

DIRECTORS AND SENIOR MANAGEMENT

BOARD OF DIRECTORS

Our Board consists of nine Directors, comprising three executive Directors, three non-executive Directors and three independent non-executive Directors. Pursuant to the Articles of Association, our Directors are elected and appointed by our Shareholders at a Shareholders’ meeting for a term of three years, which is renewable upon re-election and re-appointment.

The following table sets forth general information regarding our Directors:

Name	Age	Position(s)	Date of joining our Group	Date of first appointment as Director	Role and responsibilities
Dr. MAO Wen (毛雯)	[43]	Executive Director, chairperson of our Board, chief executive officer	May 2019	April 22, 2020	Responsible for overseeing all core-product R&D, registration, manufacturing, and commercialization
Mr. ZHANG Yuyan (張煜彥)	[42]	Executive Director and chief technology officer	November 2020	September 30, 2021	Responsible for overseeing group level strategy for technology and product development
Mr. CAO Guiping (曹貴平)	[50]	Executive Director	November 2019	December 28, 2020	Responsible for strategy development
Mr. DENG Feng	[63]	Non-executive Director	September 2021	September 30, 2021	Responsible for providing strategic advice and making recommendation on the operation and management of our Group
Dr. CAO Yu (曹宇)	[39]	Non-executive Director	September 2021	September 30, 2021	Responsible for providing strategic advice and making recommendation on the operation and management of our Group
Mr. HE Xing (何邢)	[47]	Non-executive Director	April 2020	April 22, 2020	Responsible for providing strategic advice and making recommendation on the operation and management of our Group
Mr. LI Shu Pai (李書湃)	[49]	Independent Non-executive Director	February 2026	February 5, 2026	Responsible for providing independent opinions and judgment to the Board
Mr. LIU Feng (劉峰)	[42]	Independent Non-executive Director	February 2026	February 5, 2026	Responsible for providing independent opinions and judgment to the Board

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Name	Age	Position(s)	Date of joining our Group	Date of first appointment as Director	Role and responsibilities
Ms. XIAO Yun (肖雲)	[43]	Independent Non-executive Director	February 2026	February 5, 2026	Responsible for providing independent opinions and judgment to the Board

The following sets forth the biographies of our Directors:

Executive Directors

Dr. MAO Wen (毛雯), aged [43], is chairperson of our Board, an executive Director and chief executive officer of our Company. She is responsible for overseeing all core-product R&D, registration, manufacturing, and commercialization. Dr. Mao has served as the executive director of Changsha Nuoshi since June 2021, the executive director of Novlead US since July 2021, Novlead Beijing since January 2022, the executive director of Guangxi Nuogang since August 2023 and the executive director of Novlead Yangzhou since February 2024.

Dr. Mao has more than 14 years of experience in biological research and medical-device industry. Dr. Mao served as the R&D director of Abbott Diabetes Care Inc., a company principally engaging in innovations in diagnostics and medical devices for diabetes care, in diabetes care division from 2011 to 2016, overseeing product development and project management. From 2018 to 2019, she served as project lead of precision medicine at the World Economic Forum, steering precision-medicine initiatives.

Dr. Mao received her bachelor’s degree in science majoring in biological science from Peking University (北京大學) in the PRC in July 2005. She then received her master’s degree in economics and management majoring in regulatory science from the University of Southern California in the USA in May 2010, and subsequently her doctorate degree in neuroscience at the same university in May 2011. Dr. Mao participated in various research projects including the Nanjing Life and Health Science and Technology Pre-clinical Technology Project (南京市生命健康科技專項臨床前技術項目) in 2022: *Portable Inhaled Nitric Oxide Therapy Device for Neonatal and Adult Pulmonary Hypertension* (《用於新生兒和成人肺動脈高壓治療的便攜式吸入一氧化氮治療儀》); the Nanjing Industrial and Information Technology Development Special Project (南京市工業和信息化發展專項) in 2023: *Breakthrough in Key and Core Technologies for Nitric Oxide (NO) Generation and Sustained-Release in Multi-Scenario Medical Applications* (《多場景醫學應用的一氧化氮(NO)發生、緩釋關鍵核心技術攻關項目》); and the Guangxi Zhuang Autonomous Region Science and Technology Planning Project (廣西壯族自治區科技計劃項目) in 2026: *R&D and Industrialization of Domestically Pioneering Chemiluminescence Nitric Oxide Breath Analyzer* (《國內首創化學發光一氧化氮呼氣分析儀研發及產業化》). Dr. Mao was awarded the Outstanding Youth Award in Pharmaceutical Science and Technology (醫藥科技傑出青年獎) in the 2024 10th Jiangsu Medical Science and Technology Award (2024第十屆江蘇醫藥科技獎) in 2025.

