OVERVIEW

Upon the [**REDACTED**], our Board will comprise nine Directors, including six executive Directors and three independent non-executive Directors, namely:

Name	Age	Position	Date of joining our Group	Date of appointment as Director	Roles and responsibilities
Mr. Wu Fengli (吳豐澧)	45	Executive Director, chairperson of the Board and president	June 1, 2007	December 27, 2011	Responsible for leading and coordinating the overall management of our Group, formulating and implementing comprehensive strategic development plans, and making efficient decisions on core matters involving major business operations and daily management
Mr. Zhou Yongchong (周永冲)	50	Executive Director, chief financial officer and secretary to our Board	November 10, 2011	May 13, 2024	Responsible for formulating our Group's business strategies and operational plans, overseeing and managing our Group's financial, accounting and securities matters
Mr. Zhang Peng (張朋)	42	Executive Director	July 23, 2008	February 13, 2019	Responsible for formulating our Group's business strategies and operational plans, leading the overall management of the Industry and Solutions Center, and coordinating client acquisition
Mr. Lan Haitao (蘭海濤)	45	Executive Director	May 9, 2011	February 13, 2019	Responsible for formulating our Group's business strategies and operational plans, and leading the daily operations and management of the robotic manipulator product line
Dr. Wang Zhicheng (王志成)	52	Executive Director	October 21, 2019	June 25, 2025	Responsible for formulating our Group's business strategies and operational plans, leading the research and development of core technology and core components and managing the Product R&D Center
Mr. Huang Jing (黃晶)	36	Executive Director	November 1, 2021	January 15, 2026	Responsible for formulating our Group's business strategies and operational plans, and leading the daily operations and management of the robot product line and Matrix Zhituo
Ms. Yip Tak Yung Teresa (葉德容) .	44	Independent non-executive Director	January 15, 2026	January 15, 2026	Responsible for providing independent advice on the operations and management of our Group
Mr. Yang Lianda (楊聯達)	54	Independent non-executive Director	June 20, 2025	June 20, 2025	Responsible for providing independent advice on the operations and management of our Group

Name	Age	Position	Date of joining our Group	Date of appointment as Director	Roles and responsibilities
Dr. Wan Jiafu (萬加富)	49	Independent non-executive Director	August 1, 2022	August 1, 2022	Responsible for providing independent advice on the operations and management of our Group

DIRECTORS

Executive Directors

Mr. Wu Fengli (吳豐禮), aged 45, our key founder, has been (i) our executive Director since December 2011, and (ii) the chairperson of our Board and our president (總裁) since February 2014. Furthermore, he successively served as our supervisor from June 2007 to December 2011 and our general manager from December 2011 to February 2014. Mr. Wu is primarily responsible for leading and coordinating the overall management of our Group, formulating and implementing comprehensive strategic development plans, and making efficient decisions on core matters involving major business operations and daily management.

Mr. Wu has over 20 years of profound experience in the field of automated manufacturing equipment. He worked at Dongguan Chang'an Tuopu Plastic Machinery Business Department (東莞市長安拓普塑膠機械經營部, an individually-owned business established in the PRC, which primarily engages in the retail of plastic machinery and accessories) from 2004 to 2007.

Mr. Wu is well recognized within the industry. He has been serving as the vice chairperson of the Guangdong Federation of Industry and Commerce (廣東省工商聯) since June 2026, the vice chairperson of the Dongguan Federation of Industry and Commerce (東莞市工商聯) since January 2022, a member of the Executive Committee of the All-China Federation of Industry and Commerce (全國工商聯執委) since December 2022, a deputy to the 14th National People's Congress since January 2023, and a member of the Young Entrepreneurs Committee of the All-China Federation of Industry and Commerce (全國工商聯青年企業家委員會) since June 2023. Mr. Wu was also recognized as a Leading Talent in Technological Entrepreneurship (科技創業領軍人才) under the Guangdong Special Support Program (廣東特支計劃) by the Organization Department of the CPC Guangdong Provincial Committee (中共廣東省委組織部) and the Department of Science and Technology of Guangdong Province (廣東省科學技術廳) in May 2016, an Innovative and Entrepreneurial Talent (科技創新創業人才) by the Ministry of Science and Technology of the PRC (中華人民共和國科學技術部) in October 2018 and an Outstanding Establisher of Business in Communism with Chinese Characteristics of Guangdong Province (廣東省優秀中國特色社會主義事業建設者) by the United Front Work Department of the CPC Guangdong Provincial Committee (中共廣東省委統戰部), the Department of Industry and Information Technology of Guangdong Province (廣東省工業和信息化廳), the Human Resources and Social Security Department of Guangdong Province (廣東省人力資源社會保障廳), the Guangdong Administration for Market Regulation (廣東省市場監督管理局), and the Guangdong Federation of Industry and Commerce in November 2019. Furthermore, he was also honored as a National Outstanding Entrepreneur (全國優秀企業家) for 2019-2020 by the China Enterprise Confederation (中國企業聯合會) and China Enterprise Directors Association (中國企業家協會) in November 2020 and an Outstanding Non-Public Economic Establisher of Business in Communism with Chinese Characteristics (全國非公有制經濟人士優秀中國特色社會主義事業建設者) by the United Front Work Department of the CPC Central Committee (中共中央統戰部), Ministry of Industry and Information Technology of the PRC (中華人民共和國工業和信息化部), Ministry of Human Resources and Social Security of the PRC (中華人民共和國人力資源社會保障部), and State Administration for Market Regulation of the PRC (國家市場監督管理總局) in July 2025.

