

DIRECTORS AND SENIOR MANAGEMENT

BOARD OF DIRECTORS

Our Board comprises seven directors, including two executive Director, two non-executive Director and three independent non-executive Directors. The Directors are appointed for a term of three years and are eligible for re-election upon expiry of their term of office.

The following table sets out information in respect of our Directors:

Name	Age	Position	Time of joining our Group	Date of first appointment as a Director	Roles and responsibilities
Mr. Chow Chi Kwan (周志群)	54	Chairperson of the Board, executive Director, chief financial officer and general manager	November 2003	February 21, 2012	Responsible for overall strategic planning, financial management, business development, and management of our Group
Mr. Chan Wing Fat (陳榮發) . .	52	Executive Director and deputy general manager	September 2017	February 19, 2021	Responsible for overall strategic planning, business development, and management of our Group
Dr. Ho Man (何敏)	56	Non-executive Director	February 2012	February 21, 2012	Responsible for providing advice on strategic development
Mr. Huang Kaibing (黃開炳)	44	Non-executive Director and employee representative Director	July 2005	September 19, 2025	Responsible for providing advice on corporate decisions
Mr. Ku Ka Yung (顧嘉勇)	53	Independent non-executive Director	February 2012	February 21, 2012	Responsible for supervising and providing independent opinion and judgment to our Board
Mr. Zhang Li (張力)	49	Independent non-executive Director	February 2012	February 21, 2012	Responsible for supervising and providing independent opinion and judgment to our Board
Ms. Chan Ka Po Rachel (陳嘉寶)	61	Independent non-executive Director	September 2025	September 19, 2025	Responsible for supervising and providing independent opinion and judgment to our Board

Executive Directors

Mr. Chow Chi Kwan (周志群), aged 54, is our founder, chairperson of the Board, executive Director, chief financial officer and general manager . He has served as the chairperson of the Board since November 2003. Mr. Chow is a member of the Nomination Committee and the chairperson of the Strategy Committee. Mr. Chow is primarily responsible for overall strategic planning, financial management, business development, and management of our Group.

Prior to founding of the Company, Mr. Chow served as a regional manager at YFY Precision Technology Electronics (Beijing) Co., Ltd. (永豐餘精業科技電子(北京)有限公司) and the general manager at Shenzhen United New Creation Technology Co., Ltd. (深圳市聯合新創科技有限公司) from 1995 to 2001 and from August 2001 to November 2003, respectively.

Mr. Chow obtained a bachelor’s degree in social science from the Chinese University of Hong Kong in December 1995. Mr. Chow is one of the non-official members in Digital Economy Development Committee in Hong Kong.

On September 2, 2024, Best Alliance, a company wholly-owned by Mr. Chow and a member of our Single Largest Shareholder Group, received the Decision on Corrective Measures issued by the Shenzhen Regulatory Bureau of the CSRC (the “**Shenzhen Securities Regulatory Bureau**”)(the

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“**Administrative Regulatory Measures Decision**”) stating that Best Alliance has failed to comply with Paragraph 2 of Article 13 of the then and currently effective Measures for the Administration of the Takeover of Listed Companies (《上市公司收購管理辦法》) issued by the CSRC (the “**Takeover Measures**”) regarding its cumulative reduction of percentage of equity interests in our Company exceeding 5% on October 30, 2023 without halting trading pursuant to the Takeover Measures (the “**Incident**”).

As at the listing of the A Shares on May 27, 2015 (the “**A-Share Listing**”), Best Alliance held 27.74% of the issued Shares of our Company. Between the A-Share Listing and January 26, 2022, its shareholding decreased to 22.79%, representing a cumulative change of 4.95%, as a result of (i) passive dilution arising from changes in the total share capital of our Company, comprising five grants of restricted A Shares and seven repurchases and cancellations of restricted A Shares by our Company between January 1, 2016 and December 2020 and the issue of 20,725,388 A Shares on January 26, 2022 for the placement of A Shares; and (ii) voluntary reductions by Best Alliance of an aggregate of 3,776,107 A Shares by way of centralized bidding between December 17, 2019 and June 1, 2020.