Mr. ZHANG Yuyan (張煜彥), aged [42], is our executive Director and chief technology officer. He is responsible for overseeing group level strategy for technology and product development. Mr. Zhang served as the supervisor of Changsha Nuoshi and Novlead Yangzhou since February 2026, respectively.

Mr. Zhang has over 17 years of experience in medical-device systems engineering and R&D management. He successively served as head of systems design at GE Medical System (China) Co., Ltd. (通用電氣醫療系統(中國)有限公司), a company mainly engaged in the R&D, manufacturing, and services of digital healthcare and advanced technologies, such as medical imaging, ultrasound, and life-care services, from July 2008 to June 2020. From June 2020 to November 2020, Mr. Zhang worked at Suzhou Hengrui Hongyuan Medical Technology Co., Ltd. (蘇州恒瑞宏遠醫療科技有限

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公司), a company principally engaged in the development and provision of medical consumables and related medical technologies, with a focus on interventional oncology and vascular interventional areas, as R&D department manager.

Mr. Zhang received his bachelor’s degree of engineering in automation from Zhejiang University (浙江大學) in the PRC in June 2006, and his master’s degree of engineering in control theory and control engineering from Tianjin University (天津大學) in the PRC in June 2008.

Mr. CAO Guiping (曹貴平), aged [50], is our executive Director and senior strategic operations advisor and is responsible for the strategy development of our Group. Mr. Cao served as our chief business officer from November 2019 to October 2025.

Mr. Cao has more than 22 years of experience in clinical medicine and pharmaceutical industry. Prior to joining our Group, from February 2004 to May 2012, he progressed from front-line sales to associate sales director at Xi’an Janssen Pharmaceutical Ltd. (西安楊森製藥有限公司), a company principally engaged in the research, development, manufacturing and sales of prescription drugs, over-the-counter (OTC) drugs, and medical devices operating across therapeutic areas including gastroenterology, oncology, and immunology. From September 2013 to November 2019, Mr. Cao served as the vice general manager at Micropoint Biotechnologies Co., Ltd. (深圳微點生物技術股份有限公司), a company engaged in the research and development of point-of-care (bedside) in vitro diagnostic devices and chips.

Mr. Cao received his bachelor’s degree in clinical medicine from Inner Mongolia University of Science and Technology (內蒙古科技大學) in the PRC in July 2000. Mr. Cao obtained his clinical physician license issued by the Beijing Fengtai Health Bureau (北京市豐臺衛生局) in 2002.

Non-executive Directors

Mr. DENG Feng, aged [63], is our non-executive Director and is responsible for providing strategic advice and making recommendation on the operation and management of our Group.

Mr. Deng has over 24 years of experience in venture capital, computer science and telecommunication industry. He founded Northern Light Venture Capital in 2005 and served as its founding managing partner. Northern Light Venture Capital focuses on investment in technology, media and telecom, clean technology, healthcare and consumer sectors. Mr. Deng served as director in New Hope Group (新希望集團有限公司), a company listed on the Shenzhen Stock Exchange (stock code: 000876.SZ), from September 2016 to May 2022. Mr. Deng also served as director in iRay Technology Company Limited (上海奕瑞光電子科技股份有限公司) from July 2017 to March 2022. Mr. Deng has been serving as director in Burning Rock Biotech Ltd., a company listed on Nasdaq (stock ticker: BNR) since August 2016. He also served as director in Hillstone Network Communication Technology Co. (山石網科通信技術股份有限公司), a company listed on the Shanghai Stock Exchange (stock code: 688030.SH), from December 2018 to January 2022. He served as director in Cytek Biosciences Inc., a company listed on Nasdaq (stock ticker: CTKB). He also served as non-executive director in BrainAurora Medical Technology Limited (腦動極光醫療科技有限公司), a company listed on the Main Board of the Stock Exchange (stock code: 6681.HK) from July 2023.