Mr. Wu completed his studies at Ruichang Huangqiao Agriculture Secondary School (瑞昌市黃橋農業中學, currently known as Ruichang Modern Vocational Secondary School (瑞昌市現代職業中等專業學校)), majoring in mechanics, in the PRC in July 1998 and obtained his Executive Master of Business Administration (EMBA) degree from Tsinghua University (清華大學) in the PRC in September 2011 and his Doctor of Business Administration degree from University of Minnesota in the U.S. in May 2025.

Mr. Zhou Yongchong (周永沖), aged 50, joined our Group in November 2011 and has been our executive Director since May 2024, our chief financial officer since March 2014 and secretary to our Board since March 2026. He also served as our financial manager from November 2011 to January 2014. Mr. Zhou is primarily responsible for formulating our Group's business strategies and operational plans, overseeing and managing our Group's financial, accounting and securities matters. Mr. Zhou has also held leadership roles in certain of our principal operating subsidiaries, including serving as a director in Dongguan AFMING since September 2021, a financial manager in Dongguan Topstar Intelligent Equipment Co., Ltd. (東莞拓斯達智能裝備有限公司) and Dongguan Topstar Technology Co., Ltd. (東莞拓斯達技術有限公司), respectively, since July 2023.

Mr. Zhou has over 20 years of profound expertise in accounting and finance. He served as (i) an accountant at Sichuan Pingchang County Bishan District Grain and Oil Management Station (四川省平昌縣筆山區糧油管理站) from December 1996 to November 2003, (ii) an auditor and a project manager at Dongguan Hualian Certified Public Accountants (東莞市華聯會計師事務所) from November 2003 to December 2006, and (iii) a department manager at Dongguan Xincheng Certified Public Accountants (東莞市鑫成會計師事務所) from December 2006 to July 2010, and (iv) a department manager at Dongguan Hehui Certified Public Accountants (General Partnership) (東莞市和惠會計師事務所(普通合夥)) from July 2010 to November 2011.

Mr. Zhou obtained the intermediate accountant qualification from the Ministry of Finance of the PRC (中華人民共和國財政部) in May 2006, the certified tax agent qualification from the Guangdong Certified Tax Agents Association (廣東省註冊稅務師協會) in March 2009, and the certified public accountant qualification from the Guangdong Institute of Certified Public Accountants (廣東省註冊會計師協會) in May 2009.

Mr. Zhou obtained his diploma in commercial enterprise management from Southwestern University of Finance and Economics (西南財經大學) in the PRC in June 1996.

Mr. Zhang Peng (張朋), aged 42, joined our Group in July 2008. He has been our executive Director since February 2019 and our general manager of the industry and solution center since January 2025. He also successively served as our sales engineer, sales section manager, regional manager, general manager of the South China region, and general manager of the robotics and automation business unit from July 2008 to December 2024. Mr. Zhang is primarily responsible for formulating our Group's business strategies and operational plans, leading the overall management of the Industry and Solutions Center, and coordinating client acquisition.

Mr. Zhang obtained his bachelor's degree in materials forming and control engineering from Xiangtan University (湘潭大學) in the PRC in June 2008.

