BOARD OF DIRECTORS

Our Board comprises eight Directors, including three executive Directors, two non-executive Directors and three independent non-executive Directors. The following table sets forth general information regarding our Directors:

Name	Age	Positions	Date of joining our Group	Date of appointment as a Director	Roles and responsibilities	Relationship with other Directors and Senior Management
Mr. Zhang Xiaoping (張曉平) . . .	63	Honorary chairman of the Board and non-executive Director	January 7, 2016	January 7, 2016	Formulating the overall business strategies and participating in making major decisions of our Company as a member of our Board	None
Ms. Yu Jinrui (余錦瑞) . . .	51	Executive Director and general manager	January 7, 2016	January 7, 2016	Management and business development of our Group	None
Mr. Xu Benguang (徐本光) . . .	49	Executive Director and vice general manager	January 7, 2016	January 7, 2016	Management and business development of our Group	None
Mr. Wu Zhengchu (吳正初) . . .	40	Executive Director, employees' representative Director and chief information officer	December 31, 2020	June 12, 2026	Overall information technology strategy planning, digital transformation, and IT system management of our Group	None
Mr. Zhang Ruocong (張若聰) . . .	37	Non-executive Director	August 5, 2024	August 5, 2024	Providing professional opinion and judgment to our Board	None
Dr. Ben Shenglin (賁聖林) . . .	60	Independent non-executive Director	June 12, 2026	June 12, 2026	Supervising and providing independent opinion and judgment to the Board	None
Mr. NG Jack Ho Wan (吳浩雲) . . .	49	Independent non-executive Director	June 12, 2026	June 12, 2026	Supervising and providing independent opinion and judgment to the Board	None
Mr. Tong Zhiyi (童智毅) . . .	36	Independent non-executive Director	June 12, 2026	June 12, 2026	Supervising and providing independent opinion and judgment to the Board	None

Executive and non-executive Directors

Mr. Zhang Xiaoping (張曉平), aged 63, is the honorary chairman of the Board and a non-executive Director of our Company. He served as the chairman of the Board from January 2016 to December 2018, and as the Director and general manager from March to November 2021. He was re-elected as the chairman in November 2021. Mr. Zhang was redesignated as the honorary chairman of the Board and a non-executive Director in June 2026. He is primarily responsible for formulating the overall business strategies and participating in making major decisions of our Company as a member of our Board.

Mr. Zhang has over 40 years of extensive experience in the auto parts industry. Prior to founding our Company, from January 1979 to December 1986, he served as a staff member at Ruian Instrument Factory* (瑞安市儀錶廠). From June 1988 to December 1997, he served as factory director of Ruian Hongqi Auto Parts Factory* (瑞安市紅旗汽車配件廠), which he founded and which was renamed Ruian Heavy-Duty Auto Parts Factory* (瑞安市重型汽車配件廠) in October 1991; from December 1997 onward, he has served as chairman and general manager, a position he has held through the factory's transformation into Ruian Heavy-Duty Auto Parts Manufacturing Co., Ltd.* (瑞安市重型汽車配件製造有限公司) in December 1997, its restructuring into Zhejiang Ruili Industrial Group Co., Ltd.* (浙江瑞立實業集團有限公司) ("**Ruili Industrial**") in January 1998, and its renaming to Ruili Company in September 2002. Since March 2008, he has been serving as the chairman of Guangzhou Ruili Kormee Automotive Electronic Co., Ltd. (廣州瑞立科密汽車電子股份有限公司) ("**Ruili Kormee**"), a company listed on the Shenzhen Stock Exchange (stock code: 1285). Since November 2023, he has also been serving as a director of Zhejiang International Trade Group Co., Ltd.* (浙江省國際貿易集團有限公司).

Mr. Zhang currently serves as the president of the China Federation of Industry and Commerce Auto, Motorcycle, Parts and Accessories Chamber of Commerce (全國工商聯汽車摩托車配件用品業商會), a member of the Zhejiang Provincial Committee of the Chinese People's Political Consultative Conference (浙江省政協委員), the honorary president for life of the Wenzhou Auto Motorcycle Parts Industry Association (溫州市汽摩配行業協會) and the honorary president of the Zhejiang Auto Parts Production and Distribution Federation (浙江省汽車零部件產銷聯合會).

Mr. Zhang graduated from Zhejiang Radio and Television University (浙江廣播電視大學) (now known as Zhejiang Open University (浙江開放大學)) with an associate degree, majoring in industrial enterprise management in September 1986. He was certified as a Senior Business Manager (高級經營師) by the Wenzhou Municipal People's Government (溫州市人民政府) in November 2009.