On August 4, 2023, Best Alliance announced a plan to reduce its shareholding in our Company by not more than 21,225,971 A Shares, representing 4% of the then total share capital of our Company (the “**Reduction Plan**”). Pursuant to the Reduction Plan, Best Alliance reduced 1,928,107 A Shares, representing 0.3633% of the then total share capital of the Company, by way of a centralized bidding transaction on October 30, 2023 (the “**Reduction**”). As a result, Best Alliance’s cumulative reduction since the A-Share Listing amounted to 5.31%, which exceeded the 5% threshold prescribed under Paragraph 2 of Article 13 of the Takeover Measures (the “**5% Threshold**”). The Reduction therefore constituted the transaction giving rise to the Incident. Pursuant to the Reduction, 1,982,107 A Shares were reduced, of which 1,660,314 A Shares (representing 0.31% of the Issued Shares of the Company) were reduced in excess of the 5% Threshold. Immediately following the Reduction, Best Alliance held 22.43% of the Issued Shares of the Company.

In light of that, Best Alliance submitted its report on rectification to Shenzhen Securities Regulatory Bureau on September 25, 2024 and certain corrective measures have been performed, including (i) the repurchase of 1,660,400 A Shares from the market, representing the number of A Shares that were excessively reduced, so as to restore the shareholding of Best Alliance in our Company to the level at which the 5% Threshold was reached, which repurchase was completed by January 15, 2025 out of its internal resources and in respect of which Best Alliance undertook not to reduce its shareholding for six months following completion and to remit any profit generated from the repurchased A Shares to our Company; (ii) enhancement of legal and regulatory knowledge to prevent a recurrence of such incidents; and (iii) improvement of communication with our Company to better assist our Company in fulfilling the disclosure obligations. As of the Latest Practicable Date, our Company and Best Alliance did not receive any further enquiry from the Shenzhen Securities Regulatory Bureau in relation to this matter.

Taking into consideration the above and views of the PRC Legal Advisors that the Administrative Regulatory Measures Decision does not constitute an administrative penalty under the PRC law; and based on the factors that (i) the Incident was unintentional and due to an inadvertent mistake which was caused by the lack of attention to the passive dilution resulted from the various corporate actions; (ii) there were multiple matters that caused the voluntary or passive change in shareholding, making it difficult for shareholders to track its shareholding changes on a timely basis, thereby resulting in the inadvertent mistake; the general misunderstanding on how to determine shareholding changes is further evidenced by the Securities and Futures Legal Application Opinion No. 19 — Application Opinions on Article 13 and Article 14 of the Takeover Measures (《證券期貨法律適用意見第19號 — <上市公司收購管理辦法>第十三條、第十四條的適用意見》) later published by the CSRC on January 10, 2025; (iii) Best Alliance ceased any further reduction in the shareholding interests of our Company upon becoming aware of the Incident; (iv) the Incident was a one-off event and was not recurring in nature; (v) remedial measures have been taken by Best Alliance immediately after receiving the Administrative Regulatory Measures Decision by repurchasing 1,660,400 A Shares and undertook not to reduce its

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shareholding for six months after the repurchase had been completed; and (vi) no elements of fraud, deceit or dishonesty were noted from the Incident which would reflect or may reasonably reflect negatively on Mr. Chow’s integrity, our Directors are of the view, and the Joint Sponsors concur, that the Incident would not affect the suitability of Mr. Chow to act as the Directors under Rules 3.08 and 3.09 of the Listing Rules.

Mr. Chan Wing Fat (陳榮發), aged 52, is our executive Director and deputy general manager. He has served as our Director and deputy general manager since February 2021. Mr. Chan is a member of the Remuneration and Appraisal Committee and Strategy Committee. He is responsible for overall strategic planning, business development, and management our Group. He is also the chief executive officer of Forms Syntron Information and the general manager of Forms Syntron Thailand.

Mr. Chan served as the Executive of the Banking Industry at IBM China/Hong Kong Limited from January 2015 to August 2017. He has served as the chief executive officer of Forms Syntron Information since September 2017.

