and Board-related matters	None
Mr. Guo Zijian (郭子健)	[41]	Deputy general manager and director of the R&D Development Center	November 1, 2015	April 21, 2023	Overseeing our R&D function	None
Mr. Huang Jijin (黃集金)	[50]	Deputy general manager	December 22, 2020	April 21, 2023	Overseeing our procurement management	None

Mr. Wang Li (王利), aged [46], is our chief financial officer and the secretary of the Board of our Company. Mr. Wang is primarily responsible for the overall financial management of our Group and Board-related matters. He joined our Group as the chief financial officer in December 2021, and was appointed as board secretary of our Company in April 2023.

Mr. Wang has over [20] years of experience in corporate finance and financial management. Prior to joining our Group, from June 2006 to April 2013, Mr. Wang served in various roles at ZTE Corporation and its affiliated companies, including a finance supervisor of Nubia Technology Co., Ltd. (努比亞技術有限公司), an overseas finance manager at ZTE Corporation and the chief financial officer of ZXJOY Invest Limited (北京中興金源投資有限公司). From June 2015 to January 2018, he served as the chief financial officer of Shenzhen Silver Star Intelligent Group Technology Co., Ltd. (深圳市銀星智能集團股份有限公司). From September 2018 to April 2021, he served as the deputy general manager and chief financial officer of Shenzhen Success Electronics Co., Ltd. (深圳市宇順電子股份有限公司), a company listed on the Shenzhen Stock Exchange (stock code: 002289). From April 2021 to December 2021, he served as the chief financial officer and board secretary of Shenzhen 33e9 Communication Technology Co., Ltd. (深圳市三三得玖通信技術有限公司), where he was responsible for financial management, corporate governance, and capital operations.

Mr. Wang obtained a bachelor's degree in accounting from Northeastern University (東北大學) in the PRC in July 2004 and a master of business administration degree majoring in finance from the Chinese University of Hong Kong in Hong Kong in November 2015. Mr. Wang has been a Certified Management Accountant certified by the Institute of Management Accountants of United States of America since February 2021. He also obtained the Intermediate Accounting Qualification (中級會計職稱) from the Ministry of Human Resources and Social Security (人力資源和社會保障部) and the Ministry of Finance (財政部) of the PRC in September 2022, and the Board Secretary Qualification Certificate issued by the Shenzhen Stock Exchange in December 2017.

Mr. Guo Zijian (郭子健), aged [41], is a deputy general manager and director of the R&D Development Center of our Group. He is responsible for the design and development of our BMS, PCS, and cloud platform. Mr. Guo is one of the founding shareholders of our Company and joined our Company in November 2015.

Mr. Guo has over [17] years of experience in electrical engineering and energy storage technology. Prior to joining our Group, from August 2008 to October 2015, Mr. Guo served as an engineer at Shenzhen Power Supply Bureau Co., Ltd. (深圳供電局有限公司), where he was responsible for power grid planning and analysis.

Mr. Guo obtained a bachelor's degree in engineering, majoring in nuclear engineering and nuclear technology, and a master's degree in engineering, majoring in electrical engineering, from Tsinghua University in the PRC in July 2005 and July 2008, respectively. Mr. Guo was accredited as a Senior Engineer by China Southern Power Grid Co., Ltd. in December 2013. Mr. Guo was also accredited as a professor-level senior electrical engineer (正高級電氣工程師) by the Shenzhen Municipal Human Resources and Social Security Bureau (深圳市人力資源和社會保障局) in May 2023.

Mr. Huang Jijin (黃集金), aged [50], is our deputy general manager and is responsible for overseeing our procurement management. Mr. Huang joined our Group in December 2020.

Mr. Huang has over [26] years of experience in the electrical equipment and energy industry. Prior to joining our Group, from April 2000 to August 2000, Mr. Huang worked at Shenzhen Rongbo Automatic Control Co., Ltd. (深圳市冗博自控有限公司). From December 2000 to August 2003, Mr. Huang worked at Shenzhen Farad Electric Co., Ltd. (深圳市華力特電氣有限公司, formerly known as Shenzhen Farad Electric Complete Equipment Co., Ltd. (深圳市華力特成套設備有限公司)). From November 2004 to January 2012, Mr. Huang worked at Shenzhen Laisite Automatic Control Co., Ltd. (深圳市萊斯特自動控制有限公司). From February 2012 to March 2016, Mr. Huang served as the director of the power business line at Zhuhai Pilot Technology Co., Ltd., Shenzhen Branch (珠海派諾科技股份有限公司深圳分公司), where he was responsible for overseeing the power quality industry line. From May 2016 to December 2023, he served as the executive director of Shenzhen Xianneng Technology Co., Ltd. (深圳弦能科技有限公司), where he was responsible for managing the daily operations of the company.