Mr. Zhang was a chairman of the board, deputy chairman of the board, director, supervisor, legal representative, general manager and general partner (as the case may be) of the following dissolved companies. Mr. Zhang confirmed that the following companies were solvent immediately prior to their dissolutions and had no outstanding claims or liabilities; during the existence of such companies, he had not committed any misconduct whatsoever; and the dissolutions of such companies were not attributable to any improper acts on his part:

Company name	Place of establishment	Position held	Date of dissolution	Nature of proceeding	Nature of business before dissolution
Shanghai Ruili Auto Component parts Co., Ltd.* (上海瑞立汽車零部件有限公司)	PRC	director	October 12, 2017	Dissolved by resolution	Sales of auto parts
Zhejiang Ruili Investment Co., Ltd.* (浙江瑞立投資有限公司)	PRC	chairman of the board	May 23, 2022	Revocation of business license	Industrial investment and investment consultant
Yichun Jiaoyun Xinruili Auto Parts Co., Ltd.* (宜春交運新瑞立汽配有限公司)	PRC	executive director	January 17, 2024	Dissolved by resolution	Sales of auto parts
Wuhu Xinchao Industrial Co., Ltd.* (蕪湖新潮實業有限公司)	PRC	director	April 14, 2021	Dissolved by resolution	Manufacture and sales of leather products
Shanghai Chunquan Landscape Engineering Co., Ltd.* (上海春泉綠化工程有限公司)	PRC	supervisor	September 27, 2022	Revocation of business license	Landscape engineering and landscape horticulture
Shanghai Kaifei Sports Management Co., Ltd.* (上海凱飛體育管理有限公司)	PRC	supervisor	December 18, 2012	Voluntary deregistration	Consultant of sports management
Hainan Xiangyun Venture Capital Fund (Limited Partnership)* (海南祥雲創業投資基金(有限合夥))	PRC	general partner	October 9, 2019	Dissolved by resolution	Equity investment

Company name	Place of establishment	Position held	Date of dissolution	Nature of proceeding	Nature of business before dissolution
Shanghai Baisirui Maternity Hospital Co., Ltd.* (上海百思瑞產科醫院有限公司)	PRC	deputy chairman of the board	April 1, 2020	Dissolved by resolution	Profitable medical institution
Jiangxi Ruili Real Estate Co., Ltd.* (江西瑞立置業有限公司)	PRC	legal representative	November 21, 2006	Voluntary deregistration	Real estate development and property management
Hangzhou Fuyue Real Estate Co., Ltd.* (杭州富越房地產有限公司)	PRC	director	November 30, 2018	Dissolved by resolution	Real estate development and property management
Hangzhou Xinsheng Hongye Real Estate Development Co., Ltd.* (杭州欣盛宏業房地產開發有限公司)	PRC	director	December 13, 2022	Dissolved by resolution	Operation and development of real estate
Shanghai Ruili Real Estate Co., Ltd.* (上海瑞立置業有限公司)	PRC	chairman of the board	July 14, 2006	Voluntary deregistration	Operation and development of real estate
Ruili (Hangzhou) Energy Saving Technology Co., Ltd.* (瑞立(杭州)節能科技有限公司)	PRC	chairman of the board	November 16, 2020	Dissolved by resolution	Sales of auto parts
Hangzhou Ruili Real Property Development Co., Ltd.* (杭州瑞立房地產開發有限公司)	PRC	executive director and general manager	February 8, 2012	Voluntary deregistration	Operation and development of real estate
Changchun FAW Industrial Ruili Auto Parts Co., Ltd.* (長春一汽實業瑞立汽車部件有限公司)	PRC	deputy chairman of the board	May 7, 2009	Voluntary deregistration	Manufacture and sales of auto parts
Shanghai Jiabao Intelligent Technology Co., Ltd.* (上海駕保智能科技有限公司)	PRC	deputy chairman of the board	August 3, 2021	Dissolved by resolution	Research and development of electromechanical equipment technologies
Ruian Ruili Siping Instrument Co., Ltd.* (瑞安市瑞立四平儀表有限公司)	PRC	chairman of the board	March 6, 2018	Voluntary deregistration	Manufacture and sales of automobile meters, instruments and accessories
Ruian Ruili Haizhiguan Auto Component parts Co., Ltd.* (瑞安市瑞立海之冠汽車零部件有限公司)	PRC	director	November 29, 2010	Voluntary deregistration	Manufacture and sales of electronic fuel pumps and related auto parts
Shanghai Huhao Auto Component parts Co., Ltd. No. 1 Branch* (上海滬豪汽車零部件有限公司第一分公司)	PRC	legal representative	December 9, 2021	Revocation of business license	Manufacture and sales of auto parts and relevant products, and after-sales service
Hangzhou Ruili Real Property Development Co., Ltd. Binjiang Branch* (杭州瑞立房地產開發有限公司濱江分公司)	PRC	legal representative	September 23, 2008	Voluntary deregistration	Sales of building materials, develop business for the company

