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If you are in any doubt as to any aspect of this circular or as to the action to be taken, you should consult your stockbroker or other registered dealer in securities, bank manager, solicitor, professional accountant or other professional adviser.

If you have sold or transferred all your shares in **Beijing Jingcheng Machinery Electric Company Limited**, you should at once hand this circular, together with the accompanying form of proxy, to the purchaser or to the transferee or to the bank, stockbroker or other agent through whom the sale was effected for transmission to the purchaser or the transferee.

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北京京城機電股份有限公司

Beijing Jingcheng Machinery Electric Company Limited

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

(Stock Code: 0187)

**THE FULL TEXT AND THE SUMMARY OF ANNUAL REPORT FOR
A SHARES AND ANNUAL REPORT FOR H SHARES FOR 2025
2025 WORK REPORT OF THE BOARD OF THE COMPANY
2025 AUDITED FINANCIAL REPORTS OF THE COMPANY
INTERNAL CONTROL AUDIT REPORT OF
THE 2025 ANNUAL FINANCIAL REPORT OF THE COMPANY
2025 WORK REPORTS OF THE INDEPENDENT NON-EXECUTIVE
DIRECTORS OF THE COMPANY
REAPPOINTMENT OF WUYIGE CERTIFIED PUBLIC ACCOUNTANTS LLP
AS THE AUDITOR OF THE COMPANY FOR 2026
THE RESOLUTION OF THE COMPANY NOT TO
DISTRIBUTE ANY PROFIT FOR THE YEAR OF 2025
THE RESOLUTION ON THE REMUNERATION OF THE DIRECTORS OF THE ELEVENTH
SESSION OF THE BOARD OF THE COMPANY FOR 2026
THE RESOLUTION IN RELATION TO THE APPROVAL OF
THE GRANT OF GENERAL MANDATE
TO THE BOARD TO ISSUE H SHARES BY THE COMPANY
THE RESOLUTION IN RELATION TO THE FORMULATION OF THE REMUNERATION
MANAGEMENT RULES FOR DIRECTORS AND SENIOR MANAGEMENT
THE RESOLUTION IN RELATION TO THE REPURCHASE AND CANCELLATION OF PART OF
THE RESTRICTED A SHARES GRANTED BUT SUBJECT TO LOCK-UP
THE RESOLUTION IN RELATION TO THE CHANGE IN REGISTERED CAPITAL AND THE
PROPOSED AMENDMENTS TO THE ARTICLES OF ASSOCIATION
THE RESOLUTION IN RELATION TO THE REMUNERATION OF AND THE ENTERING INTO OF
THE WRITTEN CONTRACTS WITH THE DIRECTORS OF THE TWELFTH SESSION OF
THE BOARD
THE RESOLUTION IN RELATION TO THE ELECTION OF DIRECTORS
THE RESOLUTION IN RELATION TO THE ELECTION OF INDEPENDENT NON-EXECUTIVE
DIRECTORS
NOTICE OF AGM
AND
NOTICE OF H SHARES CLASS MEETING**

A letter from the Board is set out on pages 3 to 12 of this circular.

A notice convening the AGM of 2025 of the Company to be held at the Conference Room of the Company at No. 6 Rongchang East Street, Daxing District, Beijing, the PRC on Monday, 29 June 2026 at 9:30 a.m. is set out on pages AGM-1 to AGM-3 of this circular.

A notice of the first H Shares Class Meeting of 2026 of the Company to be held at the Conference Room of the Company at No. 6 Rongchang East Street, Daxing District, Beijing, the PRC on Monday, 29 June 2026 at 11:00 a.m. is set out on pages HCM-1 to HCM-3 of this circular.

Whether or not you intend to attend the above general meetings, you are requested to complete the attached form of proxy in accordance with the instructions printed thereon and return the same to the business address of the Company at No. 2 Huo Xian Nan San Road, Huo Xian Town, Tongzhou District, Beijing, the PRC, or the Company's H Share registrar, Computershare Hong Kong Investor Services Limited, at 17M Floor, Hopewell Centre, 183 Queen's Road East, Wanchai, Hong Kong as soon as possible and in any event no later than 24 hours before the time appointed for the convening of the above general meetings. Completion and return of the form of proxy will not preclude you from attending and voting in person at the above general meetings or any adjourned meeting should you so wish.

26 May 2026

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DEFINITIONS

In this circular, the following expressions have the following meanings unless the context requires otherwise:

“AGM”	the 2025 annual general meeting of the Company to be convened on Monday, 29 June 2026 at 9:30 a.m. at the Company’s Conference Room, No. 6 Rongchang East Street, Daxing District, Beijing, the PRC
“Articles of Association”	the articles of association of the Company as amended from time to time
“A Share(s)”	domestic ordinary share(s) with a par value of RMB1.00 each in the share capital of the Company which are listed on the SSE (stock code: 600860), subscribed for and traded in RMB
“Board”	the board of Directors of the Company
“Class Meetings”	the class meeting for holders of A Shares and the H Shares Class Meeting
“Company”	Beijing Jingcheng Machinery Electric Company Limited (北京京城機電股份有限公司), a joint stock company incorporated in the PRC with limited liability and the Shares of which are listed on the Main Board of the Stock Exchange and the SSE
“controlling shareholder(s)”	has the meaning as ascribed to it under the Listing Rules
“CSRC”	China Securities Regulatory Commission
“Director(s)”	the director(s) of the Company
“General Mandate”	the general mandate proposed to be granted to the Board at the AGM for the purpose of, among others, issuing and dealing with new Shares which shall be no more than 20% of the number of H Shares in issue as at the date of the passing of the proposed special resolution at the AGM
“Group”	the Company and its subsidiaries
“H Share(s)”	the overseas foreign listed shares of nominal value of RMB1.00 each in the share capital of the Company, which are listed on the Main Board of the Stock Exchange (stock code: 00187), subscribed for and traded in Hong Kong dollars
“H Shareholder(s)”	the holder(s) of H Shares
“H Shares Class Meeting”	the class meeting for H Shareholders
“Hong Kong”	the Hong Kong Special Administrative Region of the PRC
“independent Director(s)”	has the same meaning as that of independent non-executive Director(s)

