DIRECTORS AND SENIOR MANAGEMENT

OVERVIEW

Our Board consists of nine Directors, comprising two executive Directors, four non-executive Director and three independent non-executive Directors.

Our Board is responsible for, and has the general authority of, the management and operation of our Company. The powers and duties of our Board include convening general meetings and reporting our Board's work at the general meetings of our Company, determining our Group's business and investment plans, formulating proposals for profit distributions and exercising other powers, functions and duties as conferred by the Articles of Association.

DIRECTORS

The following table sets forth the information about the Directors:

Name	Age	Position	Time of joining the Group	Date of first appointment as a Director	Roles and responsibilities
Executive Directors					
Mr. Chen Lucheng (陳錄城)	57	Chairman of the Board and executive Director	April 2017	April 19, 2017	Overall strategic planning of our Group
Mr. Chai Jiqiang (柴紀強)	44	Executive Director, employee representative Director and general manager	October 2019	December 26, 2024	Overall operation and development of our Group
Non-executive Directors					
Mr. Zhou Yunjie (周雲傑)	59	Non-executive Director	November 2019	November 27, 2019	Participating in evaluation and approval of business plans, strategic and major decisions of Group through the Board
Mr. Zhan Bo (展波)	45	Non-executive Director	April 2020	April 26, 2020	Participating in evaluation and approval of business plans, strategic and major decisions of Group through the Board
Mr. Liu Chao (劉超)	47	Non-executive Director	January 2026	January 20, 2026	Participating in evaluation and approval of business plans, strategic and major decisions of Group through the Board
Mr. Jia Qiuran (賈秋然)	42	Non-executive Director	December 2022	December 13, 2022	Participating in evaluation and approval of business plans, strategic and major decisions of Group through the Board
Independent Non-executive Directors					
Ms. Kong Yu (孔昱)	56	Independent non-executive Director	December 2022	December 13, 2022	Providing independent opinion and judgment to our Board
Mr. Feng Guohua (馮國華)	57	Independent non-executive Director	December 2022	December 13, 2022	Providing independent opinion and judgment to our Board
Mr. Gu Chunyuan (顧純元)	67	Independent non-executive Director	December 2022	December 13, 2022	Providing independent opinion and judgment to our Board

Executive Directors

Mr. Chen Lucheng (陳錄城), aged 57, is our executive Director and chairman of the Board. Mr. Chen joined our Group in April 2017 and has been serving as our Director and chairman of the Board since then. Mr. Chen served as our general manager from April 2017 to January 2026. Mr. Chen has also been serving as the chairman of the board and general manager of COSMOPlat Industrial Intelligence Research Institute (Qingdao) Co., Ltd. (卡奧斯工業智能研究院(青島)有限公司) since April 2017.

Prior to joining our Group, Mr. Chen served successively various senior positions at Haier Group, including the general manager of Hefei Haier Washing Machine Co., Ltd. (合肥海爾洗衣機有限公司) from September 2000 to February 2003, the general manager of Qingdao Haier Washing Machine Co., Ltd. (青島海爾洗衣機有限公司) from February 2003 to February 2008, the vice president (副總裁) and supply chain and procurement' s general manager of HSH from February 2008 to April 2017.

Mr. Chen obtained a bachelor's degree in mechanical design and manufacturing from Shandong Building Materials Industry College (山東建築材料工業學院) (now known as University of Jinan (濟南大學)) in the PRC in July 1992, and a master's degree in business administration from Peking University (北京大學) in the PRC in July 2015. Mr. Chen was recognized as a professor of engineering in engineering technology (工程技術正高級工程師) by the Human Resources and Social Security Department of Shandong Province (山東省人力資源和社會保障廳) in March 2021.