Company name	Place of establishment	Position held	Date of dissolution	Nature of proceeding	Nature of business before dissolution
Hangzhou Ruili Real Property Development Co., Ltd. Qingbo Branch* (杭州瑞立房地產開發有限公司清波分公司)	PRC	legal representative	October 9, 2008	Voluntary deregistration	Sales of real estate developed by headquarters
SORL International Holding Limited	Hong Kong	director	June 8, 2018	Struck off	Sales of auto parts

Ms. Yu Jinrui (余錦瑞), aged 51, is an executive Director and the general manager of our Company. She served as a Director of our Company from January 2016 to December 2018, and has been serving as a Director and manager of our Company since November 2021. Ms. Yu was redesignated as an executive Director and the general manager in June 2026. She is primarily responsible for the management and business development of our Group.

Ms. Yu has extensive experience in international trade and corporate management in the auto parts industry. From January 1998 to September 2002, she served as the head of the international trade department at Ruili Industrial. From September 2002 to August 2020, she successively served as the head of the international trade department and assistant to the general manager, and executive general manager at Ruili Company. Since June 2021, she has been serving as a director of Ruili Kormee.

Ms. Yu graduated from the Adult Education College of Fudan University (復旦大學成人教育學院) with an associate degree, majoring in finance in June 1997. She further obtained a bachelor's degree in English from Zhejiang University of Technology (浙江工業大學) through a correspondence course in January 2007.

Ms. Yu currently serves as a deputy to the Ruian Municipal People's Congress (瑞安市人大代表). She was certified as a Senior Business Manager (高級經營師) by the Wenzhou Municipal People's Government (溫州市人民政府) in December 2013.

Ms. Yu was a deputy chairman of the board, director, and supervisor (as the case may be) of the following dissolved companies. Ms. Yu confirmed that the following companies were solvent immediately prior to their dissolutions and had no outstanding claims or liabilities; during the existence of such companies, she had not committed any misconduct whatsoever; and the dissolutions of such companies were not attributable to any improper acts on her part:

Company name	Place of establishment	Position held	Date of dissolution	Nature of proceeding	Nature of business before dissolution
Ruian Ruili Auto Parts Sales Co., Ltd.* (瑞安市瑞立汽車配件銷售有限公司)	PRC	deputy chairman of the board	March 9, 2006	Voluntary deregistration	Sales of auto parts
Hangzhou Lichuang Investment Co., Ltd.* (杭州立創投資有限公司)	PRC	supervisor	December 7, 2012	Voluntary deregistration	Industrial investment
Ruian Ruili Haizhiguan Auto Component parts Co., Ltd.* (瑞安市瑞立海之冠汽車零部件有限公司)	PRC	director	November 29, 2010	Voluntary deregistration	Manufacture and sales of electronic fuel pumps and related auto parts
SORL International Holding Limited	Hong Kong	director	June 8, 2018	Struck off	Sales of auto parts

Mr. Xu Benguang (徐本光), aged 49, is an executive Director and the vice general manager of our Company. He joined our Company since its establishment, served as a Director from January 2016 to March 2021, and has been serving as a Director since

November 2021. He was re-elected as an executive Director in June 2026. Mr. Xu served as the general manager from January 2016 to March 2021, and was redesignated as the vice general manager in March 2021. He is primarily responsible for the management and business development of our Group.

Mr. Xu has extensive experience in sales and corporate management in the auto parts industry. Since March 1993, he has successively served as a staff member, manager, head of the spare parts division of the sales company, vice general manager of sales, general manager of sales, general manager of sales and assistant to the group president, and general manager of sales at Ruili Company. From December 2017 to December 2019, he served as a manager at Hangzhou Hangcheng Friction Material Co., Ltd.* (杭州杭城摩擦材料有限公司), and had been serving as a director of the same company from December 2019 to April 2026.

Mr. Xu graduated from the Correspondence College of the Party School of the Zhejiang Provincial Committee of the Communist Party of China (中共浙江省委黨校函授學院) with an associate degree, majoring in enterprise management in June 2009. He was certified as a Senior Business Manager (高級經營師) by the Wenzhou Municipal People's Government (溫州市人民政府) in November 2010.