Mr. Deng received his bachelor’s and a master’s degree in electronic and communication engineering from Tsinghua University (清華大學) in the PRC in July 1986 and December 1988, respectively, a master’s degree in computer engineering from the University of Southern California in the USA in August 1993, and a master of business administration degree from the Wharton School of the University of Pennsylvania in the USA in May 2005.

Dr. CAO Yu (曹宇), aged [39], is our non-executive Director and is responsible for providing strategic advice and making recommendation on the operation and management of our Group.

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Dr. Cao has more than a decade of experience in healthcare investment and technology consulting, with a specialized focus on the medtech sector for over eight years. She has been working at Lilly Asia Ventures, a venture capital firm focused on healthcare investment, since February 2021. From April 2018 to January 2021, Dr. Cao worked at Microport Scientific Corporation, a company principally engaged in innovating, manufacturing and marketing high-end medical devices globally and listed on the Main Board of the Stock Exchange (stock code: 853.HK). Dr. Cao’s early career, from April 2015 to March 2018, was with Saint Gobain Group, a French company.

Dr. Cao received her bachelor’s degree of engineering in mechanical engineering and automation from Tsinghua University (清華大學) in the PRC in July 2008, her master’s degree of engineering in instrumentation science and technology from the same university in July 2010, and her doctorate degree in industrial engineering from École Centrale Paris in France in February 2015.

Mr. HE Xing (何邢), aged [47], is our non-executive Director and is responsible for providing strategic advice and making recommendation on the operation and management of our Group.

Prior to joining our Company, from 2004 to 2010, Mr. He served at Huatai Securities Co., Ltd., a securities company listed on the Main Board of the Stock Exchange (stock code: 6886.HK) and Shanghai Stock Exchange (stock code: 601688.SH). From June 2010 to June 2018, Mr. He worked at Essence Securities Co., Ltd. (安信證券股份有限公司) (currently known as SDIC Securities Co., Ltd. (國投證券股份有限公司)) and was responsible for investment banking business. Mr. He has served as the partner of Nanjing Yingmeng Investment Management Center (Limited Partnership) (南京鷹盟投資管理中心(有限合夥)) since May 2018.

Mr. He received his bachelor’s degree in economic law from Nanjing University of Finance and Economics (南京財經大學) in the PRC in June 2001, and his master’s degree in accounting and finance from the University of Manchester in the United Kingdom in November 2002.

Independent Non-Executive Directors

Mr. LI Shu Pai (李書潋), former name LEE Shu Paa (李書潋), aged [49], was appointed as our independent non-executive Director on February 5, 2026. He is responsible for providing independent opinions and judgment to the Board.

Mr. Li has more than 20 years of experience in the accounting and finance industry. From September 2001 to October 2006, Mr. Li worked consecutively at PricewaterhouseCoopers with his last position as audit manager. From August 2007 to July 2009, he worked as an associate at BOCI Asia Limited (中銀國際亞洲有限公司). He worked as an associate at BNP Paribas Capital (Asia Pacific) Limited from July 2010 to August 2011. Mr. Li served as the deputy chief financial officer of Beijing Tong Ren Tang Chinese Medicine Company Limited (北京同仁堂國藥有限公司), a company listed on the Stock Exchange (stock code: 3613.HK) from September 2011 to December 2013. He served as the chief financial officer of R2Game Co., Limited from August 2014 to June 2015. He served as the chief financial officer and joint company secretary of Chutian Dragon Corporation Limited (楚天龍股份有限公司) from July 2015 to December 2016. From December 2016 to September 2018, he served as the chief financial officer and company secretary of Perfectech International Holdings Limited (威發國際集團有限公司), a company listed on the Stock Exchange (stock code: 0765.HK). He served as an independent non-executive director of Comtec Solar Systems Group Limited (卡姆丹克太陽能系統集團有限公司), a company listed on the Stock Exchange (stock code: 712.HK) from February 2021 to March 2021. He served as the chief financial officer and company secretary of Meilleure Health International Industry Group Limited (美瑞健康國際產業集團有限公司), a company listed on the Stock Exchange (stock code: 2327.HK) from July 2019 to December 2025. He currently serves as the chief financial officer, board secretary and company secretary of Zhejiang Shimai Pharmaceutical Co., Ltd. (浙江時邁藥業股份有限公司) since March 2026.