Mr. Lan Haitao (蘭海濤), aged 45, joined our Group in May 2011. He has been our executive Director since February 2019 and our general manager of the auxiliary equipment and manipulator product line since July 2024. He successively served as our manager of the R&D department, director of the R&D department, general manager of the manipulator business unit, general manager of the injection molding equipment business unit and general manager of the injection molding machine business unit from October 2020 to June 2024. Mr. Lan is primarily responsible for formulating our Group's business strategies and operational plans, and leading the daily operations and management of the robotic manipulator product line. Mr. Lan has also served as an executive director and a manager at Dongguan Intelligent Environment, a principal operating subsidiary of our Company, since November 2020.

Mr. Lan has over 20 years of extensive experience in the injection molding equipment industry. He successively served as (i) an engineer and a senior engineer at Zhongrilong Electrical Products (Shenzhen) Co., Ltd. (中日龍電器製品(深圳)有限公司) from 2003 to 2009, and (ii) a department manager (系長) and a section manager (課長) at Zhongrilong (Xiangfan) Electromechanical Technology Development Co., Ltd. (中日龍(襄樊)機電技術開發有限公司, currently known as Zhongrilong (Xiangyang) Electromechanical Technology Development Co., Ltd. (中日龍(襄陽)機電技術開發有限公司)), a company established in the PRC and primarily engaging in research, production and sales of industrial robots and automated fixtures, from 2009 to 2010.

Mr. Lan obtained his bachelor's degree in mechanical manufacturing and automation from Hubei Institute of Technology (湖北工學院), currently known as Hubei University of Technology (湖北工業大學), in the PRC in June 2003.

Dr. Wang Zhicheng (王志成), aged 52, joined our Group in October 2019. He has been (i) our executive Director since June 2025 and (ii) our general manager of the product R&D center since October 2024. He also served as our chief servo technical expert (首席伺服技術專家) and our servo department manager from October 2019 to October 2024. Dr. Wang is primarily responsible for formulating our Group's business strategies and operational plans, leading the research and development of core technology and core components and managing the Product R&D Center.

Dr. Wang has over 25 years of extensive expertise in computer application technology. He served as an embedded software R&D engineer at 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 July 1998 to July 2003, and an embedded software R&D engineer at the CNC laboratory of Shenyang Institute of Computing Technology of Chinese Academy of Sciences (中國科學院沈陽計算技術研究所) from April 2006 to September 2007. He then successively served as a R&D engineer, a deputy minister, and the minister at the servo department of Shenyang Institute of Computing Technology of Chinese Academy of Sciences from July 2011 to April 2017. He then served as the director of the intelligent equipment institute at Shenyang Fengchi Software Co., Ltd. (沈陽風馳軟件股份有限公司), a company established in the PRC and primarily engaging in computer software development, from May 2017 to October 2019.

Dr. Wang obtained his bachelor's degree in applied physics from Northwestern Polytechnical University (西北工業大學) in the PRC in July 1998. He then obtained his master's degree in computer system architecture and his doctoral degree in computer application from Shenyang Institute of Computing Technology of Chinese Academy of Sciences in the PRC in April 2006 and in July 2011, respectively. He also completed his postdoctoral research at Shenyang Institute of Automation of Chinese Academy of Sciences (中國科學院瀋陽自動化研究所) in the PRC in December 2013.

Mr. Huang Jing (黃晶), aged 36, joined our Group in November 2021. He was appointed as our executive Director on January 15, 2026 and has been our general manager of the robot product line since June 2025. He also has served as the chief executive officer of Guangdong Matrix Zhituo Technology Co., Ltd. (廣東矩陣智拓科技有限公司) ("**Matrix Zhituo**"), a principal operating subsidiary of our Company, since July 2025. He served as our R&D manager of the robot product line from November 2021 to February 2024 and our vice general manager of the robot product line from February 2024 to June 2025. Mr. Huang is responsible for formulating our Group's business strategies and operational plans, and leading the daily operations and management of the robot product line and Matrix Zhituo.

Mr. Huang successively served as an R&D supervisor and an R&D manager from July 2017 to August 2021 at Shenzhen Zhongweixing Technology Co., Ltd. (深圳眾為興技術股份有限公司).

Mr. Huang obtained his bachelor's degree in mechanical design and automation from Hunan Agricultural University (湖南農業大學) in the PRC in June 2013, and his master's degree in mechanical engineering from Guangdong University of Technology (廣東工業大學) in the PRC in July 2017. Mr. Huang was qualified as an intermediate engineer from Shenzhen Human Resources and Social Security Bureau (深圳市人力資源和社會保障局) in August 2020.