DEFINITIONS

“Jingcheng Machinery Electric”	Beijing Jingcheng Machinery Electric Holding Co., Ltd.* (北京京城機電控股有限責任公司), a company incorporated in the PRC and holding 44.88% interest in the Company
“Latest Practicable Date”	21 May 2026, being the latest practicable date prior to the printing of this circular for ascertaining information included hereof
“Listing Rules”	The Rules Governing the Listing of Securities on the Stock Exchange
“PRC”	the People’s Republic of China, which for the purpose of this circular excludes Hong Kong, the Macau Special Administrative Region of the PRC and Taiwan
“RMB”	Renminbi, the lawful currency of the PRC
“Share(s)”	share(s) of the Company, including A Shares and H Shares, unless otherwise specified
“Shareholder(s)”	the shareholder(s) of the Company
“SSE”	the Shanghai Stock Exchange
“Stock Exchange”	The Stock Exchange of Hong Kong Limited
“%”	percent

* *For identification purposes only*

LETTER FROM THE BOARD



北京京城機電股份有限公司

Beijing Jingcheng Machinery Electric Company Limited

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

(Stock Code: 0187)

Executive Director:

Mr. Zhang Jiheng

Non-executive Directors:

Mr. Li Zhongbo

Mr. Wang Kai

Mr. Zhou Yongjun

Mr. Zhao Xihua

Mr. Man Huiyong

Ms. Li Chunzhi

Independent non-executive Directors:

Ms. Chen Junping

Mr. Zhao Xuguang

Mr. Liu Jingtai

Mr. Luan Dalong

Registered office:

Room 901, No. 59 Mansion,
Dongsanhuan Road Central,
Chaoyang District,
Beijing,
PRC

26 May 2026

To the Shareholders

Dear Sir or Madam,

**THE FULL TEXT AND THE SUMMARY OF ANNUAL REPORT FOR A SHARES AND ANNUAL
REPORT FOR H SHARES FOR 2025
2025 WORK REPORT OF THE BOARD OF THE COMPANY
2025 AUDITED FINANCIAL REPORTS OF THE COMPANY
INTERNAL CONTROL AUDIT REPORT OF THE 2025 ANNUAL FINANCIAL REPORT OF THE
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2025 WORK REPORTS OF THE INDEPENDENT NON-EXECUTIVE DIRECTORS OF THE
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REAPPOINTMENT OF WUYIGE CERTIFIED PUBLIC ACCOUNTANTS LLP AS THE AUDITOR
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NOTICE OF AGM
AND
NOTICE OF H SHARES CLASS MEETING**

LETTER FROM THE BOARD

1. INTRODUCTION

The purpose of this circular is to provide you with the notice of the AGM and the notice of the H Shares Class Meeting and to provide you with reasonable and necessary information.

At the AGM, the ordinary resolutions will be proposed to consider and approve (1) the full text and the summary of annual report for A Shares and annual report for H Shares for 2025; (2) 2025 work report of the Board of the Company; (3) 2025 audited financial reports of the Company; (4) the internal control audit report of the 2025 annual financial report of the Company; (5) 2025 work reports of the independent non-executive Directors of the Company; (6) reappointment of WUYIGE Certified Public Accountants LLP as the auditor of the Company for 2026 and to propose at the AGM to authorise the Board to enter into an appointment agreement with it and determine its remuneration; (7) the resolution of the Company not to distribute any profit for the year of 2025; (8) the resolution on the remuneration of the Directors of the eleventh session of the Board of the Company for 2026; (10) the resolution in relation to the formulation of the Remuneration Management Rules for Directors and Senior Management; (13) the resolution in relation to the remuneration of and the entering into of the written contracts with the Directors of the twelfth session of the Board; (14) the resolution in relation to the election of Directors; and (15) the resolution in relation to the election of independent non-executive Directors. Concurrently, the following special resolutions will be proposed to consider and approve (9) the resolution in relation to the grant of the General Mandate to the Board to issue H Shares by the Company; (11) the resolution in relation to the repurchase and cancellation of part of the restricted A Shares granted but subject to lock-up; and (12) the resolution in relation to the change in registered capital and the proposed amendments to the Articles of Association.

At the H Shares Class Meeting, a special resolution will be proposed to consider and approve the resolution in relation to the repurchase and cancellation of part of the restricted A Shares granted but subject to lock-up.

The full text and the summary of annual report for A Shares and annual report for H Shares for 2025, 2025 work report of the Board, 2025 audited financial reports, the internal control audit report of the 2025 annual financial report and the resolution not to distribute any profit for the year of 2025

For details, please refer to the 2025 annual report of the Company and the relevant sections thereof which have been published on the website of the Company and the website of the Stock Exchange.

2025 work reports of the independent non-executive Directors

For details, please refer to Appendix I to this circular.