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Mr. Li currently serves as an independent non-executive director of TransThera Sciences (Nanjing), Inc. (藥捷安康(南京)科技股份有限公司), a company listed on the Stock Exchange (stock code: 2617.HK) since June 2021. Since February 2026, he has been serving as an independent non-executive Director of Beijing Haizhi Technology Group Co., Ltd. (北京海致科技集團股份有限公司), a company listed on the Stock Exchange (stock code: 2706.HK).

Mr. Li received his bachelor’s degree in business administration from City University of Hong Kong (香港城市大學) in November 2001 in Hong Kong. He received his master’s degree in business administration from the Hong Kong University of Science and Technology (香港科技大學) in June 2014 in Hong Kong. He was admitted as Certified Public Accountant and fellow of the Hong Kong Institute of Certified Public Accountants in October 2004 and February 2012, respectively. Mr. Li was also admitted as member and fellow of Association of Chartered Certified Accountants in July 2012 and July 2017, respectively.

Mr. LIU Feng (劉峰), aged [42], was appointed as our independent non-executive Director on February 5, 2026. He is responsible for providing independent opinions and judgment to the Board.

Mr. Liu has over 18 years of experience in mergers and acquisitions (M&A), equity investments, corporate finance and business development. From December 2009 to June 2013, he worked at Deloitte Corporate Finance LLC (德勤諮詢). He worked at Lincoln International (林肯國際), a U.S. headquartered investment bank. From November 2017 to May 2018, he worked at Houlihan Lokey Investment Consulting (Beijing) Co., Ltd. (華利安諾基投資諮詢(北京)有限公司). From June 2018 to April 2021, he worked at Goetzpartners Business Consultants (Shanghai) Co., Ltd. (嘉茂商務顧問(上海)有限公司). Since May 2021, he has served at Shanghai WSD Management Consulting Co., Ltd. (上海韋世德管理諮詢有限公司) as managing director.

Mr. Liu received his bachelor’s degree in international accounting from Shanghai University of Finance and Economics (上海財經大學) in the PRC in July 2008, his Master of Business Administration (MBA) degree from the Booth School of Business of the University of Chicago in the USA in June 2023 and his Master of Science (MSc) degree in major programme management from the University of Oxford in the United Kingdom in December 2025. Mr. Liu was admitted as a member of the Hong Kong Securities and Investment Institute in August 2013, a fellow of the Association of Chartered Certified Accountants (ACCA and FCCA) in September 2014, and a Chartered Professional Accountant (CPA) of Canada in June 2015.

Ms. XIAO Yun (肖雲), aged [43], was appointed as our independent non-executive Director on February 5, 2026. She is responsible for providing independent opinions and judgment to the Board.

Ms. Xiao has over 20 years of experience in medical-device marketing and business strategy. Prior to joining our Group, from October 2005 to July 2007, she worked at Beijing Wantai Biological Medicine Co., Ltd. (北京萬泰生物藥業股份有限公司), a company principally engaged in the research and development, manufacturing and sales of biological diagnostic reagents and vaccines. From October 2008 to August 2009, she worked at Abbott Laboratories Trading (Shanghai) Co., Ltd. (雅培貿易(上海)有限公司), a company principally engaged in the businesses of dairy products, health supplements, pharmaceuticals, and medical devices, as sales specialist and was responsible for Abbott’s blood-bank products. From January 2010 to August 2011, she worked at Fresenius Kabi (China) Investment Co., Ltd. (費森尤斯卡比(中國)投資有限公司), a multinational pharmaceutical enterprise focused on infusion therapy, transfusion services, and clinical nutrition, as regional manager. She worked at Beijing Stago Diagnostic Products Trading Co., Ltd. (北京思塔高診斷產品貿易有限責任公司), a company focusing on in vitro diagnostic (IVD) products in the fields of thrombosis and hemostasis, providing instruments, reagents, consumables, and data management systems. From August 2018 to May 2019, she worked at Beijing Mega-Robot Technology Co., Ltd. (北京鎂伽機器人科技有限公司). Since July 2019, she has worked at DeepKinase Biotechnologies (Zhuhai) Co., Ltd. (嘉華藥銳科技(珠海)有限公司) as director, co-founder and chief business officer and is responsible for corporate strategy and financing.

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Ms. Xiao received her bachelor’s degree in life science from Peking University (北京大學) in the PRC in July 2005, and her Master of Business Administration (MBA) degree from Tsinghua University (清華大學) in the PRC in June 2020.