Mr. Chen's contributions to technological innovation and industrial digitalization have earned him numerous prestigious awards and honors. He was granted the State Scientific and Technological Progress Award (the Second Class Award) (國家科學技術進步二等獎) by the State Council (國務院) in November 2005, the Outstanding Mid-aged and Young Experts of Shandong Province (山東省有突出貢獻的中青年專家) by the People's Government of Shandong Province (山東省人民政府) in May 2009, the National Light Industry Enterprise Information Technology Professionals (全國輕工業企業信息化科技人才) by the China National Light Industry Council (中國輕工業聯合會) in September 2012, the IDC Digital Transformation Leading Figure (IDC數字化轉型領軍人物) in October 2020, the TaiShan Industrial Experts Programme (泰山產業領軍人才) by the People's Government of Shandong Province in January 2021, the Outstanding Science and Technology Worker of Shandong Province (山東省優秀科技工作者) by the Human Resources and Social Security Department of Shandong Province in January 2021, the Leading Figure in Digital Transformation of China's Light Industry (中國輕工業數字化轉型領軍人物) by the China National Light Industry Council in July 2022, the First Prize for Scientific and Technological Progress Award of Qingdao City (青島市科技進步一等獎) by the People's Government of Qingdao City (青島市人民政府) in November 2022, the First Prize for Scientific and Technological Progress Award of Shandong Province (山東省科技進步特等獎) by the People's Government of Shandong Province in May 2024.

Beyond his corporate responsibilities and accolades, Mr. Chen continues to play a key role in advancing the industry. Mr. Chen is a member of National Leading Group for the Industrialization and Informatization Integration Management System (國家兩化融合管理體系工作領導小組成員), an executive committee member (執行委員) of Industrial Internet Expert Committee (工業互聯網專家諮詢委員會), a vice chairman (副理事長) of Alliance of Industrial Internet (工業互聯網產業聯盟), an honorary executive director (名譽執行主任) of National Industrial Internet Platform Innovation and Cooperation Center (國家工業互聯網平台創新合作中心), a deputy director (副主任委員) of Industrial Digitalization Committee (產業數字化專委會) of China Industrial Control Systems Cyber Emergency Response Team (國家工業信息安全發展研究中心), a country adviser (國別顧問) for Fourth industrial evolution alliance (第四次工業革命產業聯盟) of United Nations Industrial Development Organization (聯合國工業發展組織), a member of China Expert Committee (中國專家委員會) for IEC Systems Committee Smart Manufacturing (IEC智能製造系統委員會), a member of China National Technical Committee for Industrial Automation Systems and Integration (SAC/TC159) (全國自動化系統與集成標準化技術委員會(SAC/TC159)), a member of China National Technical Committee for Integration of Informatization and Industrialization

Management (SAC/TC573) (全國信息化和工業化融合管理標準化技術委員會(SAC/TC573)), a deputy leader (副組長) of the Digital Transformation Standards Working Group of Manufacturing Industry China National Technical Committee for Information Technology (TC28/WG35) (全國信息技術標準化技術委員會製造業數字化轉型標準工作組(TC28/WG35)), and the chairman of Qingdao Big Data Development Promotion Association (青島市大數據發展促進會理事長).

Mr. Chai Jiqiang (柴紀強), aged 44, is our executive Director and general manager. Mr. Chai joined our Group in October 2019. Mr. Chai has been serving as our Director since December 2024 and our employee representative Director since December 2025. Mr. Chai served as our deputy general manager from November 2023 to January 2026, during which he was responsible for our marketing, operations, and procurement, and has been serving as our general manager since January 2026.

From August 2005 to July 2008, Mr. Chai served as a manager of COSMOPlat Energy. From July 2008 to September 2012, Mr. Chai served as the general manager of the Wuhan branch of COSMOPlat Energy. From September 2012 to January 2024, Mr. Chai served as the general manager of COSMOPlat Energy. During his tenure, he was responsible for the overall operation and management of COSMOPlat Energy and oversaw its business and operational affairs.

Mr. Chai obtained a bachelor's degree in engineering in automation from Taiyuan University of Technology (太原理工大學) in the PRC in July 2005, and an executive master of business administration from Xi'an Jiaotong University (西安交通大學) in the PRC in July 2016. Mr. Chai is currently studying for a doctor's degree in energy and power engineering (engineering in automation) in Tianjin University (天津大學), the PRC. Mr. Chai was certified as a senior engineer in power engineering (電力工程高級工程師) by Qingdao Engineering Senior Professional Technique Qualification Evaluation Committee (青島市工程技術職務資格高級評審委員會) in January 2020.