LETTER FROM THE BOARD

Reappointment of WUYIGE Certified Public Accountants LLP as the auditor of the Company for 2026

Pursuant to the Rules Governing the Listing of Stocks on the SSE, the Hong Kong Listing Rules and other laws, regulations and normative documents, as well as the Articles of Association and other relevant provisions, the Company shall engage an accounting firm to conduct audit of the annual financial statements and the effectiveness of the internal controls and to issue an audit report.

WUYIGE Certified Public Accountants LLP (“WUYIGE”) holds a practicing certificate for accounting firms issued by the financial authorities of the PRC. It is one of the accounting firms engaged in securities service business announced by the Ministry of Finance of the PRC, and one of the large mainland accounting firms approved by the CSRC to engage in auditing services for H-share companies. It also possesses experience in auditing various “A+H” share-listed companies and state-owned enterprises. Meanwhile, as the auditor of the Company for 2025, WUYIGE has adhered to the principles of independent auditing, performed its duties with diligence, and faithfully fulfilled its duties as an auditor. To ensure the continuity and professionalism of the audit work, it is proposed to reappoint WUYIGE as the Company’s auditor for 2026, with the term commencing from the AGM until the conclusion of the 2026 annual general meeting.

The audit fee is determined based on the professional skills required, the nature of work and the workload undertaken by the accounting firm to provide the audit services, taking into account the number of staff and days required, as well as the daily fee rate per staff. The audit workload for 2026 is not expected to change significantly. Following amicable negotiations between both parties, the annual audit fees will remain consistent with those of the previous year, i.e. the total audit fees for 2026 will be RMB1.36 million. This includes the audit fee of RMB1 million for annual report and audit fee of RMB360,000 for internal control.

The above-mentioned resolution will be proposed at the AGM as an ordinary resolution for the Shareholders’ consideration and approval.

The resolution on the remuneration of the Directors of the eleventh session of the Board of the Company for 2026

The executive Directors are not entitled to Directors’ remuneration, but are entitled to remuneration based on their respective positions in the Company and its subsidiaries (except for the Director’s duties), the labor contracts signed, and performance appraisal results, etc.

The non-executive Directors do not receive any remuneration from the Company.

The annual emolument of the independent non-executive Directors is RMB80,000.

LETTER FROM THE BOARD

2. TO APPROVE THE RESOLUTION IN RELATION TO THE GRANT OF GENERAL MANDATE TO THE BOARD TO ISSUE H SHARES BY THE COMPANY

To increase the flexibility and efficiency in operation, and to give discretion to the Board in the event that it becomes desirable to issue new Shares, the Company proposes to obtain Shareholders' approval for the General Mandate to allot, issue and deal with additional H Shares not exceeding 20% of the issued H Shares as at the date of the passing of the resolution at the AGM and to make or grant offers, agreements and/or options in respect thereof, subject to the following conditions:

- (a) the General Mandate shall not extend beyond the Relevant Period (as defined below) save that the Board may during the Relevant Period make or grant offers, agreements and/or options which may require the exercise of such power after the end of the Relevant Period;
- (b) the aggregate number of H Shares allotted and issued or agreed conditionally or unconditionally to be allotted and issued (whether pursuant to a share option or otherwise) by the Board (otherwise than pursuant to any scrip dividend scheme (or similar arrangement providing for the allotment and issue of shares in lieu of the whole or part of a dividend), any share option scheme, Rights Issue (as defined below) or separate approval of the Shareholders) shall not exceed 20% of the aggregate number of H Shares in issue as at the date of the passing of the resolution at the AGM; and
- (c) the Board will only exercise its power under the General Mandate in accordance with the Company Law of the PRC and the relevant listing rules (as amended from time to time) and only if all necessary approvals from the CSRC and/or other relevant PRC government authorities and/or stock exchange(s) (if applicable) are obtained.

For the purposes of this resolution:

“Relevant Period” the period from the date of the passing of this resolution until the earlier of: (a) the conclusion of the next annual general meeting of the Company after the passing of this resolution; or (b) the expiration of the period within which the next annual general meeting is required by the Articles of Association or any applicable law to be held; or (c) the date of the revocation or variation of the authority given under this resolution by a special resolution of the Company at a general meeting; and

LETTER FROM THE BOARD

“Rights Issue” the allotment or issuance of shares in the Company or other securities pursuant to an offer made to all the shareholders of the Company (excluding, as the Board may decide, for such purpose any shareholder who is a resident in a place where such offer is not permitted under the law or regulation of that place) entitled to such offer, pro rata (apart from fractional entitlements) to their then existing holdings of shares.

3. THE RESOLUTION IN RELATION TO THE FORMULATION OF THE REMUNERATION MANAGEMENT RULES FOR DIRECTORS AND SENIOR MANAGEMENT

For details, please refer to Appendix II to this circular. The rules are prepared in Chinese, and in case of inconsistency between the Chinese and English versions, the Chinese version shall prevail.

4. REPURCHASE AND CANCELLATION OF PART OF THE RESTRICTED A SHARES GRANTED BUT SUBJECT TO LOCK-UP

Reference is made to the announcement of the Company dated 26 May 2026 in relation to, among other things, the Company’s repurchase and cancellation of part of the restricted A Shares granted but subject to lock-up in accordance with the “2023 Restricted Share Incentive Scheme of Beijing Jingcheng Machinery Electric Company Limited” (the “**Incentive Scheme**”). Since one participant under the initial grant terminated the employment relationship with the Company because of a job transfer, and since the performance metrics at the company level did not meet the unlocking conditions as required for the second unlocking period of the initial grant under the Incentive Scheme, the Company intends to repurchase a total of 1,739,100 restricted A Shares that have been granted to such participants but subject to lock-up and cancel such part of A Shares after the repurchase pursuant to the requirements under the Incentive Scheme (the “**Repurchase and Cancellation**”).

