Excelland Robotics (Wuxi) Co. Ltd.

(A joint stock company incorporated in the People's Republic of China with limited liability)

STRATEGY COMMITTEE — TERMS OF REFERENCE

Approved by the board of directors of the Company (the "**Board**") on 7 August 2026.

CHAPTER I GENERAL PROVISIONS

Article 1 In order to accommodate the needs of strategic development of Excelland Robotics (Wuxi) Co. Ltd. (the "**Company**" together with its subsidiaries, the "**Group**"), strengthen its core competitiveness, determine its development plans, optimize its procedures for making investment decisions, enhance the rationality of its decision-making, and improve the effectiveness and quality of major investment decisions, the Company has established a strategy committee of the board of directors (hereinafter referred to as the "**Strategy Committee**" or the "**Committee**") as a dedicated body responsible for the long-term development strategies and major investment decisions of the Company.

Article 2 In order to ensure that the Strategy Committee carries out its work in a standardized and efficient manner, the board of directors of the Company has formulated these Terms of Reference in accordance with the Company Law of the People's Republic of China (hereinafter referred to as the "**Company Law**"), the Articles of Association of the Company (the **"Articles of Association"**) and other relevant provisions.

CHAPTER II COMPOSITON

Article 3 The Strategy Committee shall comprise three Directors.

Article 4 Members of the Strategy Committee shall be nominated by the Chairman of the Board, more than half of the Independent Directors, or not less than one-third of all Directors, and shall be elected or removed by a majority of all Directors.

Article 5 The Strategy Committee shall have one Chairman, who shall be responsible for presiding over the work of the Strategy Committee and shall be appointed by the Board from among the members.

Article 6 The term of office of the Strategy Committee shall be the same as that of the Board. The members are eligible for re-election upon expiry of the term. Where a member ceases to be a director of the Company during the term, his/her membership shall be terminated automatically and the committee shall appoint a new member to fill the vacancy in accordance with the above provisions.

Article 7 The provisions on the obligations of directors stipulated in the Company Law and the Articles of Association shall apply to the members of the Strategy Committee.

Article 8 The Strategy Committee has set up a working group, which is responsible for advancing the formulation and implementation of the Group's environmental, social and governance ("**ESG**") policies, strategies, various goals and measures, and organising and coordinating the Group's ESG work. The members of the working group need not be members of the Strategy Committee.

CHAPTER III DUTIES AND POWERS

Article 9 The principal duties and authorities of the Strategy Committee are as follows:

(I). to formulate, evaluate, study and make recommendations on the Company's long-term development strategy and planning;

(II). to study and make recommendations on major investment and financing proposals subject to Board approval;

(III). to study and make recommendations on major capital operation and asset management projects subject to Board approval;

(IV). to study and make recommendations on other major matters affecting the Company's development;

(V). to facilitate and monitor the Group's ESG performance

(VI). to review, facilitate and monitor the implementation of the above matters; and

(VII).other matters authorised by the Board.

Article 10 The Strategy Committee shall be accountable to the board of directors, and the resolutions and proposals made by the Committee shall be submitted to the board of directors for review and decision.

Article 11 When the Strategy Committee performs its duties, the relevant departments of the Company shall provide cooperation. The expenses incurred during the daily operation of the Strategy Committee shall be borne by the Company.

CHAPTER IV RULES OF PROCEDURES

Article 12 Meetings of the Strategy Committee shall be classified into regular meetings and extraordinary meetings. Regular meetings shall be held at least once every year, and notice of meeting shall be given to all members at least seven days in advance. Meetings shall be proposed and convened by the Chairman of the Committee and presided over by the Chairman. Where the Chairman is unable to attend, he/she may authorise another member (Independent Director) to preside over the meeting.

Article 13 A meeting of the Strategy Committee shall only be held if attended by more than two-thirds of its members. Each member shall have one vote. Resolutions of the Committee shall be passed by a majority of all members.

Article 14 Voting at Strategy Committee meetings shall be conducted by show of hands or by poll. Extraordinary meetings may be convened by way of written correspondence or other communication methods.

Article 15 Where necessary, Directors and other senior management of the Company may be invited to attend meetings of the Strategy Committee as non-voting attendees.

Article 16 Where necessary, the Strategy Committee may engage professional intermediaries to provide expert advice for its decision-making, with all relevant costs borne by the Company.

Article 17 The procedures for convening meetings, voting methods and resolutions passed by the Strategy Committee shall comply with the Articles of Association and these Terms of Reference.

Article 18 Minutes shall be prepared for Strategy Committee meetings. Members attending the meeting shall sign the minutes. Meeting records shall be kept by the secretary to the Board.

Article 19 Resolutions and voting results of the Strategy Committee shall be submitted to the Board in writing.

Article 20 All members and attendees present at meetings shall be bound by confidentiality obligations and shall not disclose any information relating to the matters discussed at the meeting without authorisation.

CHAPTER V SUPPLEMENTAL PROVISIONS

Article 21 These Terms of Reference shall take effect upon approval by resolution of the Board.

Article 22 Any matters not covered by these Terms of Reference shall be implemented in accordance with the relevant laws and regulations of the State and the Articles of Association. In the event that these Terms of Reference are inconsistent with any laws and regulations promulgated by the State or the Articles of Association as amended through lawful procedures, the relevant laws and regulations of the State and the Articles of Association shall prevail.

Article 23 For the purposes of these Terms of Reference, "above" shall include the number itself, while "exceed" shall exclude the number itself.

Article 24 The Board shall be responsible for the interpretation of these Terms of Reference.

Note: If there is any inconsistency between the English and Chinese versions of this document, the English version shall prevail.