Non-executive Directors

Mr. Zhou Yunjie (周雲傑), aged 59, is our non-executive Director. Mr. Zhou has been serving as our Director since November 2019.

Since July 1988, Mr. Zhou has been serving successively senior positions at Haier Corp, including the chief of the sales division (銷售處處長), director of plant No. 2 (二廠廠長), general manager of the quality department (質量部長), deputy general manager and general manager from July 1988 to July 1999, a trainee vice president (見習副總裁), vice president (副總裁), senior vice president (高級副總裁), chief marketing officer (首席市場官), executive vice president (執行副總裁), deputy chairman of the board (董事局副主席), alternative president (輪值總裁) and president (總裁) from July 1999 to November 2021, and the chairman of the board (董事局主席) and chief executive officer (首席執行官) since November 2021. From June 2013 to December 2020, Mr. Zhou also served as the chairman of the board (董事局主席) and chief executive officer (行政總裁) of HEG.

Mr. Zhou has been serving as a non-executive director of Bank of Qingdao Co., Ltd. (青島銀行股份有限公司), a company listed on the Stock Exchange (Stock Code: 3866) and the Shenzhen Stock Exchange (Stock Code: 002948), since June 2015, and a director of Qingdao Haier Biomedical Co., Ltd. (青島海爾生物醫療股份有限公司), a company listed on the Shanghai Stock Exchange (stock code: 688139), since July 2018.

Mr. Zhou obtained a bachelor's degree in engineering from Huazhong University of Technology (華中理工大學) (now known as Huazhong University of Science and Technology (華中科技大學)) in the PRC in July 1988, a master's degree in corporate management from Ocean University of Qingdao (青島海洋大學) (now known as Ocean University of China (中國海洋大學)) in the PRC in July 1999, and a doctor's degree in business administration from Xi'an Jiaotong University (西安交通大學) in the PRC in January 2006. Mr. Zhou was recognized as a professor of

engineering (正高級工程師) by the Human Resources and Social Security Department of Shandong Province in January 2019. Mr. Zhou obtained the fund qualification certificate issued by the Asset Management Association of China (中國證券投資基金業協會) in December 2017.

Mr. Zhan Bo (展波), aged 45, is our non-executive Director. Mr. Zhan has been serving as our Director since April 2020.

From July 2002 to November 2013, Mr. Zhan served several positions at Haier Corp, including the financial director for Haier Corp China region from July 2002 to June 2006, the financial director for Haier Corp Europe Region from June 2006 to May 2010, and the financial director for global sales platform of Haier Corp from May 2010 to November 2013. From November 2013 to March 2019, Mr. Zhan served as the chief financial officer of HEG. Since March 2019, Mr. Zhan has been serving successively senior positions at Haier Corp, including the chief financial officer from March 2019 to July 2020, the chief operating officer and vice president (副總裁) from July 2020 to November 2021, a director of the board (董事局董事) and vice president (副總裁) from November 2021 to December 2025, and a director of the board (董事局董事) and senior vice president (高級副總裁) since December 2025.

Mr. Zhan has been serving as the chairman of the Board and non-independent director of Shanghai STEP Electric Corporation (上海新時達電氣股份有限公司), a company listed on the Shenzhen Stock Exchange (Stock Code: 002527), since July 2025.

Mr. Zhan obtained a bachelor's degree in auditor from Tianjin University of Finance and Economics (天津財經大學) in the PRC in July 2002, and a master's degree in business administration from University of International Business and Economics (對外經濟貿易大學) in the PRC in June 2015. Mr. Zhan was recognized as a senior engineer (高級工程師) by the Human Resources and Social Security Bureau of Qingdao City (青島市人力資源和社會保障局) in October 2021. Mr. Zhan obtained the fund qualification certificate issued by the Asset Management Association of China (中國證券投資基金業協會) in July 2019.