Mr. Huang obtained a bachelor's degree in chemical machinery from Dalian University of Technology in China in July 1997.

JOINT COMPANY SECRETARIES

Mr. Wang Li (王利), aged [46], is our chief financial officer and the secretary of the Board. He was appointed as our Joint Company Secretary on June 5, 2026 with effect from the **[REDACTED]**. For his biography, see "— Senior Management" in this section.

Mr. Tse Yu Yeung (謝愉陽), joined our Group and was appointed as our Joint Company Secretary on June 5, 2026 with effect from the **[REDACTED]**. Mr. Tse has over 5 years of experience in company secretarial and corporate governance fields and is currently an Assistant Manager, Entity Solutions at Computershare Hong Kong Investor Services Limited. Mr. Tse obtained the Master of Science in Corporate Governance and Compliance from Hong Kong Baptist University in July 2024. He is an associate of both The Hong Kong Chartered Governance Institute and The Chartered Governance Institute in the United Kingdom.

BOARD COMMITTEES

Audit Committee

We have established our Audit Committee with written terms of reference in compliance with Rule 3.21 of the Listing Rules and paragraphs D.3 of Part 2 of the Corporate Governance Code, Appendix C1 to the Listing Rules. Our Audit Committee consists of three members, namely Ms. Chen Yan (陳燕), Prof. Chen Yu (陳羽), and Prof. Kang Xiaoning (康小寧). Ms. Chen has been appointed as the chairperson of our Audit Committee, and is an independent non-executive Director possessing the appropriate professional qualifications as required under Rules 3.10(2) and 3.21 of the Listing Rules. The primary duties of our Audit Committee are to provide our Directors with an independent review of the effectiveness of the financial reporting process, internal control, and risk management system of our Group, to oversee the audit process, and to perform other duties and responsibilities as assigned by our Directors.

Remuneration and Assessment Committee

We have established our Remuneration and Assessment 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. Our Remuneration and Assessment Committee consists of three members, namely Ms. Chen Yan (陳燕), Dr. Men Kun (門錕) and Ms. Li Weiqing (李偉青). Ms. Chen, an independent non-executive Director, has been appointed as the chairperson of our Remuneration and Assessment Committee. The primary duties of our Remuneration and Assessment Committee are to review and make recommendations to our Board on our policy and structure for all remuneration of Directors and senior management and on the terms of remuneration packages, bonuses and other compensation payable to our Directors and other senior management.

Nomination Committee

We have established our 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 the Corporate Governance Code. Our Nomination Committee comprises three members, namely Prof. Kang Xiaoning (康小寧), Dr. Men Kun (門錕), and Ms. Chen Yan (陳燕). Prof. Kang, an independent non-executive Director, has been appointed as the chairperson of our Nomination Committee. The primary duties of our Nomination Committee are to review the Board structure, size and composition, make recommendations to our Board on the appointment or re-appointment of Directors and review the Company's board diversity policy.

Strategy Committee

We have established our Strategy Committee with written terms of reference. Our Strategy Committee consists of three members, namely Dr. Men Kun (門錕), Dr. Wu Junyang (吳俊陽) and Prof. Chen Yu (陳羽). Dr. Men has been appointed as the chairperson of our Strategy Committee. The primary duties of our Strategy Committee are to review and make recommendations to our Board on our long-term development strategies, major investment and financing plans, business plans and other material matters affecting the overall development of our Group.

BOARD DIVERSITY POLICY

We have adopted a board diversity policy which sets out our approach to achieving diversity on our Board. In designing the composition of our Board, we consider diversity from a number of aspects, including but not limited to gender, age, cultural and educational background, professional experience, skills, knowledge and length of service. All Board appointments will be based on meritocracy, and candidates will be considered against objective criteria, having due regard to the benefits of diversity on our Board. Our Nomination Committee is responsible for reviewing the implementation of the board diversity policy and will review the policy from time to time to ensure its continued effectiveness.