Reasons for and the number of Repurchase and Cancellation

Given that one participant under the initial grant terminated the employment relationship with the Company because of a job transfer and is no longer eligible to be a participant, the Company is required to repurchase and cancel a total of 33,000 restricted A Shares that have been granted but subject to lock-up with the repurchase price at the sum of RMB7.33/share plus the interest earned on time deposits calculated in accordance with the latest benchmark deposit rate issued by the People’s Bank of China pursuant to the provisions of the Incentive Scheme.

In addition, since the performance metrics at the company level did not meet the unlocking conditions as required for the second unlocking period of the initial grant under the Incentive Scheme, the Company is required to repurchase and cancel a total of 1,706,100 restricted A Shares held by relevant participants that have been granted but subject to lock-up with the repurchase price of RMB7.33/share pursuant to the provisions of the Incentive Scheme.

LETTER FROM THE BOARD

Based on the above, a total of 1,739,100 restricted A Shares held by relevant participants that have been granted but subject to lock-up shall be repurchased and canceled, representing approximately 0.32% of the total share capital of the Company before the repurchase.

Total amount of funds and the source of funds for the repurchase

The total amount of funds to be used for the repurchase of restricted shares is approximately RMB12,747,603 (plus interests payable for the time deposits in banks as required), which will be financed by the Company's own funds.

Changes in the Company's shareholding structure after the Repurchase and Cancellation

After the Repurchase and Cancellation, the total number of the Company's Shares is expected to decrease from 547,485,988 shares to 545,746,888 shares, and the registered capital will correspondingly decrease from RMB547,485,988 to RMB545,746,888.

The Repurchase and Cancellation of part of the restricted A Shares shall not result in any change in the controlling shareholders of the Company, and the shareholding distribution of the Company still complies with the relevant provisions as specified in the listing rules of the SSE and the Stock Exchange. The Repurchase and Cancellation will not have any substantial impact on the operating results and the financial position of the Company.

5. RESOLUTION IN RELATION TO THE CHANGE IN REGISTERED CAPITAL AND THE PROPOSED AMENDMENTS TO THE ARTICLES OF ASSOCIATION

Reference is made to the announcement of the Company dated 26 May 2026, in accordance with the relevant provisions of the Incentive Scheme, since one participant under the initial grant terminated the employment relationship with the Company because of a job transfer, and since the performance metrics at the company level did not meet the unlocking conditions as required for the second unlocking period of the initial grant under the Incentive Scheme, the Company intends to repurchase a total of 1.7391 million restricted A Shares that have been granted to such participants but subject to lock-up, and cancel such part of restricted A Shares after the repurchase. After the Repurchase and Cancellation, the total number of shares of the Company is expected to be reduced from 547,485,988 shares to 545,746,888 shares, with its registered capital reduced accordingly from RMB547,485,988 to RMB545,746,888. Based on such reduction in registered capital, it is proposed to amend the Articles of Association.

The legal advisers of the Company have confirmed that the proposed amendments to the Articles of Association comply with the requirements of the Listing Rules (where applicable) and the laws of the PRC. The Company has also confirmed that the proposed amendments are not unusual for a company listed in Hong Kong.

LETTER FROM THE BOARD

The Articles of Association have been prepared in Chinese, and the English translated version is for reference only. In case of inconsistency between the Chinese and English versions of the Articles of Association, the Chinese version shall prevail.

The proposed amendments are set out in Appendix III to this circular. The change in registered capital and the proposed amendments to the Articles of Association are subject to approval by Shareholders by way of passing a special resolution at the AGM. After considering and approving the proposed amendments, the Board will be authorized to handle the relevant registration procedures for industrial and commercial changes.

6. ELECTION OF DIRECTORS

The term of office of all Directors of the current term of the eleventh session of the Board will expire on the date of the AGM.

As disclosed in the announcement on the resolutions passed at the seventeenth extraordinary meeting of the eleventh session of the Board dated 26 May 2026 of the Company, the Board has considered and approved the resolution in relation to the general election of the Board. The nomination committee of the eleventh session of the Board fully understood and proposed the recommendations: the controlling shareholder of the Company nominated Mr. Li Zhongbo, Mr. Wang Kai, Mr. Zhou Yongjun, Mr. Zhao Xihua, Mr. Tian Dongqiang and Ms. Niu Yunjing as the non-executive Director candidates of the twelfth session of the Board of the Company; having considered factors such as the candidates' background, qualifications and experience in accordance with the nomination procedures of the Company, the nomination committee of the Board nominated Mr. Zhang Jiheng as the executive Director candidate of the twelfth session of the Board of the Company, and Ms. Chen Junping, Mr. Chen Weiyong, Mr. Lu Chenyu and Mr. Zhang Zheng as the independent non-executive Director candidates of the twelfth session of the Board of the Company.

Ms. Chen Junping, Mr. Chen Weiyong, Mr. Lu Chenyu and Mr. Zhang Zheng have confirmed their independence to the Company pursuant to Rule 3.13 of the Listing Rules, of which, (i) they meet all the independence criteria as set out in Rules 3.13(1) to (8) of the Listing Rules; (ii) they have no past or present financial or other interests in the business of the Company and its subsidiaries and do not have any connection with any core connected person of the Company (as defined in the Listing Rules); and (iii) there are no other factors that may affect their independence.

The Board is of the view that Ms. Chen Junping, Mr. Chen Weiyong, Mr. Lu Chenyu and Mr. Zhang Zheng meet the guidelines on independence set out in Rule 3.13 of the Listing Rules, and are independent in accordance with the terms of the guidelines.