Mr. Liu Chao (劉超), aged 47, is our non-executive Director. Mr. Liu has been serving as our Director since January 2026.

From April 2006 to March 2016, Mr. Liu served at the Asia-Pacific information management department of Emerson Electric Co., a company listed on the New York Stock Exchange (Stock Code: EMR). From March 2016 to October 2016, Mr. Liu served at Ramaxel Technology (Shenzhen) Limited (記憶科技(深圳)有限公司). From October 2016 to January 2020, Mr. Liu served at Huawei Technologies Co., Ltd. (華為技術有限公司). Since February 2020, Mr. Liu has been serving as the chief information officer of Haier Corp.

Mr. Liu obtained a bachelor's degree in engineering of automatic control from Harbin Engineering University (哈爾濱工程大學) in the PRC in July 2001, and a master's degree in computer science and technology from Harbin Engineering University (哈爾濱工程大學) in the PRC in April 2006. Mr. Liu was recognized as a senior engineer (高級工程師) by the Human Resources and Social Security Bureau of Qingdao City in August 2021.

Mr. Jia Qiuran (賈秋然), aged 42, is our non-executive Director. Mr. Jia has been serving as our Director since December 2022.

Since August 2018, Mr. Jia has been serving as an investment director and deputy general manager of the investment department of CCT Fund Management Co., Ltd. (誠通基金管理有限公司).

Mr. Jia obtained a bachelor's degree and a master's degree in engineering from Beijing University of Posts and Telecommunications (北京郵電大學) in the PRC in July 2006 and January 2009, respectively, and a doctor's degree in finance from Renmin University of China (中國人民大學) in the PRC in June 2012.

Independent Non-executive Directors

Ms. Kong Yu (孔昱), aged 56, is our independent non-executive Director. Ms. Kong has been serving as our independent Director since December 2022.

From May 1994 to June 2022, Ms. Kong successively served as an auditor, manager and partner at PricewaterhouseCoopers ZhongTian LLP (普華永道中天會計師事務所(特殊普通合夥)).

Ms. Kong has been serving as an independent director of Shenzhen Mindray Bio-Medical Electronics Co., Ltd. (深圳邁瑞生物醫療電子股份有限公司), a company listed on the Shenzhen Stock Exchange (Stock Code: 300760), since July 2023.

Ms. Kong obtained a bachelor's degree in international economics from Peking University (北京大學) in the PRC in July 1991. Ms. Kong is a member of Chinese Certified Public Accountants (non practicing) and a lifetime member of the Association of Chartered Certified Accountants.

Mr. Feng Guohua (馮國華), aged 57, is our independent non-executive Director. Mr. Feng has been serving as our independent Director since December 2022.

From March 2011 to February 2012, Mr. Feng served as the chief executive officer and executive director of Kingdee International Software Group Company Limited (金蝶國際軟件集團有限公司), a company listed on the Stock Exchange (Stock Code: 268). From December 2012 to April 2015, Mr. Feng served as a vice president of IBM (China) Company Limited. From May 2015 to April 2016, Mr. Feng served as a senior vice president of Hanergy Holding Group Limited (漢能控股集團有限公司) (now known as Jinjiang Hydropower Group Co., Ltd. (金江水力發電集團有限公司)). From April 2016 to September 2020, Mr. Feng served as a vice president of Microsoft China Ltd. (微軟(中國)有限公司). From November 2020 to March 2022, Mr. Feng served as the chief executive officer and executive director of Man Wah Holdings Limited (敏華控股有限公司), a company listed on the Stock Exchange (Stock Code: 1999). From October 2020 to June 2025, Mr. Feng served at Shanghai Jahwa United Co., Ltd. (上海家化聯合股份有限公司), a company listed on the Shanghai Stock Exchange (Stock Code: 600315), including in the roles of an independent director from October 2020 to November 2021 and as an independent non-executive director from November 2021 to June 2025.