Mr. Xu was a director, supervisor, legal representative, person in charge and operator (as the case may be) of the following dissolved companies. Mr. Xu confirmed that the following companies were solvent immediately prior to their dissolutions and had no outstanding claims or liabilities; during the existence of such companies, he had not committed any misconduct whatsoever; and the dissolutions of such companies were not attributable to any improper acts on his part:

Company name	Place of establishment	Position held	Date of dissolution	Nature of proceeding	Nature of business before dissolution
Shanghai Ruili Auto Parts Co., Ltd. Branch* (上海瑞立汽車配件有限公司分公司)	PRC	person in charge	December 27, 2004	Revocation	Sales of auto parts
Shanghai Ruili Auto Parts Co., Ltd.* (上海瑞立汽車配件有限公司)	PRC	executive director and legal representative	February 6, 2006	Revocation	Sales of auto parts
Shanghai Ruili Auto Component parts Co., Ltd.* (上海瑞立汽車零部件有限公司)	PRC	director	October 12, 2017	Dissolved by resolution	Sales of auto parts
Shanghai Tailiang Auto Parts Co., Ltd.* (上海泰靚汽配有限公司)	PRC	executive director and legal representative	August 17, 2020	Revocation of business license	Sales of auto parts
Hangzhou Lichuang Investment Co., Ltd.* (杭州立創投資有限公司)	PRC	supervisor	December 7, 2012	Voluntary deregistration	Industrial investment
Guangzhou Ruili Auto Parts Co., Ltd.* (廣州市銳立汽配有限公司)	PRC	supervisor	December 8, 2021	Dissolved by resolution	Sales of auto parts
Shanghai Ruifan Auto Parts Co., Ltd.* (上海瑞繁汽車配件有限公司)	PRC	supervisor	June 29, 2012	Voluntary deregistration	Sales of auto parts
Ruili Group Ruian Ruilaite Automotive Lighting Co., Ltd.* (瑞立集團瑞安市瑞萊特汽車照明有限公司)	PRC	director	September 18, 2013	Voluntary deregistration	Manufacture and sales of auto parts

Company name	Place of establishment	Position held	Date of dissolution	Nature of proceeding	Nature of business before dissolution
Duanli Auto Parts Business Department of Chongqing Hi-Tech Industry Development Zone* (重慶市高新技術產業開發區端立汽車配件經營部)	PRC	operator	March 16, 2026	Voluntary deregistration	Sales of auto parts
Ruili Auto Parts Sales Department of Xi'an Lianhu* (西安市蓮湖區瑞立汽配經銷部)	PRC	operator	March 29, 2023	Voluntary deregistration	Sales of auto parts
Ruian Auto Parts Store of Harbin Daoli District* (哈爾濱市道里區瑞安汽車配件商店)	PRC	operator	December 11, 2025	Voluntary deregistration	Sales of auto parts
Ruili Auto Parts Sales Department of Nanchang* (南昌瑞立汽配經銷處)	PRC	operator	September 27, 2024	Voluntary deregistration	Sales of auto parts
Ruili Auto Parts Sales Department of Kunming Guandu* (昆明市官渡區瑞立汽車配件銷售部)	PRC	operator	November 16, 2016	Voluntary deregistration	Sales of auto parts
Ruili Auto Parts Operation Department of Tianjin Hexi* (天津市河西區瑞立汽配經營部)	PRC	operator	August 7, 2020	Dissolved by resolution	Sales of auto parts
Qunxing Shoe Materials Business Department of Ruian* (瑞安市群星鞋材經營部)	PRC	operator	October 14, 2016	Voluntary deregistration	Shoe material wholesales
Ruili Auto Parts Operation Department of Urumqi Xinshi District* (烏魯木齊市新市區瑞立配件經營部)	PRC	operator	July 11, 2007	Voluntary deregistration	Sales of auto parts

Mr. Wu Zhengchu (吳正初), aged 40, has been an executive Director and the employees' representative Director of our Company since June 2026. Since December 2020, he has been serving as the chief information officer of our Company. He is primarily responsible for the overall information technology strategy planning, digital transformation, and IT system management of our Group.

Mr. Wu has extensive experience in information technology management. From July 2008 to November 2008, he worked at Hangzhou Chuangdian Technology Co., Ltd.* (杭州創典科技有限公司). From December 2008 to August 2009, he worked at Hangzhou Thunderbird Computer Software Co., Ltd.* (杭州雷鳥計算機軟件有限公司). From September 2009 to July 2011, he served as a programmer at Ruili Company. From August 2011 to November 2017, he served as the chief information officer at Ruili Group Ruian Auto Parts Co., Ltd.* (瑞立集團瑞安汽車零部件有限公司). From December 2017 to August 2020, he served as the chief information officer at Ruili Company.

Mr. Wu graduated from Zhejiang Sci-Tech University (浙江理工大學) with a bachelor's degree, majoring in electronic information science and technology in July 2008. He was certified as a Senior Engineer (高級工程師) by the Zhejiang Software Industry Association (浙江省軟件行業協會) in December 2023.