Independent Non-Executive Directors

Ms. Yip Tak Yung Teresa (葉德容), aged 44, was appointed as our independent non-executive Director on January 15, 2026. Ms. Yip is primarily responsible for providing independent advice on the operations and management of our Group.

Ms. Yip successively served as a staff accountant and an audit manager at Deloitte Touche Tohmatsu from August 2005 to January 2013. She has been serving as a chief financial officer and a company secretary of Qianhai Health Holdings Limited (前海健康控股有限公司), a company listed on the Stock Exchange (stock code: 0911), since February 2013.

Ms. Yip obtained her bachelor's degree in business administration (Honours) in accountancy from City University of Hong Kong in August 2005. She is a certified public accountant of the Hong Kong Institute of Certified Public Accountants.

Mr. Yang Lianda (楊聯達), aged 54, has been our independent non-executive Director since June 2025. Mr. Yang is primarily responsible for providing independent advice on the operations and management of our Group.

Mr. Yang possesses deep expertise in legal academia and extensive practical experience in law. Mr. Yang worked at the People's Government of Jin'e Town, Longchang City, Sichuan Province (四川省隆昌市金鵝鎮人民政府) in the PRC from July 1995 to October 1997. He then worked at the general manager's office of Dongguan Hongyuan Industrial Zone Co., Ltd. (東莞市宏遠工業區股份有限公司), a company listed on the Shenzhen Stock Exchange (stock code: 000573), and Guangdong Hongyuan Group Pharmaceutical Co., Ltd. (廣東宏遠集團藥業有限公司) from November 1997 to July 2007, where he was responsible for legal affairs. He then founded Dongguan Zhongbang Enterprise Management Consultant Co., Ltd. (東莞市中邦企業管理顧問有限公司) and served as an enterprise consultant from August 2007 to July 2008. After that, he successively worked at Guangdong Meihan Law Firm (廣東美瀚律師事務所), Guangdong Dawei Law Firm (廣東達維律師事務所), and Guangdong Junzheng Law Firm (廣東君政律師事務所) from August 2008 to February 2021. He has also served as a lawyer at Guangzhou Jinpeng (Dongguan) Law Firm (廣州金鵬(東莞)律師事務所) since March 2021.

Mr. Yang obtained the legal professional qualification certificate from the Ministry of Justice of the PRC (中華人民共和國司法部) in December 1999, the intermediate economist qualification from the Department of Personnel of Guangdong Province (廣東省人事廳) in February 2009, the project assessment analyst qualification from China General Chamber of Commerce (中國商業聯合會) in April 2014, the corporate legal risk consultant qualification from China Association of Small and Medium Enterprises (中國中小企業協會) and China Training Network of Personnel and Talents (國家人事人才培訓網) in August 2021, the senior corporate compliance officer qualification from China Enterprise Evaluation Association (中國企業評價協會) in November 2023, and the independent director qualification certificate from the Shenzhen Stock Exchange in May 2025.

Mr. Yang graduated from Southwest University of Political Science and Law (西南政法大學) in the PRC majoring in business administration in July 1995 and graduated from Sun Yat-sen University (中山大學) majoring in law in the PRC in December 2008.

Dr. Wan Jiafu (萬加富), aged 49, has been our independent non-executive Director since August 2022. Dr. Wan is primarily responsible for providing independent advice on the operations and management of our Group.

Dr. Wan possesses deep expertise in information and communication technologies (including artificial intelligence, industrial big data, etc.) and advanced manufacturing technologies, in both academia and within the industry. From July 2003 to April 2014, Dr. Wan held successive positions as teaching assistant, lecturer, and associate professor at Guangdong Polytechnic of Electromechanical Engineering (廣東機電職業技術學院). He then has successively served as an associate professor and a professor at the School of Mechanical and Automotive Engineering (機械與汽車工程學院), South China University of Technology (華南理工大學) since 2014. Dr. Wan has also served as a supervisor of Guangdong Qichuang Intelligent Technology Co., Ltd. (廣東啟創智能科技有限公司), a company established in the PRC and primarily engaging in software and information technology services with focusing

on smart manufacturing and IoT system development since September 2021 and an independent director of Jiahe Smart Technology Co., Ltd. (佳禾智能科技股份有限公司), a company listed on the Shenzhen Stock Exchange (stock code: 300793), since March 2023.