Mr. Chan obtained a bachelor’s degree in social science from the Chinese University of Hong Kong in December 1996. Mr. Chan is currently the vice president of Hong Kong Cybersecurity Professional Association. He was also one of the jury members for 2021/2022 IFTA FinTech and Innovation Awards.

Non-executive Directors

Dr. Ho Man (何敏), aged 56, is our non-executive Director. He served as our independent Director from February 2012 to February 2018. He later re-joined our Group and has served as our Director since February 2024 and redesignated as non-executive Director on December 1, 2025. Dr. Ho is a member of the Audit Committee and the Strategy Committee. Dr. Ho is responsible for providing advice on strategic development.

Dr. Ho joined the financial services investment industry in 1997 and is currently an executive director of Fu Shou Yuan International Group Limited (a company listed on the Main Board of the Stock Exchange, stock code: 1448). Dr. Ho was an independent non-executive director of Wanjia Group Holdings Limited (a company listed on the Main Board of the Stock Exchange, stock code: 00401) and Grand Ocean Advanced Resources Company Limited (a company listed on the Main Board of the Stock Exchange, stock code: 00065) from February 2018 to April 2024 and January 2020 to April 2024, respectively. Dr. Ho had been an independent non-executive director of Fu Shou Yuan International Group Limited (a company listed on the Main Board of the Stock Exchange, stock code: 1448) since December 2013 and was redesignated as an executive director in January 2026.

Dr. Ho obtained a master’s degree in finance from the London Business School in November 1997, an EMBA from Tsinghua University in July 2008 and a PhD in economics from Shanghai University of Finance and Economics in June 2023. He is a Chartered Financial Analysts charterholder.

Mr. Huang Kaibing (黃開炳), aged 44, is our non-executive Director and employee representative Director. He has served as our system analyst, project manager, department director, and deputy general manager of our Beijing branch since July 2005. He is responsible for providing advice on corporate decisions.

Prior to joining our Group, Mr. Huang served as a software engineer of Shenzhen United New Creation Technology Co., Limited (深圳聯合新創科技有限公司) from July 2003 to June 2005.

Mr. Huang obtained an associate’s degree in office automation from Huazhong University of Science and Technology in June 2003.

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Independent Non-executive Directors

Mr. Ku Ka Yung (顧嘉勇), aged 53, is our independent non-executive Director. He served as our independent Director from February 2012 to February 2018. He later re-joined our Group and has served as our independent non-executive Director since February 2024. He is responsible for supervising and providing independent opinion and judgment to our Board. He is a member of the Audit Committee and a chairperson of the Remuneration and Appraisal Committee.

Since 1999, he has served as the vice chairman, chief financial officer and executive director of Sun Hing Vision Group Holdings Limited (a company listed on the Hong Kong Stock Exchange, stock code: 0125).

Mr. Ku obtained a bachelor of commerce degree from the University of Toronto, Canada in November 1995 and a master’s degree in business administration from McGill University, Canada in October 1998. He is a certified public accountant in the US.

Mr. Zhang Li (張力), aged 49, is our independent non-executive Director. He served as our independent Director from February 2012 to February 2018. He later re-joined our Group and has served as our independent non-executive Director since February 2024. He is responsible for supervising and providing independent opinion and judgment to our Board. He is a chairperson of the Audit Committee, a chairperson of the Nomination Committee and a member of the Remuneration and Appraisal Committee.

Mr. Zhang has been a partner of Shanghai Certified Public Accountants (Special General Partnership) (上會會計師事務所(特殊普通合夥)) since July 2014. From 2013 to 2019, he served as an independent director of Shenzhen MTC Co., Ltd. (深圳市兆馳股份有限公司) (a company listed on the Shenzhen Stock Exchange, stock code: 002429.SZ). From March 2016 to June 2020, he served as an independent director of Shenzhen Dynanonic Co., Ltd. (深圳市德方納米科技股份有限公司) (a company listed on the ChiNext Market, stock code: 300769.SZ). From February 2018 to May 2020, he served as an independent director of Jin Yahao Precision Metal Technology (Shenzhen) Co., Ltd. (金雅豪精密金屬科技(深圳)股份有限公司). From September 2020 to March 2025, he has served as an independent director of Yang Guang Co., Ltd. (陽光新業地產股份有限公司) (a company listed on the Shenzhen Stock Exchange, stock code: 000608.SZ). He has served as an independent Director of Anhui Zesheng Technology Co., Ltd (安徽澤升科技股份有限公司) and since January 2024.

