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CM Energy Tech Co., Ltd.
华商能源科技股份有限公司
(Incorporated in Cayman Islands with limited liability)
(Stock Code: 206)

VOLUNTARY ANNOUNCEMENT
STRATEGIC GUIDANCE FOR THE NEXT FIVE YEARS (2026-2030)

This announcement is published by CM Energy Tech Co., Ltd. (“**CM Energy**” or the “**Company**”) on a voluntary basis to inform the shareholders of the Company (the “**Shareholders**”) and potential investors of the latest business development of the Company.

Guided by the “15th Five-Year Plan for National Economic and Social Development” published by China and the national “Dual Carbon” strategy, the Company has formulated the “Strategic Guidance for the Next Five Years (2026-2030)” (the “**Strategic Guidance for the Next Five Years**”) on the basis of comprehensive consideration of the actual operating conditions, combined with the future macroeconomic environment, industry development trends and the development stage of the Company, so as to promote the strategic upgrading of the Company and achieve sustainable and high-quality development.

I. DEVELOPMENT OBJECTIVE

Dedicated in becoming China’s leading service provider of green energy and equipment.

II. OVERALL DEVELOPMENT APPROACH

- (1) Integrated Development: Driven by diverse scenarios centred on marine applications, to achieve dual-wheel drive and integrated development of green energy and equipment manufacturing, ultimately establishing an integrated solution capability encompassing “technology + equipment + services”.

- (2) **Dual Circulation Pattern:** Building upon a global footprint, the Company injects developmental momentum into the full lifecycle services of green energy and equipment manufacturing. This approach fosters an international perspective, empowers domestic growth, and serves global markets, ultimately establishing a dual circulation development pattern for CM Energy both domestically and internationally.
- (3) **Synergy and Mutual Benefit:** Leveraging the abundant application scenarios and extensive expertise of China Merchants Group Limited (“**CM Group**”) and China Merchants Industry Holdings Co., Ltd. (“**CM Industry**”), to achieve supported breakthroughs and leapfrog development within the group; and to empower and energise the high-quality development of CM Group and CM Industry through new quality productive forces, ultimately realising synergy, mutual benefit, and co-creation of value.

III. BUSINESS LINE PORTFOLIO

The Company builds four major business portfolios centered on hydrogen-based energy as the driving force, marine equipment as the foundation, intelligent control technology as the innovation engine, and overseas operations as the hub:

- (1) **Hydrogen-based energy business** bases on synergistic development of hydrogen-ammonia-alcohol green energy, deploying resources according to application scenarios to establish a tripartite green energy supply platform integrating “technology + equipment + services”. On the production front, it leverages hydrogen production equipment and chemical synthesis process packages to control technical paths and proprietary intellectual property, securing upstream resources through supply chain integration, equity participation and long-term contractual agreements. On the trading front, it positions itself in critical segments, such as marine fuel bunkering facilities. Initially balancing the transition to low-carbon fuels such as LNG and biodiesel, it targets medium-to-long-term supply of green methanol and green ammonia, gradually scaling production value.

- (2) The marine equipment business will adhere to a customer-centric value proposition, leveraging flagship products to achieve full value chain synergy across R&D, manufacturing, and marketing, thereby delivering integrated comprehensive solutions for clients. We will focus on developing core green marine equipment solutions, including ship fuel supply systems and low-carbon energy-saving equipment, while simultaneously cultivating product transformations for other marine facilities such as offshore wind power and marine development scenarios. Concurrently, we will maintain core technical capabilities and engineering services for traditional equipment in petroleum and natural gas scenarios.
- (3) The intelligent control technology business will build upon its foundation in electrical power conversion and control systems. Driven by market demand, it will focus on high-growth sectors while looking towards future industries such as deep-sea technology, gradually developing full-stack solution capabilities in the industrial control field. Addressing diverse scenario requirements, it will enrich its product portfolio (including both hardware and software) through diversified approaches such as holdings, equity participation, and establishment of joint ventures, thereby forming industrial control system solution capabilities for various scenarios.
- (4) Overseas operations are positioned around six strategic hubs, establishing a global network integrating policy intelligence, technology tracking, asset operations, market development, full-cycle services, and talent cultivation, which drives the Company's business towards achieving a leap in global value integration.

The Company will actively advance the implementation of its Strategic Guidance for the Next Five Years to enhance operational efficiency and achieve sustained, healthy growth in its business performance. The Company will continue to comply with the requirements of relevant laws and regulations, and when implementing such development plans, will make necessary public disclosures in accordance with applicable information disclosure requirements. The Company remains committed to balancing innovation with compliance to create long-term value for Shareholders and partners across various sectors.

The Strategic Guidance for the Next Five Years is a strategic plan formulated by the Company based on its future development needs, current operational status, and market environment. The forward-looking statements contained herein, including the Company's development objectives and business plans, are subject to significant risks and uncertainties due to their nature.

Given the constant changes in the macroeconomic environment, industry development trends, and the Company's operational conditions, there exists the possibility that the Company may not fully achieve the plans outlined in its Strategic Guidance for the Next Five Years. Additionally, there is also the possibility of making corresponding adjustments to the Strategic Guidance for the Next Five Years based on market trends and actual operational and development needs.

As actual results may differ materially from any forward-looking statements, the Company reminds investors not to place undue reliance on any such forward-looking statements, and such forward-looking statements do not constitute any commitment by the Company to investors.

Shareholders of the Company and potential investors are advised to exercise caution when dealing in the shares of the Company.

By order of the Board
CM Energy Tech Co., Ltd.
Mei Zhonghua
Chairman

Hong Kong, 16 January 2026

As of the date of this announcement, the Board comprises one (1) executive Director, namely Mr. Zhan Huafeng; five (5) non-executive Directors, namely Mr. Mei Zhonghua, Mr. Liu Jiancheng, Mr. Tam Wing Tim, Mr. Zhang Xizheng and Mr. Zhang Menggui, Morgan; and three (3) independent non-executive Directors, namely Mr. Zou Zhendong, Ms. Zhang Zhen and Mr. Xue Jianzhong.