SENIOR MANAGEMENT

Our senior management is responsible for the day-to-day management and operation of our business. The table below sets forth certain information in respect of the senior management of our Company:

Name	Age	Position(s)	Date of joining our Group	Date of appointment as senior management	Role and responsibilities
Dr. MAO Wen (毛雯)	[43]	Executive Director, chairperson of our Board, chief executive officer	May 2019	May 2019	Responsible for overseeing all core-product R&D, registration, manufacturing, and commercialization
Mr. ZHANG Yuyan (張煜彥)	[42]	Executive Director and chief technology officer	November 2020	November 2020	Responsible for overseeing group level strategy for technology and product development
Mr. OU Junlin (歐軍林)	[47]	Vice general manager	April 2023	April 2023	Responsible for overseeing departments of medical marketing, market access, and branding
Mr. Guo Zhong (郭眾)	[36]	Secretary to the Board and joint company secretary	January 2026	February 5, 2026 ^(Note)	Supervision of financing and investment related matters of our Group

Note: The appointment will become effective upon the [REDACTED].

The following sets forth the biographies of our senior management:

For biographical details of Dr. Mao and Mr. Zhang Yuyan, see “— Executive Directors” in this section. The details of the other senior management member are set out below:

Mr. OU Junlin (歐軍林), aged [47], joined our Group as vice general manager in April 2023. He is responsible for overseeing departments of medical marketing, market access, and brand. Mr. Ou has also assumed various positions in our subsidiaries. He has served as the executive director and general manager of Guangxi Nuogang since August 2023, the supervisor of Novlead Beijing since October 2023, the director of Novlead Yulin since March 2025, and the manager of Changsha Nuoshi since February 2026.

Prior to joining our Group, Mr. Ou worked at Xi’an Janssen Pharmaceutical Ltd. (西安楊森製藥有限公司), a company principally engaged in the research, development, manufacturing and sales of prescription drugs, over-the-counter (OTC) drugs, and medical devices operating across therapeutic areas including gastroenterology, oncology, and immunology, as project manager from February 2008 to April 2010. From April 2010 to July 2013, he worked at Beijing Novartis Pharma Co., Ltd. (北京諾華製藥有限公司) as regional sales manager and was responsible for sales management. From July 2017 to April 2023, he worked at Hunan Youan Medical Technology Co., Ltd. (湖南優安醫學科技有限公司) as general manager and was responsible for company’s business and strategy.

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Mr. Ou received his bachelor’s degree in clinical medicine from the University of South China (南華大學) in the PRC in July 2002, and his master’s degree in social medicine and health service management from the same university in June 2019.

Mr. GUO Zhong (郭眾), aged [36], joined our Group in January 2026 and was appointed as the secretary of our Board and the joint company secretary in February 2026 effective upon the [REDACTED].

Prior to joining our Group, from October 2015 to July 2016, Mr. Guo worked at Ernst & Young (China) Advisory Limited Tianjin Branch (安永(中國)企業諮詢有限公司天津分公司) and provided tax advisory services. From October 2016 to January 2021, Mr. Guo worked at Deloitte Touche Tohmatsu Certified Public Accountants LLP Nanjing Branch (德勤華永會計師事務所(特殊普通合夥)南京分所) as a senior auditor, where he was responsible for providing auditing service. From January 2021 to January 2026, Mr. Guo worked at Shenwan Hongyuan Financing Services Co., Ltd (申萬宏源證券承銷保薦有限責任公司) as senior vice president (SVP), where he was responsible for initial public offering filings and listings.

Mr. Guo received his bachelor’s degree in economics from Yangzhou University (揚州大學) in the PRC in June 2012, and his master’s degree in regional economics from Nanjing Normal University (南京師範大學) in the PRC in June 2015. Mr. Guo was admitted as a Chinese Certified Public Accountant by the Chinese Institute of Certified Public Accountants in December 2019 and as Chinese Tax Advisor by the China Certified Tax Agents Association in November 2019. Mr. Guo obtained the securities professional qualification issued by the Securities Association of China in September 2014.

GENERAL

Save as otherwise disclosed in this document, none of our Directors or senior management members of our Company holds and has held any other directorships in public companies the securities of which are listed on any securities market in Hong Kong or overseas in the three years prior to the Latest Practicable Date and as of the Latest Practicable Date.

None of our Directors or senior management members of our Company has any relationship with any Directors or senior management members of our Company.