Dr. Wan led multiple major and key scientific research projects at provincial and national levels, including the National Key R&D Program project (國家重點研發計劃項目), the Key Project of NSFC-Guangdong Joint Fund (NSFC-廣東省聯合基金重點項目) and the Key Area R&D Program of Guangdong Province (廣東省重點領域研發計劃項目). He published over 150 SCI journal papers (including over 70 IEEE journal papers). Dr. Wan was selected as an IEEE Fellow (電氣電子工程師學會會士) in December 2024 and AAIA Fellow (亞太人工智能學會會士) in March 2025. He was also selected as a Global Highly Cited Researcher (全球高被引科學家) by Clarivate Analytics for six consecutive years from 2019 to 2024.

Dr. Wan obtained his bachelor's degree in automatic control from North China Institute of Technology (華北工學院), currently known as North University of China (中北大學) in the PRC in July 2000, his master's degree in control theory and control engineering from Guangdong University of Technology (廣東工業大學) in the PRC in July 2003, and his doctoral degree in mechatronic engineering from South China University of Technology (華南理工大學) in the PRC in June 2008.

SENIOR MANAGEMENT

Our senior management team is responsible for the day-to-day management and operation of our business. The following table sets forth the key information about the senior management of our Company.

Name	Age	Position	Date of joining our Group	Date of appointment as senior management	Roles and responsibilities
Mr. Wu Fengli (吳豐禮)	45	Executive Director, chairperson of the Board and president of our Company	June 1, 2007	December 27, 2011	Responsible for overall management, strategic planning and decision-making for key business and operational matters of our Group
Mr. Zhou Yongchong (周永沖)	50	Executive Director, chief financial officer and secretary to our Board	November 10, 2011	March 24, 2014	Responsible for formulating our Group's business strategies and operational plans, overseeing and managing our Group's financial, accounting and securities matters

Mr. Wu Fengli (吳豐禮), aged 45, is our executive Director, chairperson of the Board and president. For Mr. Wu's biography, see "— Directors — Executive Directors" in this section.

Mr. Zhou Yongchong (周永沖), aged 50, is our executive Director, chief financial officer and secretary to our Board. For Mr. Zhou's biography, see "— Directors — Executive Directors" in this section.

JOINT COMPANY SECRETARIES

Mr. Sun Yushen (孫鈺珅), joined our Group in January 2024 and was appointed as one of our joint company secretaries on March 6, 2026. He has served as our representative for securities affairs since March 2026 and our senior securities officer from January 2024. He is primarily responsible for overseeing information disclosure and investor relations management.

Prior to joining our Group, Mr. Sun successively served as a project assistant, project manager and the head of the eighth business division at Shenzhen Everbloom Investment Consulting Co., Ltd. (深圳市九富投資顧問有限公司) from June 2018 to March 2023. He then served as the project director at Shenzhen Jinmaili Media Technology Co., Ltd. (深圳市金麥粒傳媒科技有限公司) from April 2023 to January 2024.

Mr. Sun obtained his bachelor's degree in accounting from Hubei University of Economics (湖北經濟學院) in the PRC in June 2018. He obtained the Qualification Certificate for Board Secretary (董事會秘書資格證書) issued by the Shenzhen Stock Exchange in August 2024.

Ms. Wong Mei Fung Carrie (黃美鳳), was appointed as one of our joint company secretaries on December 29, 2025.

Ms. Wong is a manager of entity solutions of Computershare Hong Kong Investor Services Limited. She has over 20 years of work experience in the field of corporate secretarial and regulatory compliance services.

Ms. Wong obtained her bachelor of arts degree in accounting and finance from Edinburgh Napier University in January 2013. She is an associate member of both The Hong Kong Chartered Governance Institute and The Chartered Governance Institute in the United Kingdom.