The Board considered that the educational background, skills, knowledge and professional experience of Ms. Chen Junping, Mr. Chen Weiyong, Mr. Lu Chenyu and Mr. Zhang Zheng would enable them to provide balanced, objective valuable and diversified perspectives, such that they can provide insights to the Board and contribute to the diversity of the Board.

LETTER FROM THE BOARD

The term of office of the newly elected Directors will be for a period of three years which is proposed to commence from the date of approval at the AGM until the conclusion of the 2028 annual general meeting.

The Company will enter into service contracts with all newly elected Directors of the twelfth session of the Board.

The executive Directors of the twelfth session of the Board are not entitled to Directors' remuneration, but are entitled to the remuneration based on their respective positions in the Company and its subsidiaries (except for the Director's duties). The non-executive Directors do not receive any remuneration from the Company. The annual emolument of the independent non-executive Directors is RMB80,000, and their emoluments are determined with reference to the responsibilities and workload they undertake.

According to the Articles of Association, the appointment of Directors is subject to the approval of the Shareholders. At the AGM, ordinary resolutions will be proposed to approve the election of Mr. Zhang Jiheng as the executive Director; Mr. Li Zhongbo, Mr. Wang Kai, Mr. Zhou Yongjun, Mr. Zhao Xihua, Mr. Tian Dongqiang and Ms. Niu Yunjing as the non-executive Directors; and Ms. Chen Junping, Mr. Chen Weiyong, Mr. Lu Chenyu and Mr. Zhang Zheng as the independent non-executive Directors, and their respective remuneration packages.

The biographical details of the candidates proposed to be elected as Directors at the AGM are set out in Appendix IV to this circular. Upon the approval of the resolutions in relation to the proposed election of Directors and independent non-executive Directors by the Shareholders at the AGM, an announcement will be made as soon as possible.

7. AGM AND CLASS MEETING

A notice of the AGM of the Company to be held at the Conference Room of the Company at No. 6 Rongchang East Street, Daxing District, Beijing, the PRC on Monday, 29 June 2026 at 9:30 a.m. is set out on pages AGM-1 to AGM-3 of this circular.

A notice of the H Shares Class Meeting to be held at the Conference Room of the Company at No. 6 Rongchang East Street, Daxing District, Beijing, the PRC on 29 June 2026 at 11:00 a.m. is set out on pages HCM-1 to HCM-3 of this circular.

Shareholders who are the participants or are related to the participants will abstain from voting at the above general meetings. Save as disclosed above, to the best of the Directors' knowledge, information and belief, none of the other Shareholders has a material interest in any resolutions to be put to the vote at the above general meetings, and therefore will be required to abstain from voting at the relevant general meetings.

Whether or not you intend to attend the above general meetings, you are requested to complete the attached form of proxy in accordance with the instructions printed thereon and return the same to the business address of the Company at No. 2 Huo Xian Nan San Road, Huo Xian Town, Tongzhou District, Beijing, the PRC, or the Company's H Share registrar, Computershare Hong Kong Investor Services Limited at 17M Floor, Hopewell Centre, 183

LETTER FROM THE BOARD

Queen's Road East, Wanchai, Hong Kong as soon as possible and in any event no later than 24 hours before the time appointed for the holding of the above general meetings or any adjournment thereof in order for it to be valid. The completion and return of the form of proxy will not preclude you from attending and voting in person at the above general meetings or any adjournment thereof if you so wish.

For the purpose of ascertaining the entitlement of the H Shareholders to attend and vote at the AGM and the H Shares Class Meeting, the register of members of the Company will be closed from Wednesday, 24 June 2026 to Monday, 29 June 2026 (both days inclusive), during which no share transfers will be registered. In order to be valid, an instrument of transfer accompanied by share certificates and other appropriate documents must be lodged with the Company's H Share registrar, Computershare Hong Kong Investor Services Limited at 17M Floor, Hopewell Centre, 183 Queen's Road East, Wanchai, Hong Kong no later than 4:30 p.m. on Tuesday, 23 June 2026. The Shareholders of the Company whose names appear on the register of members of the Company after the close of business on Tuesday, 23 June 2026 are entitled to attend and vote at the AGM and/or the H Shares Class Meeting.

8. VOTING BY WAY OF POLL

Pursuant to Rule 13.39(4) of the Listing Rules, all votes in respect of the ordinary resolutions and special resolutions at the above general meetings will be taken by poll and the Company will announce the results of the poll in the manner prescribed under the requirements of Rules 13.39(5) and 13.39(5A) of the Listing Rules.

9. RECOMMENDATION

The Directors consider all resolutions proposed for consideration and approval by the Shareholders at the above general meetings are in the best interests of the Company and the Shareholders as a whole and accordingly recommend the Shareholders to vote in favour of all the resolutions as set out in the notices of the above general meetings.

LETTER FROM THE BOARD

10. ADDITIONAL INFORMATION

Your attention is drawn to the additional information set out in the Appendices to this circular. In case of inconsistency between the Chinese and English versions of this circular, the Chinese version shall prevail.