From February 2019 to February 2022, Mr. Zhang served as an independent non-executive director of Shenzhen Infinova Limited (深圳英飛拓科技股份有限公司) (a company listed on the Shenzhen Stock Exchange, stock code: 002528.SZ) (“**Infinova**”). Infinova is the subject of an investigation by the CSRC for alleged information disclosure violations. On July 17, 2026, Infinova received an Administrative Penalty Prior Notice (《行政處罰事先告知書》) from the Shenzhen Branch of the CSRC in relation to the alleged inflation of revenue, costs and profit in Infinova’s annual reports for 2019 and 2020 arising from certain transactions at the subsidiary level. Mr. Zhang was not named in the Administrative Penalty Prior Notice as a party proposed to be subject to administrative penalty. As at the Latest Practicable Date, no formal Administrative Penalty Decision (《行政處罰決定書》) had been issued.

In connection with the above matters, Mr. Zhang has been named as a co-defendant in two civil proceedings (the “**Civil Proceedings**”) brought by investors before the Shenzhen Intermediate People’s Court of Guangdong Province (廣東省深圳市中級人民法院) in respect of alleged information disclosure violations involving Infinova. The aggregate amount of damages claimed against all co-defendants in the Civil Proceedings is approximately RMB959,000. As at the Latest Practicable Date, the Civil Proceedings remained at the first-instance stage and no judgment had been handed down against Mr. Zhang.

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Based on the information provided by Mr. Zhang and his PRC litigation counsel, Mr. Zhang did not participate in or have any involvement with the specific subsidiary-level projects where the alleged irregularities arose, was not involved in the day-to-day operations of the relevant subsidiaries, and no matters relating to those projects were brought to his attention during his tenure. In addition, as advised by the PRC Legal Advisers to the Company, based on (i) a review of the statement of defence submitted by the PRC litigation counsel acting for Mr. Zhang in the civil proceedings, and interview notes conducted with PRC litigation counsel; (ii) inquiries with the Company regarding the background, details and status of the civil proceedings against Mr. Zhang and the administrative regulatory matter of Infinova; (iii) a review of the relevant announcements published by Infinova; (iv) Mr. Zhang’s confirmation that he is not subject to any circumstance under Article 178 of the Company Law of the PRC that would disqualify him from holding office as a director of the Company; (v) a review of the report on Personal Integrity Information (Public Version) issued by the Shenzhen Regulatory Bureau of the CSRC; (vi) searches of publicly available information to ascertain whether Mr. Zhang has been subject to any administrative penalties by PRC securities regulatory authority and whether any circumstances exist that would prohibit him from acting as a director; and (vii) research on the relevant laws and regulations to confirm the legal characterisation of the Administrative Penalty Prior Notice, as at the Latest Practicable Date, Mr. Zhang did not fall within any of the circumstances under Article 178 of the PRC Company Law that would disqualify him from serving as a director, and had no record of administrative penalties imposed by any PRC securities regulatory authority.

Taking into account the relevant facts and circumstances, and in particular that (a) Mr. Zhang was not named in the Administrative Penalty Prior Notice as a party proposed to be subject to administrative penalty; (b) Mr. Zhang did not hold any position at, or have involvement with, the relevant subsidiaries of Infinova where the alleged irregularities arose; (c) no judgment has been handed down against Mr. Zhang in the Civil Proceedings; and (d) there is no record or any conclusive evidence of disqualification, prohibition, sanction or other circumstance that would render Mr. Zhang unsuitable to act as an independent non-executive Director under the applicable PRC laws and regulations, the Directors are of the view that the above matters will not have any material adverse effect on the Group, and do not affect the suitability of Mr. Zhang to act as an independent non-executive Director under Rules 3.08 and 3.09 of the Listing Rules.