Mr. Feng has been serving as an independent non-executive director of Wison Engineering Services Co. Ltd. (惠生工程技術服務有限公司), a company listed on the Stock Exchange (Stock Code: 2236), since December 2015.

Mr. Feng obtained a bachelor's degree in engineering from the University of Science and Technology of China (中國科學技術大學) in the PRC in July 1990. Mr. Feng also completed the advanced management program of Harvard Business School in May 2009.

Mr. Gu Chunyuan (顧純元), aged 67, is our independent non-executive Director. Mr. Gu has been serving as our independent Director since December 2022.

Mr. Gu has been working more than 30 years at ABB. From 2014 to 2018, Mr. Gu served as the chairman and president of ABB (China) Limited (ABB(中國)有限公司). From 2017 to 2019, Mr. Gu served as the AMEA region president and member of group executive committee of ABB Ltd, a company listed on the SIX Swiss Exchange (Stock Code: ABBN). Since 2020, Mr. Gu has been serving as the chairman of board of ABB (China) Limited.

Mr. Gu has been serving as a director of NXP Semiconductors N.V., a company listed on the National Association of Securities Dealers Automated Quotations (Stock Code: NXPI), since 2022, and an independent non-executive director of CLP Holdings Limited (中電控股有限公司), a company listed on the Stock Exchange (Stock Code: 00002), since October 2020.

Mr. Gu obtained a bachelor's degree in engineering from Shanghai Jiao Tong University (上海交通大學) in the PRC in January 1982, and a doctor's degree in engineering from the Royal Institute of Technology in Sweden in April 1987. Mr. Gu is a member of the Royal of Swedish Academy of Engineering Sciences.

SENIOR MANAGEMENT

The Group's senior management team is responsible for the day-to-day management and operation of its business. The following table sets forth the information about the senior managements:

Name	Age	Position	Time of joining the Group	Date of first appointment as a member of senior management	Roles and responsibilities
Executive Directors					
Mr. Chen Lucheng (陳錄城).	57	Chairman of the Board and executive Director	April 2017	April 19, 2017	Overall strategic planning of our Group
Mr. Chai Jiqiang (柴紀強).	44	Executive Director, employee representative Director and general manager	October 2019	November 2, 2023	Overall operation and development of our Group
Ms. Xie Haiqin (謝海琴).	52	Deputy general manager	February 2019	December 13, 2022	In charge of intelligent manufacturing business of our Group
Mr. Feng Xingzhi (馮興智).	49	Deputy general manager	February 2023	November 2, 2023	Overall product management and facilitating technology initiatives of our Group
Ms. Xian Chunyan (咸春燕).	45	Chief financial officer	August 2020	December 13, 2022	Overall management of finance of our Group
Mr. Liu Ming (劉明)	45	Secretary to the Board	February 2025	March 12, 2025	Overall management of investments and securities business of our Group

Mr. Chen Lucheng (陳錄城) is the Chairman of the Board and an executive Director. See "— Directors — Executive Directors" in this section for his biographical details.

Mr. Chai Jiqiang (柴紀強) is our executive Director, employee representative Director and general manager. See "— Directors — Executive Directors" in this section for his biographical details.

Ms. Xie Haiqin (謝海琴), aged 52, is our deputy general manager and a professor of engineering (正高級工程師). Ms. Xie joined our Group in February 2019 and has been serving as our deputy general manager since December 2022.

Prior to joining our Group, Ms. Xie served successively various senior positions at Haier Group, including an engineer, project manager, senior manager, and division director of planning and development center (規劃發展中心) of Haier Corp from August 1996 to December 2006, the chief information officer of Haier Corp from January 2007 to February 2013, and a director and general manager of Hch Technology Entrepreneurship Development Co., Ltd. (海創匯科技創業髮展股份有限公司) from February 2014 to November 2016.

Ms. Xie is a project leader of the national key R&D program under the Ministry of Science and Technology. Ms. Xie led her team to win the SAIL Star honor at the World Artificial Intelligence Conference, and personally received several honors such as IDG China's Top 5 Outstanding CIOs, "Innovation Model" (創新榜樣) recognized by the Organization Department Shandong Provincial Party Committee (山東省委組織部), an Advanced Individual in Shanghai's Urban Digital Transformation (上海市城市數字化轉型先進個人), and an Industrial Internet Pioneer of the Year (工業互聯網年度先鋒人物).