Mr. Wu was recognized as a Category E Talent of Wenzhou (溫州市E類人才) by the Talent Work Leading Group Office of the Wenzhou Municipal Committee of the Communist

Party of China (中共溫州市委人才工作領導小組辦公室) in September 2025, as a Jingying Talent (菁英人才) of Ruian City for the year 2023 by the Talent Work Leading Group Office of the Ruian Municipal Committee of the Communist Party of China (中共瑞安市委人才工作領導小組辦公室) in August 2023, and as an Excellent CIO of the Yangtze River Delta for the year 2023 (2023年度長三角優秀CIO) by the Yangtze River Delta CIO Alliance (長三角CIO聯盟) in December 2023.

Mr. Zhang Ruocong (張若聰), aged 37, is a non-executive Director of our Company. Mr. Zhang has been serving as a Director of our Company since August 2024, and was redesignated as a non-executive Director in June 2026. He is primarily responsible for providing professional opinion and judgment to our Board.

Mr. Zhang has extensive experience in investment and capital markets. Since December 2020, he has been working at Shanghai Hengxu Chuangling Private Equity Fund Management Co., Ltd.* (上海恒旭創領私募基金管理有限公司) (the "**Hengxu Chuangling**") with his current position as an executive director.

Mr. Zhang Ruocong has maintained clear professional boundaries between his roles, and his responsibilities at Hengxu Chuangling do not conflict with his fiduciary duties to our Company. Appropriate safeguards have been established to ensure objective judgment in the Board's deliberations, including, in accordance with the Articles of Association, Mr. Zhang Ruocong's abstention from voting on matters in which Hengxu Chuangling has a conflict of interest. The Directors are of the view that the involvement of Mr. Zhang Ruocong in Hengxu Chuangling does not impair his independence, and that he continues to fulfill his director's duties with integrity and in the best interests of the Company.

Mr. Zhang graduated from Shenzhen University (深圳大學) with a bachelor's degree in finance in July 2010. He obtained a master's degree in mathematical economics from the University of Bonn (德國波恩大學) in August 2014. He further obtained an MBA degree jointly from Tsinghua University PBC School of Finance (清華大學五道口金融學院) and Cornell University (美國康奈爾大學) in June 2024.

Independent Non-executive Directors

Dr. Ben Shenglin (賁聖林), aged 60, has been serving as an independent non-executive Director of our Company since June 2026. He is primarily responsible for supervising and providing independent opinion and judgment to the Board.

Dr. Ben has extensive experience in banking and finance. From September 1994 to February 2005, he served at ABN AMRO Bank N.V. (荷蘭銀行), with his last position being senior vice president and head of working capital business for China. From February 2005 to April 2010, he served as head of financial institutions business for China and managing director, and head of commercial banking business for China at HSBC Bank (China) Limited (滙豐銀行(中國)有限公司). From April 2010 to May 2014, he served as the president of JPMorgan Chase Bank (China) Limited (摩根大通銀行(中國)有限公司) and a member of the global leadership team of JPMorgan Chase Global Corporate Bank. Since May 2014, Dr. Ben has been a professor at Zhejiang University (浙江大學) and he currently serves as the dean of the International Business School of Zhejiang University (浙江大學國際聯合商學院) and the Academy of Internet Finance of Zhejiang University (浙江大學金融科技研究院). Since July 2021, he has been serving as an independent director at Industrial Bank Co., Ltd. (興業銀行股份有限公司), a company listed on the Shanghai Stock Exchange (stock code: 601166). Since August 2023, he has been serving as an independent director at Caitong Securities Co., Ltd. (財通證券股份有限公司), a company listed on the Shanghai Stock Exchange (stock code: 601108). Since October 2020, he has been serving as an independent director at Zhejiang Orient Holdings Group Co., Ltd. (浙江東方控股集團股份有限公司) (formerly known as Zhejiang Orient Financial Holdings Group Co., Ltd. (浙江東方金融控股集團股份有限公司)), a company listed on the Shanghai Stock Exchange (stock code: 600120).

Dr. Ben graduated from Tsinghua University (清華大學) with a bachelor's degree, majoring in industrial automation, from the Department of Automation in July 1987. He obtained a master's degree, majoring in industrial enterprise management from Renmin University of China (中國人民大學) in March 1990. He further obtained a doctoral degree in economics from Purdue University (美國普渡大學) in August 1994.

Dr. Ben was a director and supervisor (as the case may be) of the following dissolved companies. Dr. Ben confirmed that the following companies were solvent immediately prior to their dissolutions and had no outstanding claims or liabilities; during the existence of such companies, he has not committed any misconduct whatsoever; and the dissolutions of such companies was not attributable to any improper acts on his part:

Company name	Place of establishment	Position held	Date of dissolution	Nature of proceeding	Nature of business before dissolution
Shanghai Jiuling Business Consultant Co., Ltd.* (上海久靈商務諮詢有限公司)	PRC	supervisor	November 1, 2008	Revocation	Social economy Consultant

Mr. NG Jack Ho Wan (吳浩雲), aged 49, has been serving as an independent non-executive Director of our Company since June 2026. He is primarily responsible for supervising and providing independent opinion and judgment to the Board.