Our Board members have a balanced mix of experiences and background, including but not limited to experiences in various industries, including power and energy, investment and finance, business management and technology related sectors. Our Board members also have diverse educational backgrounds in disciplines such as engineering, law and economics. We have two non-executive Directors and four independent non-executive Directors with different industry backgrounds, making up more than half of the membership of our Board. Moreover, our Board members have a wide range of age, ranging from [34] years old to [58] years old. Three of our nine Directors are female.

We recognize the particular importance of gender diversity on our Board. We have taken and will continue to take steps to promote and enhance gender diversity at all levels of our Company, including but without limitation at our Board and senior management levels. Our board diversity policy provides that our Board shall take opportunities when selecting and making recommendations on suitable candidates for Board appointments with the aim of increasing the proportion of female members over time after the **[REDACTED]**. In particular, taking into account the business needs of our Group and changing circumstances that may affect our business plans, we will actively identify and select several female individuals with a diverse range of skills, experience and knowledge in different fields from time to time, and maintain a list of such female individuals who possess qualities to become our Board members, which will be periodically reviewed by our Nomination Committee in order to develop a pipeline of potential successors to our Board and promote gender diversity. We plan to offer well-rounded trainings to female employees whom we consider have the requisite experience, skills and knowledge of our operation and business, on topics including but not limited to business operation, management, accounting and finance and legal compliance. We are of the view that such strategies will provide our Board with ample opportunities to identify capable female employees to be nominated as Directors in the future, fulfilling our aim to develop a pipeline of female candidates to achieve greater gender diversity in our Board in the long run.

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

CORPORATE GOVERNANCE

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 Listing Rules.

CONFIRMATIONS FROM OUR DIRECTORS

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 June 9, 2026; and (ii) understands his or her obligations as a director of a **[REDACTED]** under the Listing Rules.

Rule 3.13 of the Listing Rules

Each of our independent non-executive Directors has confirmed (i) his or her independence as regards each of the factors referred to in Rules 3.13(1) to (8) of the Listing Rules; (ii) that he or she has 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 his or her independence at the time of his or her appointment.

Rule 8.10 of the Listing Rules

Each of the Directors (other than the independent non-executive Directors) confirms that as of the Latest Practicable Date, 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.

REMUNERATION

Our Directors and members of our senior management receive compensation from our Group in the form of fees, salaries, allowances and benefits in kind, performance-related bonus, share-based payments and pension scheme contributions.

For the years ended December 31, 2023, 2024 and 2025, the total remuneration paid to our Directors amounted to approximately RMB2.8 million, RMB2.7 million and RMB2.4 million, respectively.

For the years ended December 31, 2023, 2024 and 2025, the aggregate remuneration of the five highest paid individuals, none of whom was a Director, was RMB15.7 million, RMB9.1 million and RMB12.6 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 Group; (ii) no compensation was paid to, or receivable by, our Directors, or the five highest paid individuals 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; and (iii) none of our Directors waived or agreed to waive any emoluments.

Save as disclosed above, no other payments have been made or are payable by the Group to our Directors in respect of the Track Record Period. For the year ending December 31, 2026, we expect to pay approximately RMB9.3 million in aggregate remuneration to our Directors.

COMPLIANCE ADVISOR

We have appointed Altus Capital Limited as our compliance advisor pursuant to Rule 3A.19 of the Listing Rules. Pursuant to Rule 3A.23 of the Listing Rules, our compliance advisor will advise our Company in the following circumstances:

- before the publication of any regulatory announcement, circular or financial report;
- where a transaction, which might be a notifiable or connected transaction, is contemplated, including shares issues and share repurchases;
- where our Company proposes to use the **[REDACTED]** of 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 us under Rule 13.10 of the Listing Rules.

The term of the appointment of our compliance advisor will commence on the **[REDACTED]** and end on the date on which we distribute our annual report in respect of our financial results for the first full financial year commencing after the **[REDACTED]** and such appointment may be extended by mutual agreement.