Yours faithfully,
By order of the Board
Beijing Jingcheng Machinery Electric Company Limited
Luan Jie
Company Secretary

Chen Junping

During my tenure as an independent non-executive Director of Beijing Jingcheng Machinery Electric Company Limited (the “**Company**”), I complied with laws, regulations and regulatory requirements, and strictly abided by the provisions such as the Company Law, the Securities Law, the Administrative Measures on the Independent Directors of Listed Companies and the Listing Rules of Shanghai Stock Exchange, while strictly adhering to the relevant provisions of the Articles of Association and the Work System for Independent Directors. In the course of my duties, I consistently adhered to an independent, objective and impartial stance, performed my duties with loyalty, diligence and a sense of responsibility, and continuously paid attention to the production, operations and development trends of the Company. I attended relevant meetings on time, carefully considered all resolutions of the Board. Relying on my professional expertise and practical experience, I expressed independent and prudent opinions on material matters of the Company so as to support the Board in making scientific decisions. By continuously performing my supervisory and advisory functions, I was committed to promoting standardised operation of the Company and enhancing the decision-making quality of the Board, effectively safeguarding the compliant operations of the Company and the legitimate rights and interests of all shareholders, thereby satisfactorily fulfilling the various duties and obligations of an independent non-executive Director.

I report the performance of my duties as the independent non-executive Director during 2025 as follows:

I. BASIC INFORMATION ABOUT THE INDEPENDENT DIRECTOR**(I) Personal work experiences, professional background and part-time situation**

Chen Junping, Chinese, female, aged 61, holds a doctorate in accounting from the China Academy of Fiscal Sciences. Ms. Chen was formerly the director of the Financial Management Teaching and Research Room of the Finance Department of the Central Finance Management Cadre College, an associate professor and a master’s degree tutor of the Finance Department of the Central University of Finance and Economics, and an associate professor and a master’s degree tutor of the School of Accounting of the Central University of Finance and Economics. Currently, she is a professor and a master’s degree tutor at the School of Accounting of Central University of Finance and Economics, and is an independent non-executive Director of the eleventh session of the Board of the Company.

(II) Positions held in the special committees under the Board

As the chairman of the audit committee and a member of the nomination committee, I proactively participated in the special committees under the Board, while focusing on exerting my own professional advantages to provide strong supports for the scientific decision-making of the Board and related special committees under the Board.

(III) Statement on whether the independence is affected

I do not hold any duties other than that of the independent Director, or hold any duties in substantial Shareholders of the Company. There is no relationship between me and the Company and its substantial Shareholders or interested institutions and persons that may have impact on my independent and objective judgments. I do not gain any additional interests which are not disclosed from the Company and its substantial Shareholders or interested institutions and persons. As such, the independence is not affected.

During 2025, as the independent non-executive Director of the Company, I earnestly executed my powers, performed my duties according to laws and regulations, fully played my role as an independent non-executive Director, and better protected the standardised operations of the Company and the interests of Shareholders as a whole, without allowing any issue to affect my independence.

II. PERFORMANCE OF DUTIES BY THE INDEPENDENT DIRECTOR DURING THE YEAR**(I) Attendance of the general meetings and Board meetings**

As an independent Director, I actively understood and obtained conditions and materials required for making decisions before the Board meetings, deeply understood the operation of the Company and made full preparation for making important decisions of the Board meetings. At the meetings, I carefully considered the resolutions, proactively participated in discussions and proposed rational proposals, thereby playing a positive role in the scientific decision-making of the Board meetings of the Company.

In 2025, the Company held 4 general meetings and 10 Board meetings. My attendance and votes are as follows:

(1) Attendance of the general meetings and Board meetings:

Name of Director	Independent Director or not	Required attendance of Board meetings during the year	Attendance in person	Attendance by communication equipment	Attendance by proxy	Absence	Absence from two consecutive meetings or not	Number of general meetings attended
Chen Junping	Yes	10	7	3	0	0	No	4

(2) Objection to the relevant matters of the Company:

Name of Director	Independent Director or not	Objections raised	Details of objection	Remark
Chen Junping	Yes	None	None	–

(II) Attendance to the meetings of special committees under the Board

The Board of the Company has set up four special committees, namely the strategy committee, audit committee, nomination committee and remuneration and monitoring committee. Each of the special committees actively works and diligently performs the duties, which procures all operating activities of the Company to conduct smoothly. In 2025, the Company held 11 audit committee meetings and 4 nomination committee meetings. As the chairman of the audit committee and a member of the nomination committee of the Board of the Company, I attended all the meetings that should be attended to perform our duties faithfully, so that the committees operated within their standardised frameworks and played their respective roles.

(III) Attendance to special meetings of independent Directors

In 2025, the Company convened a total of 4 special meetings of independent Directors, and I attended all meetings in person which I was required to attend. The details are listed in the table below:

Name of meetings	Date of meetings	Resolutions approved at the meetings	Attended or not
The First Special Meeting in 2025 of Independent Directors of the Eleventh Session of the Board	27 February 2025	<ol style="list-style-type: none"> The “Resolution in relation to the Repurchase and Cancellation of Part of the Restricted A Shares Granted but subject to Lock-up” was considered and approved; The “Resolution in relation to the Entering Into of the Relevant Contracts Between Holding Subsidiaries and Related Parties and Daily Related Party Transactions” was considered and approved. 	Yes

Name of meetings	Date of meetings	Resolutions approved at the meetings	Attended or not
The Second Special Meeting in 2025 of Independent Directors of the Eleventh Session of the Board	28 March 2025	<ol style="list-style-type: none"> 1. The Resolution in relation to the 2024 Internal Control Assessment Report of the Company was considered; 2. The Resolution in relation to the Reappointment of the Auditor of the Company for the Year of 2025 was considered; 3. The Resolution in relation to the Remuneration and Performance Assessment Results of the Senior Management Members of the Company for the Year of 2024 was considered. 	Yes
The Third Special Meeting in 2025 of Independent Directors of the Eleventh Session of the Board	23 June 2025	The “Resolution in relation to the Achievement of the Performance Appraisal Targets of the Company for the First Unlocking Period of the 2023 Restricted Share Incentive Scheme” was considered and approved.	Yes
The Fourth Special Meeting in 2025 of Independent Directors of the Eleventh Session of the Board	30 October 2025	The “Resolution in relation to the Fulfillment of the Unlocking Conditions of the First Unlocking Period of the Initial Grant under the 2023 Restricted Share Incentive Scheme” was considered and approved.	Yes