Mr. Ng has extensive experience in auditing, accounting and corporate finance. From September 1997 to February 2001, he served at PricewaterhouseCoopers LLP in Canada, with his last position being a senior associate. From March 2001 to October 2012, he served at KPMG in Hong Kong, with his last position being partner. In addition, since June 2013, he has been serving as the managing director of Jack H.W. Ng CPA Limited (吳浩雲會計師行有限公司).

Mr. Ng has also served as an independent non-executive director on the boards of several listed companies. Since December 2016, he has been serving as an independent non-executive director at HM International Holdings Limited, a company listed on the Stock Exchange (stock code: 8416). Since December 2020, he has been serving as an independent non-executive director at AI X Tech Inc. (車市科技有限公司), a company listed on the Stock Exchange (stock code: 1490). Since May 2024, he has been serving as an independent non-executive director at Shenzhen Dobot Corp Ltd (深圳市越疆科技股份有限公司), a company listed on the Stock Exchange (stock code: 2432).

Mr. Ng obtained a bachelor's degree in business administration from Simon Fraser University (西門菲沙大學) in Canada in May 2000. He has been recognized as a Chartered Professional Accountant by the Chartered Professional Accountants of Canada (加拿大特許專業會計師協會) since February 2001. Mr. Ng has been a certified public accountant of the Hong Kong Institute of Certified Public Accountants (香港會計師公會) since September 2003 and became a fellow member of the same institute since May 2010. He has been recognized as a Financial Risk Manager by the Global Association of Risk Professionals (全球風險管理專業人士協會) since November 2004. Mr. Ng has been recognized as a Chartered Financial Analyst by the Chartered Financial Analyst Institute (特許金融分析師協會) since September 2007.

Mr. Ng was a director of BottLess Foundation Limited, an entity established in Hong Kong primarily engaged in ESG solution. The company was dissolved on May 3, 2024. Mr. Ng confirmed that the company was solvent immediately prior to its dissolution and had no outstanding claims or liabilities; during the existence of such company, he has not committed any misconduct whatsoever; and the dissolution of such company was not attributable to any improper acts on his part.

Mr. Tong Zhiyi (童智毅), aged 36, has been serving as an independent non-executive Director of our Company since June 2026. He is primarily responsible for supervising and providing independent opinion and judgment to the Board.

Mr. Tong has extensive experience in legal practice. Since July 2014, he has been serving as a full-time lawyer and now is a partner at Zhejiang T&C Law Firm* (浙江天冊律師事務所). Since March 2024, he has also been serving as the executive director, general manager and financial officer of Hangzhou Bonnie Dijiu Trading Co., Ltd.* (杭州邦妮地久貿易有限公司).

Mr. Tong graduated from Southwest University of Political Science and Law (西南政法大學) with a bachelor's degree in law in June 2012. He obtained a Master of Laws (LL.M.) degree from the University of Southern California in May 2013. He was granted the PRC Legal Professional Qualification Certificate (中華人民共和國法律職業資格證書) by the Ministry of Justice of the People's Republic of China (中華人民共和國司法部) in September 2012, and obtained the PRC Lawyer's Practice License (中華人民共和國律師執業證) from the Department of Justice of Zhejiang Province (浙江省司法廳) in September 2015.

SENIOR MANAGEMENT

Our senior management is responsible for the day-to-day management of our business. The following table sets out the key information about our senior management of our Group.

Name	Age	Positions	Date of joining our Group	Date of appointment as a senior management	Roles and responsibilities	Relationship with other Directors and senior management
Ms. Yu Jinrui (余錦瑞) . . .	51	Executive Director and general manager	January 7, 2016	January 7, 2016	Management and business development of our Group	None
Mr. Xu Benguang (徐本光) . . .	49	Executive Director and vice general manager	January 7, 2016	January 7, 2016	Management and business development of our Group	None
Mr. Wu Zhengchu (吳正初) . . .	40	Executive Director, employees' representative Director and chief information officer	December 31, 2020	December 31, 2020	Overall information technology strategy planning, digital transformation, and IT system management of our Group	None
Mr. Lin Jianfeng (林建鋒) . . .	44	Chief financial officer, secretary of the Board and company secretary	June 12, 2026	June 12, 2026	Overall management of finance and overall corporate governance, information disclosure, investor relations and other Board-related matters of our Group	None

Ms. Yu Jinrui (余錦瑞), Mr. Xu Benguang (徐本光) and **Mr. Wu Zhengchu (吳正初)**, see "— Board of Directors — Executive and non-executive Directors" for details.