FURTHER INFORMATION ABOUT OUR DIRECTORS AND SENIOR MANAGEMENT

Mr. Wu (in his capacity as our chairperson and president) received a regulatory letter from the Shenzhen Stock Exchange on December 24, 2021 and a warning letter from the CSRC Guangdong Bureau on January 30, 2022, and Mr. Zhang Peng (in his capacity as our Director) also received a warning letter from the CSRC Guangdong Bureau on January 30, 2022, in relation to their short-term trading within six months after purchase of the 2021 Convertible Bonds. Pursuant to applicable securities laws in the PRC, disposal of equity-nature securities (including convertible bonds) subsequent to acquisition within six months constitute short-term trading which is prohibited for a director of an A-share listed company. The 2021 Incident was primarily attributable to Mr. Wu and Mr. Zhang Peng's inadvertent oversight and was not intentional. Each of Mr. Wu and Mr. Zhang Peng has returned to our Company all proceeds earned through such disposal of the 2021 Convertible Bonds concerned, being RMB1,851,500 and RMB82,400, respectively. In addition, Mr. Wu, Mr. Zhang Peng and our Group have taken further rectification measures, including: (i) Mr. Wu undertook not to reduce his shareholdings for a period of 12 months from November 3, 2021; (ii) our Group has issued an announcement on the SZSE to disclose the details of the incident and apologize for the non-compliance; (iii) our Group has reviewed and enhanced the relevant internal policies and issued the Management Policy on the Holding and Trading of Shares of the Company by Directors and Senior Management (董事和高級管理人員持有和買賣公司股票管理制度) to further regulating the trading activities of its Directors and senior management; and (iv) our Group has provided enhanced internal training on securities laws and regulations, restrictions on securities dealings and short-swing trading requirements.

As of the Latest Practicable Date and to our Company's best knowledge, (i) the 2021 Incident has been concluded, (ii) there has not been any further regulatory request, action or correspondence imposed on Mr. Wu and Mr. Zhang Peng by the CSRC Guangdong Bureau or the Shenzhen Stock Exchange, and (iii) other than disclosed above, Mr. Wu and Mr. Zhang Peng have not been imposed any other penalties or involved in any other investigation, hearing or proceeding brought or instituted by any securities regulatory authority or stock exchange, relating to the 2021 Incident.

Our Directors (excluding Mr. Wu and Mr. Zhang Peng) are of the view that Mr. Wu and Mr. Zhang Peng's suitability to act as Directors is not affected by the 2021 Incident, with regard to the following reasons:

(i) as of the Latest Practicable Date, there are no facts and/or circumstances which suggest that Mr. Wu or Mr. Zhang Peng is not qualified to act as a director of a listed company pursuant to applicable PRC laws and regulations. As advised by

our PRC Legal Advisor, as of the Latest Practicable Date, in accordance with PRC Company Law and the applicable regulations of the Shenzhen Stock Exchange, Mr. Wu and Mr. Zhang Peng will not be disqualified to serve as Directors due to the 2021 Incident; and

(ii) as advised by our PRC Legal Advisor, each of the warning letter and regulatory letter against Mr. Wu and the warning letter against Mr. Zhang Peng did not constitute an administrative penalty under the PRC Securities Law or other securities regulations or rules of the CSRC. In addition, given the CSRC Guangdong Bureau and the Shenzhen Stock Exchange have already taken the above regulatory measures, the possibility that the securities regulatory authorities take further action against Mr. Wu and Mr. Zhang Peng in respect of the 2021 Incident is remote.

On December 30, 2025, our Company, along with responsible personnels, including, among others, Mr. Wu (in his capacity as our actual controller, chairperson and president) and Mr. Zhou Yongchong (in his capacity as our chief financial officer) received a warning letter from the CSRC Guangdong Bureau in relation to the Incidents Concerned. Our Company also received a relevant regulatory letter from the Shenzhen Stock Exchange in relation to the 2025 Incidents on the same date. For details, please refer to "History, Development and Corporate Structure — Our A Share Listing and Reasons for the H Share [**REDACTED**]" in this document.

Notwithstanding the regulatory letter and the warning letter imposed by the relevant authorities, our Directors (excluding Mr. Wu and Mr. Zhou Yongchong) are of the view that Mr. Wu and Mr. Zhou Yongchong are suitable to act as Directors of our Company pursuant to Rules 3.08 and 3.09 of the Listing Rules, having regard to the following reasons:

(i) each of Mr. Wu and Mr. Zhou Yongchong confirms that the Incidents Concerned were not due to fraud or personal dishonesty, nor did the regulatory letter and the warning letter cast doubt on their qualifications;

(ii) as advised by our PRC Legal Advisor, each of the regulatory letter and the warning letter does not constitute an administrative penalty under the PRC laws, regulations or rules and is not regarded as a material non-compliance;

(iii) as of the Latest Practicable Date, Mr. Wu and Mr. Zhou Yongchong were not subject to any administrative penalty by the CSRC or the Shenzhen Stock Exchange due to the warning letter and the regulatory letter, respectively. Based on information available, as of the Latest Practicable Date, there has not been any rulings made by the competent authorities that affect Mr. Wu and Mr. Zhou Yongchong's suitability to act as our Directors; and

(iv) Mr. Wu and Mr. Zhou Yongchong joined training sessions on the directors' and senior management's duties and corporate governance of Hong Kong [**REDACTED**] companies, so as to keep abreast of the laws and regulations applicable to Hong Kong [**REDACTED**] companies and their directors and senior management.