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

CONFIRMATION FROM OUR DIRECTORS

Rule 8.10 of the Listing Rules

Each of our Directors confirms that as of the Latest Practicable Date, he/she did not have any interest in a business which competes or is likely to compete, directly or indirectly, with our business, and requires disclosure under Rule 8.10 of the Listing Rules.

Rule 3.09D of the Listing Rules

Each of our Directors confirms that he/she (i) obtained the legal advice referred to under Rule 3.09D of the Listing Rules in February 2026, and (ii) understands his/her obligations as a director of a [REDACTED] under the Listing Rules.

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Rule 3.13 of the Listing Rules

Each of our proposed independent non-executive Directors has confirmed (i) his/her independence after taking into account each of the factors referred to in Rules 3.13(1) to 3.13(8) of the Listing Rules, (ii) that 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 our Company, and (iii) that there are no other factors that may affect his/her independence at the time of his/her appointment.

JOINT COMPANY SECRETARIES

Mr. GUO Zhong (郭眾) was appointed as our joint company secretary in February 2026, see “— Senior Management” for his biographical details.

Mr. POON Ping Yeung (潘秉揚) was appointed as one of our joint company secretaries in February 2026.

Mr. Poon is the senior manager of the listed & fiduciary corporate services of Trident Corporate Services (Asia) Limited, a global professional services firm. He has over twelve years of professional experience in company secretarial field. He is currently a joint company secretary of each of Boyaa Interactive International Limited (a company listed on the Stock Exchange (stock code: 434.HK)), Zhejiang Taimei Medical Technology Co., Ltd. (a company listed on the Stock Exchange (stock code: 2576.HK)) and Shanghai REFIRE Group Limited (a company listed on the Stock Exchange (stock code: 2570.HK)).

Mr. Poon received his bachelor’s degree in arts (major in social policy and administration) from The Hong Kong Polytechnic University in Hong Kong in October 2012. He received his master’s degree in corporate governance from Hong Kong Metropolitan University (formerly known as The Open University of Hong Kong) in Hong Kong in October 2019.

Mr. Poon is an associate member (a holder of practitioner’s endorsement) of The Hong Kong Chartered Governance Institute and The Chartered Governance Institute.

BOARD COMMITTEES

Our Board delegates certain responsibilities to various committees. In accordance with the relevant PRC laws and regulations and the Corporate Governance Code as set out in the Appendix C1 to the Listing Rules, our Company has formed three Board committees, namely the Audit Committee, the Remuneration and Appraisal Committee and the Nomination Committee. The committees operate in accordance with the terms of reference established by our Board.

Audit Committee

We have established an audit committee with written terms of reference in compliance with Rule 3.21 of the Listing Rules and paragraph D.3 of part 2 of the Corporate Governance Code as set out in Appendix C1 to the Listing Rules (the “**Corporate Governance Code**”). The Audit Committee consists of Mr. Li Shu Pai, Mr. Liu Feng and Mr. He Xing, with Mr. Li Shu Pai being the chairperson of the committee. Mr. Li Shu Pai and Mr. Liu Feng hold the appropriate accounting or related financial management expertise as required under Rules 3.10(2) and 3.21 of the Listing Rules.

The primary duties of the Audit Committee are to assist our Board in providing an independent view of the effectiveness of our financial reporting process, internal control and risk management systems, overseeing the audit process, and performing other duties and responsibilities as assigned by our Board, which include, amongst other things, (i) proposing to our Board the appointment and

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replacement of external audit firms, (ii) supervising the implementation of our internal audit system, (iii) liaising between our internal audit department and external auditors, (iv) reviewing our financial information and related disclosures, and (v) other duties conferred by our Board.

Remuneration and Appraisal Committee

We have established a remuneration and appraisal committee with written terms of reference in compliance with Rule 3.25 of the Listing Rules and paragraph E.1 of part 2 of the Corporate Governance Code. The Remuneration and Appraisal Committee consists of Mr. Liu Feng, Dr. Mao and Ms. Xiao Yun, with Mr. Liu Feng being the chairperson of the committee.