Mr. Lin Jianfeng (林建鋒), aged 44, joined our Group in June 2026 and has since served as our chief financial officer and secretary of the Board. He was appointed as a joint company secretary with effect from the [**REDACTED**]. He is primarily responsible for the overall management of finance and overall corporate governance, information disclosure, investor relations and other Board-related matters of our Group.

Mr. Lin has extensive experience in financial management and corporate governance. Prior to his current role, from July 2006 to September 2013, he served as a manager of the finance department at Ruili Company. From October 2013 to September 2016, he served as an assistant to the general manager at Ruili Group Ruian Auto Parts Co., Ltd.* (瑞立集團瑞安汽車零部件有限公司). From September 2016 to April 2026, he served as the vice general manager, the secretary of the Board, and the financial director at Ruili Kormee.

Mr. Lin graduated from the Technical College of Chongqing (重慶工學院) (currently known as Chongqing University of Technology (重慶理工大學)) with a bachelor's degree, majoring in management in June 2004. He further obtained a master's degree, majoring in financial management, from Zhongnan University of Economics and Law (中南財經政法大學) in June 2006.

COMPANY SECRETARY

Mr. Lin Jianfeng (林建鋒) has been appointed as a joint company secretary of our Company with effect from the [**REDACTED**]. See "— Senior Management" for details.

Ms. Lau Chun Yan (劉俊欣) was appointed as a joint company secretary of our Company with effect from the [**REDACTED**]. Ms. Lau is an assistant manager of the listed company secretarial department at SWCS Corporate Services Group (Hong Kong) Limited (方圓企業服務集團(香港)有限公司).

Ms. Lau obtained her master's degree in corporate governance and compliance from Hong Kong Metropolitan University (香港都會大學). She is an associate of The Hong Kong Chartered Governance Institute (the "**HKCGI**") and The Chartered Governance Institute in the United Kingdom (the "**CGI**").

BOARD COMMITTEES

Our Board delegates certain responsibilities to various Board committees. In accordance with the relevant PRC laws and regulations, the Articles and the Listing Rules, we have established our Audit Committee, Nomination Committee and Remuneration Committee.

Audit Committee

We have established an audit committee with terms of reference in compliance with Rule 3.21 of the Listing Rules and paragraph D.3 of the Corporate Governance Code. The audit committee consists of Mr. NG Jack Ho Wan (吳浩雲), Mr. Tong Zhiyi (童智毅) and Dr. Ben Shenglin (賁聖林), with Mr. NG Jack Ho Wan (吳浩雲) being the chairperson of the committee.

The primary function of the audit committee is to assist our Board in providing an independent view of our financial reporting process, internal control and risk management system, overseeing the audit process and performing other duties and responsibilities as assigned by our Board.

Nomination Committee

We have established a nomination committee with terms of reference in compliance with Rule 3.27A of the Listing Rules and paragraph B.3 of the Corporate Governance Code. The nomination committee consists of Dr. Ben Shenglin (賁聖林), Mr. Tong Zhiyi (童智毅) and Ms. Yu Jinrui (余錦瑞), with Dr. Ben Shenglin (賁聖林) being the chairperson of the committee.

The primary function of the nomination committee is to make recommendations to our Board in relation to the appointment and removal of Directors.

Remuneration Committee

We have established a remuneration committee with terms of reference in compliance with Rule 3.25 of the Listing Rules and paragraph E.1 of the Corporate Governance Code. The remuneration committee consists of Mr. Tong Zhiyi (童智毅), Mr. NG Jack Ho Wan (吳浩雲) and Mr. Zhang Xiaoping (張曉平), with Mr. Tong Zhiyi (童智毅) being the chairperson of the committee.

The primary function of the remuneration committee is to develop remuneration policies of our Directors, evaluate the performance, make recommendations on the remuneration packages of our Directors and senior management and evaluate and make recommendations on employee benefit arrangements.

CONFIRMATION FROM OUR DIRECTORS

Rule 8.10 of the Listing Rules

Each of our Directors confirms that as at the Latest Practicable Date, he or she did not have any interest in a business which competes or is likely to compete, either directly or indirectly, with our Company's business which would require disclosure under Rule 8.10 of the Listing Rules.

Rule 3.09D of the Listing Rules

Each of our Directors confirms that he or she (i) has obtained the legal advice referred to under Rule 3.09D of the Listing Rules on June 13 or 17, 2026, and (ii) understands all the requirements under the Listing Rules that are applicable to him or her as a director of a listed issuer and the possible consequences of making a false statement or providing false information to the Stock Exchange.