(IV) Communications with the accounting firm

During the year, I actively conducted several rounds of in-depth communication with WUYIGE Certified Public Accountants LLP, the auditor engaged by the Company on financial statement auditing and internal control auditing for 2025. Through these exchanges, I listened to detailed reports on the working progress of the financial report auditing and internal control auditing, and conducted comprehensive and detailed discussions on the specific conditions of the Company's auditing progress, the Company's financial and business status, and other core particulars. These communication practices ensured a comprehensive understanding of the auditing of the Company and provided a solid basis for subsequent decision-makings.

(V) Communications and exchanges with the minority Shareholders

During my attendance at the 2024 annual general meeting of the Company, I took the initiative to conduct in-depth communications and exchanges with minority Shareholders on the financial condition of the Company as well as its production and operation. Similarly, at the 2024 annual results presentation meeting, I also provided detailed answers and exchanges in response to the concerns of minority Shareholders regarding the Company's business development and financial indicators. In the subsequent performance of my duties, I continued to pay attention to and actively safeguard the legitimate rights and interests of minority Shareholders to ensure that their points of view were heard and obtained a proper response.

(VI) Works performed on-site in the Company

In 2025, I attended the general meetings, Board meetings and meetings of the special committees under the Board in the Company physically and participated in the consideration of relevant resolutions. During the period, I also conducted a number of special communications with the accounting firm and the management of the Company, with participations in various field surveys and business training activities. According to statistics, these activities for the performance of duties took approximately 29 working days in total.

The Company is required to provide information about the resolutions on significant matters considered and decided by the Board and its special committees in strict accordance with the schedule stipulated in the Articles of Association, and all resolutions are analysed and examined in an objective and prudent manner. I will make timely enquiries with the relevant departments and personnel of the Company when necessary. When attending relevant meetings, I actively participate in the discussion and consideration of resolutions, express independent opinions independently, objectively and adequately in accordance with the laws, while voting prudently and put forward rationalised proposals to the Board. Meanwhile, I also express independent opinions or special explanations on particular significant matters occurring in the Company objectively in accordance with the law.

In order to continuously pay attention to the implementation and effectiveness of the resolutions, I heard a report on the implementation of the Board resolutions and authorised matters by the management on two occasions during the reporting period, thereby strengthening the supervision of the implementation of the resolutions. During the year, I also participated in a number of on-site surveys for independent Directors to gain an on-site and in-depth understanding of the production and operation, as well as the reform and development of the relevant subsidiaries as well as the implementation and progress of the relevant projects. On this basis, a number of particular management proposals were put forward and a special survey report was formed and reported to the Board of the Company. In the course of the surveys, I also inspected the implementation of the relevant Board resolutions in order to promote the effective implementation of the resolutions.

In order to better fulfil the duties as an independent Director, I also actively communicated with the chairman, other executive and non-executive Directors, the management and the secretary to the Board of the Company, among which, I participated in the communication meetings with the non-executive Directors and the chairman, and listened to the briefing by the chairman on the basic information of the Company's development and the operation of the Board in 2025. After sufficient practices of communication and exchange, constructive suggestions were made to further enhance the operation of the Board and effectively improve the quality and efficiency of the Board's decision-making. In addition, a comprehensive understanding of the Company's operation was gained through various channels such as browsing the Company's website and accessing the information on the daily production and operation as well as the financial condition of the Company.

III. HIGHLIGHTS OF THE PERFORMANCE OF DUTIES BY THE INDEPENDENT DIRECTORS FOR THE YEAR

In 2025, I continued to pay attention to the operating results of the Company and the implementation of the resolutions of the general meetings and Board meetings, the completeness and truthfulness of information disclosure, the nomination and remuneration of members of the senior management; matters that may cause significant impact or loss that harm the interests of minority Shareholders, which mainly include the following aspects:

(I) Related party transaction

On 27 February 2025, the Resolution in relation to the Entering Into of the Relevant Contracts Between Holding Subsidiaries and Related Parties and Daily Related Party Transactions was considered and approved by the eleventh extraordinary meeting of the eleventh session of the Board of the Company. Before the convening of this Board meeting, the Company convened the 2025 first meeting of the special meeting of independent Directors of the eleventh session of the Board, in order to consider such resolution in advance.

Upon the review, I am of the opinion that such daily related party transactions are in line with the needs of the development of business operation of the Company and in the interests of the Company and all Shareholders. The transaction price of the daily related party transactions is determined through negotiation between the two parties under the principles of equality, voluntariness, fairness and good faith. The pricing principles are objective, fair and reasonable, and comply with the provisions of relevant laws, regulations and the Articles of Association. There is no harm to the interests of the Company and its Shareholders, especially minority Shareholders. In view of the above, I agreed that the Resolution in relation to the Entering Into of the Relevant Contracts Between Holding Subsidiaries and Related Parties and Daily Related Party Transactions shall be submitted to the eleventh extraordinary meeting of the eleventh session of the Board of the Company for consideration. Related Directors shall abstain from voting.

(II) External guarantee and misappropriation of capital

There were no external guarantee and misappropriation of capital of the Company.