Having considered the above and having conducted their own independent due diligence, the Joint Sponsors concur with the Directors’ view and confirm that nothing has come to their attention that would cause them to disagree with the Directors’ view as to Mr. Zhang’s suitability to act as an independent non-executive Director under Rules 3.08 and 3.09 of the Listing Rules.

Mr. Zhang obtained a master’s degree in accounting from Macquarie University in April 2011. He was admitted as a practicing member of CPA China and a certified Tax Agent in the PRC in March 2012 and June 2004 respectively. Mr. Zhang was also admitted as an associate member of CPA Australia in September 2010.

Ms. Chan Ka Po Rachel (陳嘉寶), aged 61, is our independent non-executive Director since September 2025. She is responsible for supervising and providing independent opinion and judgment to our Board. She is a member of the Nomination Committee.

She worked in the field of corporate communications, holding core communication management positions at American Express and Hong Kong Telecom successively. From May 2000 to August 2004, she worked in TOM.COM Limited with her last position as general manager of corporate communications, leading the company’s brand and public relations strategies. From August 2004, she worked in Hill and Knowlton (HK) Public Relations Co., Ltd. and served as the managing director of the Hong Kong office. From May 2014 to May 2022, she worked in Alibaba Group Services Limited with her last position of Vice President, Head of Corporate Communications (Asia Pacific) in the International PR Department.

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Ms. Chan obtained a bachelor’s degree (honors) in arts from the University of Hong Kong in August 1986.

SENIOR MANAGEMENT

The following table sets out information regarding the members of senior management of our Company:

Name	Age	Position/Title	Time of Joining our Group	Roles and Responsibilities
Mr. Chow Chi Kwan (周志群).	54	Chairperson of the Board, executive Director, chief financial officer and general manager	November 2003	Responsible for overall strategic planning, financial management, business development, and management of our Group
Mr. Chan Wing Fat (陳榮發).	52	Executive Director and deputy general manager	September 2017	Responsible for overall strategic planning, business development, and management of our Group
Mr. Liu Tong (劉童).	44	Deputy general manager and chief development director	December 2004	Responsible for leading our delivery team to complete our major delivery services to customers and overseeing the research and development department of our Company
Mr. Zhu Tianwei (朱 天偉).	45	Board secretary	January 2005	Responsible for handling day-to-day affairs of our Board

None of the Directors and senior management of our Company is related to the other Directors or senior management of our Company.

Mr. Chow Chi Kwan (周志群), see “— Board of Directors — Executive Directors” for his biographical details.

Mr. Chan Wing Fat (陳榮發), see “— Board of Directors — Executive Directors” for his biographical details.

Mr. Liu Tong (劉童), aged 44, is our deputy general manager and chief development director. He is responsible for leading our delivery team to complete our major delivery services to customers and overseeing the research and development department of our Company.

Mr. Liu served as system analyst, project manager, business group general manager, and chief development director at our Company from 2004 to February 2021.

He obtained a bachelor’s degree in computer science and technology from Harbin University of Science and Technology in July 2004.

Mr. Zhu Tianwei (朱天偉), aged 45, is our Board secretary, and was appointed as our joint company secretary on November 14, 2025. Prior to joining us, he served as a software engineer of Shenzhen United New Creation Technology Co., Limited (深圳聯合新創科技有限公司) from January 2003 to December 2004. He joined our Company in January 2005 and successively served as a system analyst, project manager, head of business department. He was appointed as our Board secretary in February 2024.

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He obtained a bachelor’s degree in Computer Application through a self-study program in Sun Yat-sen University in December 2011. He obtained a master’s degree in Engineering from Tsinghua University through part-time postgraduate studies in January 2015.

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Mr. Zhu Tianwei (朱天偉), see “— Senior Management” for his biographical details.

Ms. Tam Wing Tsz (譚詠子), was appointed on November 14, 2025. She has over 13 years of experience in company secretarial services and corporate governance in both Hong Kong and multinational corporations. She is skilled in managing corporate entities and their compliance, as well as overseeing supervising subsidiaries across various industries.

Before joining Computershare (as defined below), Ms. Tam worked at several multinational professional service firms, serving a wide array of clients across different regions and covered various types of companies.