OTHER INFORMATION

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 December 26, 2025, and (ii) understands his or her obligations as a director of a [**REDACTED**] issuer under the Listing Rules.

Each of the independent non-executive Directors confirms (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, and (iii) that there are no other factors that may affect his or her independence at the time of his or her appointment.

Each of our Directors (excluding our independent non-executive Directors) confirms that he or she does not have any interest in a business apart from the business of our Group which competes or is likely to compete, whether directly or indirectly, with our business, which would require disclosure under Rule 8.10 of the Listing Rules.

Except as disclosed above, each of our Directors and senior management members confirms with respect to himself or herself that (i) he or she had no other relationship with any Director, senior management or substantial Shareholder of our Company as of the Latest Practicable Date; and (ii) he or she did not hold 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 stock exchange in Hong Kong and/or overseas.

Except as disclosed above, to the best knowledge, information and belief of our Directors having made all reasonable inquiries, there was no information relating to our Directors that is required to be disclosed pursuant to Rule 13.51(2) of the Listing Rules, and there were no other matters with respect to the appointment of the Directors that need to be brought to the attention of our Shareholders.

MANAGEMENT AND CORPORATE GOVERNANCE

Board Committees

Audit Committee

Our Board has established the Audit Committee with written terms of reference in compliance with the relevant PRC laws and regulations and Rule 3.21 of the Listing Rules and the Corporate Governance Code set out in Appendix C1 to the Listing Rules (the "**Corporate Governance Code**"). The primary duties of the Audit Committee are to review and supervise the financial reporting process and internal controls system of our Group, review and approve connected transactions and provide advice and comments to the Board. Upon the [**REDACTED**], the Audit Committee will comprise Ms. Yip Tak Yung Teresa, Mr. Yang Lianda and Dr. Wan Jiafu with Ms. Yip Tak Yung Teresa as the chairperson. Ms. Yip Tak Yung Teresa has the appropriate professional qualification and experiences as required under Rules 3.10(2) and 3.21 of the Listing Rules.

Remuneration and Appraisal Committee

Our Board has established the Remuneration and Appraisal Committee with written terms of reference in compliance with the relevant PRC laws and regulations and Rule 3.25 of the Listing Rules and the Corporate Governance Code. The primary duties of the Remuneration and Appraisal Committee are to review and make recommendations to the Board on the terms of remuneration packages, bonuses and other compensation payable to our Directors and other senior management. The Remuneration and Appraisal Committee comprises Mr. Yang Lianda, Dr. Wan Jiafu and Dr. Wang Zhicheng, with Mr. Yang Lianda as the chairperson.

Nomination Committee

Our Board has established the Nomination Committee with written terms of reference in compliance with the relevant PRC laws and regulations and Rule 3.27A of the Listing Rules and the Corporate Governance Code. The primary duties of the Nomination Committee are to make recommendations to our Board on the appointment of Directors and management of Board succession. The Nomination Committee comprises Mr. Yang Lianda, Ms. Yip Tak Yung Teresa and Mr. Zhou Yongchong with Mr. Yang Lianda as the chairperson.

Strategy and ESG Committee

Our Board has established a Strategy and ESG Committee with written terms of reference in compliance with the relevant PRC laws and regulations. The primary duties of the Strategy and ESG Committee are to research and make recommendations to our Board on our long-term development strategies and major investment decisions. The Strategy and ESG Committee comprises Mr. Wu, Mr. Zhang Peng and Dr. Wan Jiafu, with Mr. Wu as the chairperson.

Corporate Governance

We aim to achieve high standards of corporate governance which are crucial to our development and safeguard the interests of our Shareholders. In order to accomplish this, we expect to comply with all applicable code provisions of the Corporate Governance Code upon the [**REDACTED**] save for the below.

Pursuant to code provision C.2.1 of the Corporate Governance Code as set out in Appendix C1 to the Listing Rules, companies listed on the Stock Exchange are expected to comply with but may choose to deviate from the requirement that the roles of chairperson and chief executive should be separate and should not be performed by the same individual. Our Company deviates from this provision because Mr. Wu, performs both the roles of the chairperson of our Board and the president of our Company. Our Board believes that, in view of his experience, personal profile and understanding of our business operations as mentioned above, Mr. Wu is the Director best suited to identify strategic opportunities and focus of the Board. Vesting the roles of both chairperson of our Board and president of our Company to Mr. Wu can promote the effective execution of strategic initiatives and facilitate the flow of information between management and the Board.