Ms. Xie obtained a bachelor's degree in computer science from South-Central Minzu University (中南民族大學) in the PRC in June 1996, a master's degree in business administration from Beijing Jiaotong University (北京交通大學) in the PRC in July 2010, and a master's degree in strategic management from London Business School in the United Kingdom in February 2018. Ms. Xie is currently studying for a doctor's degree in engineering in Shanghai Jiao Tong University (上海交通大學), the PRC.

Mr. Feng Xingzhi (馮興智), aged 49, is our deputy general manager. Mr. Feng joined our Group in February 2023.

Mr. Feng has over 20 years of experience in the information technology industry. From June 2011 to June 2020, Mr. Feng served at Huawei Technologies Co., Ltd. (華為技術有限公司). From August 2020 to June 2021, Mr. Feng served at Shenlan Artificial Intelligence Technology (Shanghai) Co., Ltd. (深蘭人工智慧科技(上海)股份有限公司). From June 2021 to June 2022, Mr. Feng served as the chief technology officer and general manager of the industry product R&D center (行業產品研發中心) of Meiyun Zhishu Technology Co., Ltd. (美雲智數科技有限公司). From August 2022 to January 2023, Mr. Feng served as the chief technology officer of Guangzhou Sie Consulting Co., Ltd. (廣州賽意資訊科技股份有限公司), a company listed on the Shenzhen Stock Exchange (stock code: 300687).

Mr. Feng obtained a bachelor degree of engineering in measuring technology and instrument, a master degree of engineering in mechanical engineering and a doctor degree of engineering in computer science and technology from National University of Defense Technology (國防科學技術大學) (now known as National University of Defense Technology (中國人民解放軍國防科技大學)) in the PRC in July 2000, December 2002 and December 2007, respectively. Mr. Feng has the Open Group Togaf™ 9 Certification. Mr. Feng was granted 2025 Pioneer in Digital Transformation of Light Industry (AI Empowerment Capability) (2025年度輕工業數位化轉型"領航者"(人工智慧賦能能力)) by the China Light Industry Information Center (中國輕工業信息中心) in September 2025.

Ms. Xian Chunyan (咸春燕), aged 45, is our chief financial officer. Ms. Xian joined our Group in August 2020 and has been serving as our chief financial officer since then.

From August 2006 to August 2012, Ms. Xian served as an auditor executive of Ernst & Young LLP (UK). From November 2012 to June 2017, Ms. Xian served as the senior financial manager of HEG. From June 2017 to May 2019, Ms. Xian served as the chief financial officer of Haichuanghui Holdings Limited (海創匯控股有限公司). From June 2019 to July 2020, Ms. Xian served as a senior financial manager of Haier Corp.

Ms. Xian obtained a bachelor's degree in accounting from Beijing Jiaotong University (北京交通大學) in the PRC in July 2001, a master's degree and a doctor's degree in accounting from Heriot-Watt University in the United Kingdom in November 2003 and July 2007, respectively. Ms. Xian obtained the Chartered Accountant from the Institute of Chartered Accountants of Scotland (ICAS) in October 2009.

Mr. Liu Ming (劉明), aged 45, is our secretary to the Board. Mr. Liu joined our Group in February 2025 and has been serving as our secretary to the Board since March 2025.

From March 2011 to March 2020, Mr. Liu served as the IRD of the securities department of HEG. From April 2020 to January 2025, Mr. Liu served as the secretary to the board of RRS Supply Chain Technology Co., Ltd. (日日順供應鏈科技股份有限公司).

Mr. Liu obtained a bachelor's degree in finance and computer science from Ocean University of China (中國海洋大學) in the PRC in June 2003, and a master's degree in accounting from Macquarie University in Australia in April 2010. Mr. Liu obtained the CPA qualification from CPA Australia in May 2011.