Currently, she serves as the Manager of Global Entity Compliance at Computershare Hong Kong Investor Services Limited (“**Computershare**”). In this role, she continues to utilize her extensive expertise in corporate governance and compliance to support clients in navigating complex regulatory environments and strategic initiatives.

Ms. Tam currently serves as the joint company secretary of Xiamen Jihong Co., Ltd. (a company listed on the Main Board of the Stock Exchange, stock code: 2603) and CaoCao Inc. (a company listed on the Main Board of the Stock Exchange, stock code: 2643).

Ms. Tam holds a master’s degree in corporate governance from Hong Kong Polytechnic University and a bachelor’s degree in corporate administration from Hong Kong Metropolitan University. She is an associate member of The Hong Kong Chartered Governance Institute and The Chartered Governance Institute in the United Kingdom.

BOARD COMMITTEES

We have established four Board committees in accordance with the relevant laws and regulations in Chinese Mainland, the Articles and the code of corporate governance practices under the Hong Kong Listing Rules, namely the Audit Committee, the Nomination Committee, the Remuneration and Appraisal Committee, and the Strategy Committee. The functions of the four committees are summarized as follows:

Audit Committee

The Audit Committee is tasked with overseeing the Company’s financial reporting processes, internal controls, and risk management systems. It ensures the integrity of the Company’s financial statements and compliance with applicable laws and regulations. The Audit Committee comprises three Directors, including Mr. Zhang Li, Mr. Ku Ka Yung and Dr. Ho Man. Mr. Zhang Li, who holds the appropriate professional qualifications as required under the Hong Kong Listing Rules, serves as the chairperson of the committee. The primary duties include, but not limited to the following:

- Monitoring and reviewing the work of external auditors and ensuring their independence.
- Overseeing the internal audit function and evaluating the effectiveness of internal controls.
- Reviewing the Company’s financial statements and making recommendations to the Board.

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- Ensuring compliance with corporate governance practices and regulatory requirements.
- Reviewing and approving connected transactions to ensure fairness and transparency.

Nomination Committee

The Nomination Committee is responsible for ensuring that the Board has a balanced composition of skills, experience, and diversity to effectively oversee the Company’s operations and strategic direction. The Nomination Committee consists of three Directors, including Mr. Chow, Mr. Zhang Li and Ms. Chan Ka Po Rachel. Mr. Zhang Li serves as the chairperson of the committee. The primary duties include, but not limited to the following:

- Reviewing the structure, size, and composition of the Board to ensure diversity and alignment with the Company’s strategic needs.
- Identifying and recommending individuals suitably qualified to become Directors or senior management.
- Evaluating the independence of independent non-executive Directors.
- Overseeing Board succession planning to ensure continuity in leadership.
- Formulating and implementing policies related to Board diversity and disclosing progress in achieving diversity objectives.

Remuneration and Appraisal Committee

The Remuneration and Appraisal Committee is responsible for establishing a transparent and fair remuneration framework for the Directors and senior management. The committee ensures that the remuneration policies align with the Company’s performance and strategic goals. The Remuneration and Appraisal Committee comprises three Directors, including Mr. Ku Ka Yung, Mr. Zhang Li and Mr. Chan Wing Fat. Mr. Ku Ka Yung serves as the chairperson of the committee. The primary duties include, but not limited to the following:

- Reviewing and recommending the remuneration packages, bonuses, and other compensation for Directors and senior management.
- Establishing performance evaluation standards and conducting annual performance appraisals for Directors and senior management.
- Ensuring that no Director or any of their associates is involved in determining their own remuneration.
- Monitoring the implementation of the Company’s remuneration policies, including share-based compensation schemes.
- Reviewing and approving matters related to share schemes under Chapter 17 of the Hong Kong Listing Rules.