The primary duties of the Remuneration and Appraisal Committee are to develop remuneration and appraisal policies of our Directors, evaluate the performance, make recommendations on the remuneration packages of our Directors and senior management and evaluate and make recommendations on employee benefits, which include, amongst other things, (i) establishing, reviewing and making recommendations to our Board on our policy and structure concerning remuneration and appraisal of Directors and senior management and on the establishment of a formal and transparent procedure for developing policy on such remuneration and appraisal, (ii) determining the terms of the specific remuneration package of each Director and members of senior management, (iii) reviewing and approving performance-based remuneration by reference to corporate goals and objectives resolved by our Directors from time to time, (iv) reviewing and/or approving matters relating to share schemes under Chapter 17 of the Listing Rules, and (v) other duties conferred by our Board.

Nomination Committee

We have established a nomination committee with written terms of reference in compliance with Rule 3.27A of the Listing Rules and paragraph B.3 of part 2 of the Corporate Governance Code. The Nomination Committee consists of Dr. Mao, Ms. Xiao Yun and Mr. Li Shu Pai, with Dr. Mao being the chairperson of the committee.

The primary duties of the Nomination Committee are to make recommendations to our Board in relation to the appointment and removal of our Directors which include, amongst other things, (i) reviewing the structure, size and composition of our Board on a regular basis, assisting our Board in maintaining a board skills matrix, and making recommendations to our Board regarding any proposed changes, (ii) identifying, selecting or making recommendations to our Board on the selection of individuals nominated for directorships, (iii) assessing the independence of independent non-executive Directors, (iv) making recommendations to our Board on relevant matters relating to the appointment, re-appointment and removal of our Directors, (v) supporting our Company's regular evaluation of our Board's performance, and (vi) other duties conferred by our Board.

CORPORATE GOVERNANCE

Our Company aims to achieve high standards of corporate governance which are crucial to our development and safeguard the interests of our Shareholders. To accomplish this, we expect to comply with the Corporate Governance Code set out in Appendix C1 to the Listing Rules and the Model Code for Securities Transactions by Directors of Listed Issuers as set out in Appendix C3 to the Listing Rules after the [REDACTED], except for Code Provision C.2.1 of Part 2 of the Corporate Governance Code, which provides that the roles of chairman of the board and chief executive officer should be separate and should not be performed by the same individual.

The roles of chairperson of the Board and chief executive officer are currently performed by Dr. Mao. In view of Dr. Mao's substantial contribution to our Group and her extensive experience in the industry and corporate management, we consider that having Dr. Mao acting as both our chairperson of the Board and chief executive officer will provide strong and consistent leadership to our Group and facilitate the efficient execution of our business strategies. We consider it

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appropriate and beneficial to our business development and prospects that Dr. Mao continues to act as both our chairperson of the Board and chief executive officer after the [REDACTED], and therefore currently do not propose to separate the functions of chairperson of the Board and chief executive officer of the Company.

While this would constitute a deviation from Code Provision C.2.1 of Part 2 of the Corporate Governance Code, the Board believes that this structure will not impair the balance of power and authority between the Board and the management of our Company, given that: (i) there are sufficient checks and balances in the Board, as a decision to be made by our Board requires approval by at least a majority of our Directors, and our Board comprises three independent non-executive Directors, which is in compliance with the requirement under the Hong Kong Listing Rules; (ii) Dr. Mao and the other Directors are aware of and undertake to fulfil their fiduciary duties as Directors, which require, among other things, that they act for the benefit and in the best interests of our Group and the Shareholders; and (iii) the balance of power and authority is ensured by the operations of the Board which comprises experienced and high calibre individuals who meet regularly to discuss issues affecting the operations of our Company. Moreover, the overall strategic development and other key business, financial, and operational policies of our Group are made collectively after thorough discussion at both Board and senior management levels. The Board will continue to review the effectiveness of the corporate governance of our Group in order to assess whether separation of the roles of chairperson of the Board and chief executive of the Company is necessary.

BOARD AND WORKPLACE DIVERSITY POLICY

We are committed to promoting diversity development in the Company. In order to maintain our corporate governance structure and to achieve sustainable and balanced corporate development, we have adopted a Board and workplace diversity policy (the “**Diversity Policy**”) which sets out the objectives for and approaches to achieving and maintaining diversity at the Company.

Pursuant to the Diversity Policy, we seek to achieve Board diversity through the consideration of a number of factors when selecting the candidates to our Board, including but not limited to gender, age, cultural and educational background, and professional experience. The ultimate decision of each appointment will be based on merit and the contribution which the selected candidates are expected to bring to our Board.