JOINT COMPANY SECRETARIES

Mr. Liu Ming (劉明) is our secretary to the Board and joint company secretary. See "— Senior Management" in this section for his biographical details.

Ms. Ye Jiahong (葉嘉紅) is our joint company secretary. She is an assistant manager of TMF Hong Kong Limited. Ms. Ye has nearly seven years of experience in the corporate secretarial field. She has been providing professional corporate services to Hong Kong listed companies.

Ms. Ye is an Associate of both The Hong Kong Chartered Governance Institute and The Chartered Governance Institute in the United Kingdom. She holds a bachelor of arts degree in English (Business Management) and a master of arts degree in computer-assisted translation.

OTHER INFORMATION

Rule 3.09D of the Hong Kong Listing Rules

Each of the 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 January 19, 2026, and (ii) understands his or her obligations as a director of a listed issuer under the Hong Kong Listing Rules.

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 or she had no past or present financial or other interest in the business of our Company or its subsidiaries or any connection with any core connected person of our Company under the Hong Kong Listing Rules as of the Latest Practicable Date, and (iii) that there were no other factors that may affect his or her independence at the time of his/her appointments.

Rule 8.10(2) of the Hong Kong Listing Rules

Each of the Directors (other than the independent non-executive Directors) confirms that as of the Latest Practicable Date, he or she was not interested in any business, apart from the Group's business, which competes or is likely to compete, either directly or indirectly, with the Group's business under Rule 8.10(2) of the Hong Kong Listing Rules.

Other Confirmations

None of the Directors and senior management of our Company is related to the other Directors or senior management of our Company. Save as disclosed in this section, (i) none of the Directors held any directorships in public companies, the securities of which are listed on any securities market in Hong Kong or overseas in the last three years immediately preceding the date of this document; (ii) to the best knowledge, information and belief of the Directors having made all reasonable inquiries, there were no other matters with respect to the appointment of the Directors that need to be brought to the attention of the Shareholders and there was no information relating to the Directors that is required to be disclosed pursuant to Rule 13.51(2) of the Hong Kong Listing Rules.

MANAGEMENT AND CORPORATE GOVERNANCE

Board Committees

Strategy and Investment Committee

The Board has established the Strategy and Investment Committee with written terms of reference. The primary duties of the Strategy and Investment Committee are to advise on, supervise and make recommendations to our Board on the long-term development strategies, major investments and financing proposals of our Company. The Strategy and Investment Committee comprises Mr. Chen Lucheng, Mr. Chai Jiqiang, Mr. Zhou Yunjie, Mr. Zhan Bo, Mr. Liu Chao, Mr. Jia Qiuran, Ms. Kong Yu, Mr. Feng Guohua and Mr. Gu Chunyuan, with Mr. Chen Lucheng as the chairperson.

Audit Committee

The Board has established the Audit Committee with written terms of reference in compliance with Rule 3.21 of the Hong Kong Listing Rules and 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 the Group and provide advice and comments to the Board. The Audit Committee comprises, Ms. Kong Yu, Mr. Zhan Bo and Mr. Gu Chunyuan, with Ms. Kong Yu as the chairperson. Ms. Kong Yu possesses appropriate professional qualifications as required under Rules 3.10(2) and 3.21 of the Listing Rules).

Nomination Committee

The Board has established the Nomination Committee with written terms of reference in compliance with Rules 3.27A of the Hong Kong Listing Rules and the Corporate Governance Code. The primary duties of the Nomination Committee are to make recommendations to the Board on the appointment of Directors and management of Board succession and to review. The Nomination Committee comprises Mr. Feng Guohua, Mr. Chen Lucheng and Ms. Kong Yu, with Mr. Feng Guohua as the chairperson.