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Strategy Committee

The Strategy Committee is responsible for overseeing the Company’s long-term strategy practices, including advising on major strategic decisions and monitoring sustainability risks and opportunities into business operations. The Strategy Committee comprises three Directors, including Mr. Chow, Dr. Ho Man and Mr. Chan Wing Fat. Mr. Chow serves as the chairperson of the committee. The primary duties include, but not limited to the following:

- Researching the Company’s long-term strategic development and proposing relevant recommendations.
- Examining business plans and investment proposals that require Board approval, and offering strategic input.
- Analyzing major transactions such as acquisitions, share buybacks, mergers, splits, dissolutions, and changes in company structure, and providing suggestions.
- Evaluating matters including external investments, asset disposals, guarantees, entrusted financial management, related-party transactions, and donations, in line with the Articles of Association.
- Developing strategies and long-term goals; assessing policies, risks, opportunities, and major events; and reviewing related reports and key issues.

CONFIRMATION FROM OUR DIRECTORS

Saved as disclosed above, none of our Directors had been a director of any public company the securities of which were listed on any securities market in Hong Kong or overseas in the three years immediately preceding the date of this document. Save as disclosed above, to the best knowledge, information and belief of the Directors having made all reasonable inquiries, there are no other matters with respect to the appointment of our Directors that need to be brought to the attention of the Shareholders, nor is there any information relating to our Directors that is required to be disclosed pursuant to Rules 13.51(2)(h) to (v) of the Listing Rules.

Rule 8.10(2) of the Hong Kong Listing Rules

None of our Directors (other than the independent non-executive Directors), as of the Latest Practicable Date, is interested 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(2) of the Hong Kong Listing Rules.

Rule 3.09D of the Hong Kong 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 Hong Kong Listing Rules on December 20, 2025, and (ii) understands the requirements under the Hong Kong Listing Rules that are applicable to him or her as a director of a listed issuer under the Hong Kong Listing Rules and the possible consequences of making a false declaration or giving false information to the Hong Kong Stock Exchange.

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Rule 3.13 of the Hong Kong Listing Rules

Each of the 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 Hong Kong Listing Rules, (ii) he/she has no past or present financial or other interest in the business of the Company or its subsidiaries or any connection with any core connected person of the Company under the Hong Kong 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 appointments.

REMUNERATION

We offer our executive Directors and senior management members, who are also the Company’s employees, compensation in the form of salaries, retirement benefit scheme contributions, discretionary bonus, housing provident fund, social insurance and other benefits in kind. Our independent non-executive Directors receive compensation with reference to their respective positions and duties, including being a member or the chairperson of Board committees. For the years ended December 31, 2023, 2024 and 2025, the aggregate amount of remuneration paid or payable to our Directors amounted to approximately RMB9.4 million, RMB7.6 million and RMB6.7 million, respectively. Under the arrangement currently in force, we estimate the total compensation before taxation, to be accrued to our Directors for the year ending December 31, 2025 to be approximately RMB5.9 million. The actual remuneration of Directors in 2025 may be different from the expected remuneration. The five individuals whose emoluments were the highest in the Group include three, two and two Director(s) for the years ended December 31, 2023, 2024 and 2025, respectively. The total emoluments for the remaining non-director individuals among the five highest paid individuals amounted to approximately RMB4.0 million, RMB6.1 million and RMB5.7 million for the years ended December 31, 2023, 2024 and 2025, respectively. Further details on the remuneration of the five individuals whose emoluments were the highest in the Group during the Track Record Period are set out in the Accountants’ Report in Appendix I to this document. During the Track Record Period, no consideration was paid by our Company to, or receivable by, our Directors for making available directors’ services or as termination benefits. None of the Directors waived their remuneration during the relevant period.

The remuneration of our Directors and senior management is determined with reference to factors including but not limited to the responsibility, risk and commitment of our Directors and senior management, the performance evaluation structure and results and the salaries paid by comparable companies.

Save as disclosed above and in “Financial Information,” “Appendix I — Accountants’ Report” and “Appendix VII — Statutory and General Information”, 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 during the Track Record Period.

CORPORATE GOVERNANCE

Our Company is committed to achieving high standards of corporate governance to safeguard the interests of our Shareholders and ensure sustainable development. We have established a robust governance framework in compliance with applicable laws, regulations, and best practices, including the Corporate Governance Code as set forth in Appendix C1 to the Hong Kong Listing Rules. Our Directors recognize the importance of incorporating elements of good corporate governance into the management structures and internal control procedures of our Group to achieve effective accountability and transparency.