Our Directors have a balanced mix of knowledge and skills, including but not limited to depth of experience in the areas of overall management and strategic development, finance, accounting and corporate governance in addition to industry experience. Upon [REDACTED], we have three independent non-executive Directors with different industry backgrounds, with solid professional experiences in the fields of medical device, finance and accounting, representing one-third of the members of our Board.

Our Company has evaluated the structure, size and composition of our Board, taking into account the skills matrix of our Board, and is of the opinion that the structure of our Board is reasonable, and the experience and skills of the Directors will enable our Company to maintain a high standard of operations. This is evidenced by the fact that our Directors range in age from [39] to [63] years old, and our Board comprises three female Director(s) and six male Director(s) upon [REDACTED]. Taking into account our existing business model and specific needs, as well as the different backgrounds of our Directors, the composition of our Board satisfies our Diversity Policy. Our Nomination Committee is responsible for ensuring the diversity of our Board, and will continue to be responsible for the same after the [REDACTED].

Apart from diversity within our Board, we recognize the importance of gender diversity, which we have taken, and will continue to take, steps to promote at all levels of our Company, including at the Board, senior management and workforce (excluding senior management) level. Going forward, in accordance with the Diversity Policy, we will have at least one female Director at all times, we will ensure that a female Director serves on the Nomination Committee at all times,

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and we will continue to work to enhance gender diversity when selecting and recommending suitable candidates across the Board, senior management and workforce (excluding senior management) levels. We will strive to enhance female representation within the Company and will maintain a non-single gender Board at all times with reference to stakeholders’ expectations and international standards and best practices. In particular, we aim to develop a pipeline of female employees from the workforce to reach senior management level and become potential successors to the Board by implementing comprehensive programs aimed at identifying and training our female employees who display leadership and potential, and ensuring that our female management members have equal opportunities to develop and perform so as to be equipped to step up as a member of our Board.

After the [REDACTED], our Nomination Committee will, among its other duties, review the Diversity Policy and its implementation from time to time to ensure its continued effectiveness, and we will disclose the Diversity Policy or a summary thereof in the corporate governance report of the Company on an annual basis.

REMUNERATION OF DIRECTORS

Our Directors receive remuneration in the form of salaries, allowances, discretionary bonuses, share-based compensation and retirement benefit scheme contributions. For more information on the remuneration of the Directors and chief executive during the Track Record Period as well as information on the five highest paid individuals, please see Notes 11 and 13 of the Accountants’ Report set out in Appendix I.

For the two financial years ended December 31, 2025 and the six months ended June 30, 2026, the aggregate amount of remuneration paid or payable to our Directors amounted to RMB3.5 million, RMB3.8 million and RMB1.8 million, respectively. Under the current arrangement, we estimate the total remuneration to be paid to our Directors for the year ending December 31, 2026 to be approximately RMB4.4 million.

During the Track Record Period, no remuneration was paid by our Company to, or receivable by, our Directors or the five highest paid individuals as an inducement to join or upon joining our Company or as compensation for loss of office in connection with the management positions of our Company or any of our subsidiaries.

During the Track Record Period, none of our Directors waived any remuneration. Save as disclosed above, no other payments have been paid, or are payable, by our Company or any of our subsidiaries to our Directors or the five highest paid individuals during the Track Record Period.

COMPLIANCE ADVISOR

We have appointed Rainbow Capital (HK) Limited as our Compliance Advisor pursuant to Rules 3A.19 and 3A.23 of the Listing Rules. The Compliance Advisor will provide us with guidance and advice as to compliance with the Listing Rules and other applicable laws, rules, codes and guidelines. Pursuant to Rule 3A.23 of the Listing Rules, the Compliance Advisor will advise our Company in certain circumstances including (i) before the publication of any announcements, circulars or financial reports, (ii) where a transaction, which might be a notifiable or connected transaction, is contemplated, including share issues and share repurchases, (iii) where we propose to use the [REDACTED] of the [REDACTED] in a manner different from that detailed in this document or where our business activities, developments or results deviate from any forecast, estimate or other information in this document, and (iv) where the Hong Kong Stock Exchange makes an inquiry to our Company regarding unusual movements in the price or [REDACTED] of its [REDACTED] securities or any other matters in accordance with Rule 13.10 of the Listing Rules.

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Pursuant to Rule 3A.24 of the Listing Rules, the Compliance Advisor will, on a timely basis, inform our Company of any amendment or supplement to the 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 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 Listing Rules in respect of our financial results for the first full financial year commencing after the [REDACTED].