Our Board considers that the balance of power and authority will not be impaired due to this arrangement. In addition, all major decisions are made in consultation with members of the Board, including the relevant Board committees, and independent non-executive Directors. Our Board will reassess the division of the roles of chairperson and the chief executive officer from time to time and may recommend dividing the two roles between different people in the future, taking into account the circumstances of our Group as a whole.

Board Diversity

Our Company [has adopted] a board diversity policy which sets out the approach to achieve diversity of the Board. We recognize and embraces the benefits of having a diverse Board and sees increasing diversity at the Board level, including gender diversity, as an essential element in maintaining our competitive advantage and enhancing our ability to attract, retain and motivate employees from the widest possible pool of available talent. In reviewing and assessing suitable candidates to serve as a Director, the Nomination Committee will consider a number of aspects, including, but not limited to, gender, age, cultural and educational background, professional qualifications, skills, knowledge, and industry and regional experience.

Our Board currently consists of one female and eight male Directors ranging from 36 to 54 years old with a balanced mix of knowledge and skills, including, but not limited to, overall management and strategic development, accounting and corporate governance. They obtained degrees in various majors including business administration, mechanical engineering and computer application. Taking into account our existing business model and specific needs, as well as the diverse background of our directors, the composition of our Board satisfies the board diversity policy.

Our Nomination Committee will discuss periodically and when necessary, agree on the measurable objectives for achieving diversity, including gender diversity, on the Board and recommend them to the Board for adoption.

REMUNERATION

Our Directors receive remuneration in the form of fees, basic salaries, allowances and benefits in kind, share-based payments, contributions to pension schemes and discretionary bonuses. We determine the remuneration of our Directors based on their responsibilities, qualification, position and seniority.

The aggregate amount of remuneration of our Directors and former supervisors for the years ended December 31, 2023, 2024 and 2025 and the three months ended March 31, 2026 were RMB5.13 million, RMB5.44 million, RMB6.58 million and RMB2.82 milllion, respectively. None of our Directors or former supervisors waived or agreed to waive any emolument during the same periods.

Under the arrangements in force at the date of this document, we estimate the aggregate remuneration payable to, and benefits in kind receivable by, our Directors by our Group in respect of the year ending December 31, 2026 to be approximately RMB14.92 million.

The five highest paid individuals of our Group for the years ended December 31, 2023, 2024 and 2025 and the three months ended March 31, 2026 included nil, nil, 3 and 2 Director(s), respectively. During the same periods, the aggregate amount of remuneration of the remaining 5, 5, 2 and 3 highest-paid non-director individuals (including fees, basic salaries, allowances and benefits in kind, share-based payments, contributions to pension schemes and discretionary bonuses) were RMB5.45 million, RMB6.40 million, RMB4.39 million and RMB2.57 milllion, respectively.

During the Track Record Period, no remuneration was paid to, or received by, our Directors, former supervisors or the five highest paid individuals as an inducement to join or upon joining us. No compensation was paid to, or received by, our Directors, former directors, former supervisors or the five highest paid individuals for the loss of office as a director or supervisor 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.

Save as disclosed above, no other payments have been made or are payable by our Group to our Directors or former supervisors in respect of the Track Record Period.

COMPLIANCE ADVISOR

We have appointed Red Solar Capital Limited as our compliance advisor pursuant to Rule 3A.19 of the Listing Rules. The compliance advisor will provide us with guidance and advice as to compliance with the requirements under the Listing Rules and applicable Hong Kong laws. Pursuant to Rule 3A.23 of the Listing Rules, the compliance advisor will, amongst other things, advise our Company in the following circumstances:

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

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

(c) where we propose to use the [**REDACTED**] of the [**REDACTED**] in a manner different from that detailed in this document or where our business activities, development or results of our Group deviate from any forecast, estimate or other information in this document; and

(d) where the Stock Exchange makes an inquiry of our Company in accordance with Rule 13.10 of the Listing Rules.

The term of appointment of our compliance advisor shall commence on the [**REDACTED**] and is expected to end on the date on which we comply with Rule 13.46 of the Listing Rules in respect of our financial results for the first full financial year commencing after the [**REDACTED**].