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We will comply with the Corporate Governance Code as set out in Appendix C1 to the Hong Kong Listing Rules after [REDACTED]. Our Directors will review our corporate governance policies and compliance with the Corporate Governance Code on an annual basis. To ensure proper supervision and execution of compliance-related matters, we have designated specific staff members who are responsible for overseeing the implementation of internal control systems, conducting regular internal compliance checks, and escalating any material risks or non-compliance issues to the Board as necessary.

We also take into consideration the ability of our Directors to devote sufficient time and attention to our affairs, particularly in light of their existing commitments to other companies or organizations. Each Director has confirmed that he or she is able to fulfil their duties to the Company and has not exceeded the number of directorships or equivalent roles that would impair their effectiveness. The Nomination Committee will evaluate the time commitment of Directors on an ongoing basis and as part of the annual performance assessment.

Pursuant to code provision C.2.1 of Part 2 of the Corporate Governance Code, companies listed on the Stock Exchange are expected to comply with, but may choose to deviate from the requirement that the responsibilities between the chairperson and the general manager should be segregated and should not be performed by the same individual. We do not have a separate chairperson and general manager, and Mr. Chow currently performs these two roles. The Board believes that vesting the roles of both the chairperson and general manager in the same person has the benefit of ensuring consistent leadership within our Group and enables more effective and efficient overall strategic planning for our Group. The Board considers that the balance of power and authority for the present arrangement will not be impaired and this structure will enable the Company to make and implement decisions promptly and effectively. The Board will continue to review and consider splitting the roles of the chairperson of the Board and the general manager of the Company if and when it is appropriate taking into account the circumstances of our Group as a whole.

BOARD DIVERSITY POLICY

Our Company recognizes and embraces the importance of Board diversity as a key driver of effective decision-making and corporate governance. To this end, we have adopted a Board Diversity Policy that sets out the objective and approach to achieving and maintaining diversity at the Board level. This policy is designed to ensure that the Board benefits from a broad range of perspectives, skills, and experiences, which are essential for the sustainable growth of our Company.

Approach to Diversity

The Board Diversity Policy outlines several factors to be considered when selecting candidates for the Board, including but not limited to gender, age, skills and professional experience, cultural and educational background, ethnicity, and length of service.

The ultimate decision on Board appointments is based on merit and the contribution that the selected candidates can bring to the Board. The Nomination Committee is responsible for implementing the Board Diversity Policy and ensuring that the composition of the Board aligns with the Company’s strategic needs and diversity objectives.

DIRECTORS AND SENIOR MANAGEMENT

COMPLIANCE ADVISOR

We have appointed Guosen Securities (HK) Capital Company Limited as our Compliance Advisor pursuant to Rules 3A.19 of the Hong Kong Listing Rules. The Compliance Advisor will provide us with guidance and advice as to compliance with the Hong Kong Listing Rules and other applicable laws, rules, codes and guidelines. Pursuant to Rule 3A.23 of the Hong Kong Listing Rules, the Compliance Advisor will advise our Company in certain circumstances including:

- (a) before the publication of any regulatory announcement, circular or financial report;
- (b) where a transaction, which might be a notifiable or connected transaction, is contemplated, including share issues and share repurchases;
- (c) where we propose to use [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
- (d) where the Hong Kong Stock Exchange makes an inquiry to our Company regarding unusual movements in [REDACTED] of its [REDACTED] securities or any other matters in accordance with Rule 13.10 of the Hong Kong Listing Rules.

The Compliance Advisor will, on a timely basis, inform our Company of any amendment or supplement to the Hong Kong Listing Rules that are announced by the Hong Kong Stock Exchange. The Compliance Advisor will also inform our Company of any new or amended law, regulation or code in Hong Kong applicable to us, and advise us on the continuing requirements under the Hong Kong Listing Rules and applicable laws and regulations. The term of the appointment will commence on the [REDACTED] and is expected to end on the date on which our Company complies with Rule 13.46 of the Hong Kong Listing Rules in respect of our financial results for the first full financial year commencing after [REDACTED].