Remuneration and Appraisal Committee

The Board has established the Remuneration and Appraisal Committee with written terms of reference in compliance with Rules 3.25 of the Hong Kong Listing Rules and the Corporate Governance Code. The primary duties of the Remuneration and Appraisal Committee are to make recommendations to the Board on the terms of remuneration packages, bonuses and other compensation payable to the Directors and other senior management. The Remuneration and Appraisal Committee comprises Mr. Gu Chunyuan, Mr. Chen Lucheng and Mr. Feng Guohua, with Mr. Gu Chunyuan as the chairperson.

ESG Committee

The Board has established the ESG Committee with written terms of reference. The primary duties of the ESG Committee are to oversee ESG governance, monitor ESG-related performance and targets and adjust ESG strategies of our Company. The ESG Committee comprises Mr. Feng Guohua, Mr. Chai Jiqiang and Mr. Gu Chunyuan, with Mr. Feng Guohua as the chairperson.

Corporate Governance Code

Our Company is committed to achieving high standards of corporate governance with a view to safeguarding the interests of the Shareholders. To accomplish this, our Company expects to comply with the Corporate Governance Code set out in Appendix C1 of the Listing Rules after the **[REDACTED]**.

Board Diversity

Our Company has adopted a board diversity policy which sets out the approach to achieve diversity of the Board. Our Company recognizes 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 its competitive advantage and enhancing its 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.

The Board currently consists of 1 female and 8 male Directors ranging from 41 to 67 years old with a balanced mix of knowledge and skills, including, but not limited to, overall management and strategic development, accounting and corporate governance in addition to relevant industry experience. They obtained degrees in various majors including automatic control, engineering, business administration and corporate management. Taking into account the Group's existing business model and specific needs, as well as the diverse background of the Directors, the composition of the Board satisfies the board diversity policy.

The Nomination Committee is responsible for reviewing the structure and diversity of the Board and selecting individuals to be nominated as Directors. The Nomination Committee will monitor and evaluate the implementation of the board diversity policy from time to time to ensure its ongoing effectiveness, and will propose any necessary amendments as required, recommending such amendments to the Board for consideration and approval. The Nomination Committee will also include a summary of the board diversity policy in the annual reports of our Company.

REMUNERATION

The Directors and senior management of our Company receive their remuneration in the form of basic annual payments and performance-related annual payments, including fees, salaries, share-based compensation and other benefits in kind.

For the years ended December 31, 2023, 2024 and 2025 and the three months ended March 31, 2026, the aggregate amount of remuneration of our Directors recorded in the profit or loss amounted to RMB7.8 million, RMB7.7 million, RMB9.2 million and RMB2.5 million, respectively. None of the Directors waived or agreed to waive any emolument during the Track Record Period.

Under the arrangements in force as of the date of this document, our Company estimates the total remuneration payable to, and benefits in kind receivable by, the Directors by the Group for the year ending December 31, 2026 to be approximately RMB9.2 million.

The five highest paid individuals of the Group for the years ended December 31, 2023, 2024 and 2025 and the three months ended March 31, 2026 included one, two, two and two Directors, respectively. During the same year, the aggregate amount of remuneration for the remaining individuals among the five highest paid individuals was RMB11.9 million, RMB11.6 million, RMB8.6 million and RMB2.4 million, respectively.

During the Track Record Period, no remuneration was paid to, or received by, the Directors or the five highest paid individuals as an inducement to join or upon joining the Group. No compensation was paid to, or received by, the Directors, former Directors or the five highest paid individuals for the 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.

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

COMPLIANCE ADVISER

Our Company has appointed Maxa Capital Limited as the Compliance Adviser pursuant to Rule 3A.19 of the Hong Kong Listing Rules. The Compliance Adviser will provide our Company with guidance and advice as to compliance with the requirements under the Hong Kong Listing Rules and applicable Hong Kong laws. Pursuant to Rule 3A.23 of the Hong Kong Listing Rules, the Compliance Adviser will, amongst other things, advise our Company in the following circumstances:

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

(ii) 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;

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

(iv) where the Hong Kong Stock Exchange makes an inquiry of our Company under Rule 13.10 of the Hong Kong Listing Rules.

The term of appointment of the Compliance Adviser shall 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 its financial results for the first full financial year commencing after the **[REDACTED]**.