Rule 3.13 of the Listing Rules

Each of the independent non-executive Directors has confirmed (i) his independence as regards each of the factors referred to in Rules 3.13(1) to (8) of the Listing Rules, (ii) he had no past or present financial or other interest in the business of the Company or its subsidiaries or any connection with any core connected person of the Company under the Listing Rules as at the Latest Practicable Date, and (iii) that there are no other factors that may affect his independence at the time of his appointment.

Rule 13.51(2) of the Listing Rules

Save as disclosed herein, to the best knowledge, information and belief of our Directors having made all reasonable inquiries, there was no other matter with respect to the appointment of our Directors that needs to be brought to the attention of the Shareholders and there was no information relating to our Directors that is required to be disclosed pursuant to Rule 13.51(2)(h) to (v) of the Listing Rules as of the Latest Practicable Date.

CORPORATE GOVERNANCE

Board Diversity

The Board has adopted a board diversity policy (the "**Board Diversity Policy**") prior to the [**REDACTED**] in order to enhance the effectiveness of our Board and to maintain a high standard of corporate governance. Our Company recognizes and embraces the benefits of having a diverse Board. Pursuant to the Board Diversity Policy, in reviewing and assessing suitable candidates to serve as a Director of the Company, the Nomination Committee will consider a range of diversity perspectives with reference to the 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. All board appointments will be based on meritocracy, and candidates will be considered against objective criteria, having due regard for the benefits of diversity on the Board.

As at the Latest Practicable Date, our Board consists of 7 male members and 1 female member with ages ranging from 36 years old to 63 years old. Our Directors have a balanced portfolio of knowledge and skills, including auto parts, international trade, corporate management, information technology management, accounting, banking and finance, and legal practice, etc. They obtained degrees in various fields such as businesses administration, corporate strategy and marketing, accounting and law. Our Company has reviewed the membership, structure and composition of the Board, and is of the opinion that the structure of the Board is reasonable, and the experiences and skills of the Directors in various aspects and fields can enable our Company to maintain high standard of operation.

Upon the [**REDACTED**], the Nomination Committee will from time to time review the Board Diversity Policy, develop and review measurable objectives for implementing the policy, and monitor the progress on achieving these measurable objectives in order to ensure that the policy remains effective. The 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.

EMOLUMENT OF DIRECTORS AND SENIOR MANAGEMENT

We offer our Directors and senior management members, who are also employees of our Company, emolument in the form of salaries, allowances, bonuses and benefits in kind. Our independent non-executive Directors receive emolument based on their responsibilities (including being members or chairman of Board committees).

The aggregate amount of remuneration which was paid to our Directors for the three years ended December 31, 2023, 2024 and 2025 were RMB1.2 million, RMB1.3 million and RMB1.5 million, respectively.

It is estimated that the aggregate amount of remuneration payable to Directors for the year ending December 31, 2026 will be approximately RMB1.5 million under arrangements in force at the date of this document.

The aggregate amount of remuneration which were paid by the Group to our five highest paid individuals (excluding Directors) for the three years ended December 31, 2023, 2024 and 2025 were RMB1.2 million, RMB1.3 million and RMB1.4 million, respectively.

None of our Directors or any past directors of any member of the Group or five highest paid individuals has been paid any sum of money for the three years ended December 31, 2023, 2024 and 2025 as (a) an inducement to join or upon joining the Company; or (b) a compensation for loss of office as a director of any member of the Group or of any other office in connection with the management of the affairs of any member of the Group.

There has been no arrangement under which a Director has waived or agreed to waive any emoluments for the three years ended December 31, 2023, 2024 and 2025.

Except as disclosed above, no other payments have been paid, or are payable, by our Company or any of our subsidiaries 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, please refer to notes 9 and 10 of the Accountants' Report in Appendix I to this document.

COMPLIANCE ADVISER

We have appointed VBG Capital Limited ("**VBG**") 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:

a. before the publication of any announcements, circulars or financial reports required by regulatory authorities or applicable laws;

b. where a transaction, which might constitute a notifiable or connected transaction under the Listing Rules, is contemplated, including share issues and securities repurchases;

c. where we propose 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;

d. where the Stock Exchange makes an inquiry of us regarding unusual [**REDACTED**] and [**REDACTED**] or other issues under Rule 13.10 of the Listing Rules; and

e. Pursuant to Rule 3A.24 of the Listing Rules, VBG will, in a timely manner, inform us of any amendment or supplement to the Listing Rules that are announced by the Stock Exchange. VBG will also inform us of any amendment or supplement to applicable laws and guidelines.

The term of the appointment will commence on the [**REDACTED**] and end on the date on which we distribute the annual report of the first full financial year commencing after the [**REDACTED**] pursuant to the Rule 13.46 of the Listing Rules.