(III) Mortgage loans

On 28 March 2025, the Resolution in relation to the Application made to Tianjin Branch of Construction Bank for Bank Acceptance Notes and a Secured Working Capital Loan by Tianjin Tianhai, a subsidiary of the Company was considered and approved at the seventh meeting of the eleventh session of the Board of the Company;

On 15 August 2025, the Resolution in relation to the Application made to Shanghai Pudong Development Bank for Secured Financing by Tianjin Tianhai High Pressure Container Co., Ltd., a subsidiary of the Company was considered and approved at the ninth meeting of the eleventh session of the Board of the Company.

For the above two resolutions, I attended the relevant Board meeting and had no objection.

(IV) Disposal of assets

There was no disposal of assets by the Company.

(V) Nomination and remuneration of directors and senior management members

1. On 28 March 2025, the Resolution in relation to the Remuneration and Performance Assessment Results of the Senior Management Members of the Company for the Year of 2024 and the Resolution in relation to the “Performance Assessment Contract for Senior Management Members” of the Company for the Year of 2025, and the Authorisation to the Chairman of the Board to Enter Into Contracts with the Senior Management Members were considered and approved at the seventh meeting of the eleventh session of the Board of the Company.

For the above two resolutions, I attended the relevant Board meeting and had no objection.

2. On 29 April 2025, the Resolution in relation to the Changes to the Members of the Strategy Committee, Remuneration and Monitoring Committee, and Nomination Committee of the Eleventh Session of the Board was considered and approved at the eighth meeting of the eleventh session of the Board of the Company.

For the above resolution, I attended the relevant Board meeting and had no objection.

3. On 24 November 2025, the Resolution of Nominating Mr. Li Zhongbo as a Candidate for Non-executive Director of the Eleventh Session of the Board of the Company, the Resolution on the By-Election of Convener and Member of Each of the Special Committees of the Eleventh Session of the Board of the Company, the Resolution on the Change of the Authorised Representative of the Company in Hong Kong and the Resolution in relation to the Remuneration of and Entering Into of the Written Contracts with the Non-executive Directors of the Eleventh Session of the Board of the Company were considered and approved at the fifteenth extraordinary meeting of the eleventh session of the Board of the Company.

For the above four resolutions, I attended the relevant Board meeting and had no objection.

(VI) Performance forecasts and preliminary results

In 2025, the Company disclosed its interim and annual results forecasts in a timely manner, with the explanations of the results being clear, accurate and complete.

(VII) Appointment or replacement of accounting firms

On 28 March 2025, the Resolution in relation to the Appointment of the Auditor for the Year of 2025 was considered and approved at the seventh meeting of the eleventh session of the Board of the Company. In 2025, the Company intended to reappoint WUYIGE Certified Public Accountants LLP as the auditor for the audit of the 2025 financial statements and the internal control audit of the Company.

For the above resolution, I attended the relevant Board meeting and had no objection.

(VIII) The deposit and use of funds raised

On 28 March 2025, the Resolution in relation to the 2024 Internal Audit Report on the Deposit and Use of Raised Funds of the Company was considered and approved at the seventh meeting of the eleventh session of the Board of the Company; on 15

August 2025, the Resolution in relation to the Special Report on the Deposit and Use of Raised Funds of Beijing Jingcheng Machinery Electric Company Limited in the First Half of 2025 was considered and approved at the ninth meeting of the eleventh session of the Board of the Company.

Having fully understood and reviewed the resolutions at the aforementioned two meetings of the Company, I was of the view that the Company has strictly managed the raised funds in accordance with the provisions of the “Administrative Measure of Raised Funds” and the use of the raised funds has fulfilled the corresponding decision-making procedures. The Company’s deposit and utilisation of the funds raised were in compliance with the relevant regulations of the CSRC, the Shanghai Stock Exchange and the Company, and there were no irregularities in the use of the raised funds, no change or disguised change in the investment of the raised funds and no damage to the legitimate interests of the Company and its Shareholders, especially the minority Shareholders.

(IX) Changes of accounting policies

On 28 March 2025, the Resolution in relation to the Change of the Company’s Accounting Policy was considered and approved at the seventh meeting of the eleventh session of the Board of the Company. These changes in accounting policies are reasonable adjustments made in accordance with the latest accounting standards revised and promulgated by the Ministry of Finance, comply with relevant regulatory provisions. The implementation of these changes will enable the Company’s financial position and operating results to be reflected objectively and fairly. The relevant changes in accounting policies will not have a material impact on the financial position and operating results of the Company.

(X) Commitments fulfilled by the Company and the Shareholders

The Company and the Shareholders have strictly fulfilled the commitments. No violation to the commitments among the Company, controlling shareholders and de facto controllers has been discovered.

(XI) Implementation of information disclosure

During 2025, the Company strictly complied with the requirements under the relevant laws and regulations, including the Security Law, the Rules Governing the Listing of Stocks in the PRC and Hong Kong, the Administrative Measures for Disclosure of Information of Listed Companies and the Articles of Association to ensure the disclosure of information of the Company is on a truthful, accurate, timely and complete basis.

(XII) Implementation of internal control

The Company has established a relatively comprehensive internal control system which is in compliance with the regulations and requirements of the relevant laws and regulations of the PRC. The internal control system of the Company is legal, reasonable and effective. It can reasonably ensure that the operation of the Company is developed in an orderly manner, that the financial information of the Company is true, legal and complete, that the information is disclosed in a true, accurate, complete and timely manner, that all investors are treated equally, openly and fairly, and effectively ensure that the interests of the Company and the investors are protected.

IV. OTHER CIRCUMSTANCES WHICH REQUIRE EXPLANATIONS

1. I had not proposed to convene Board meetings;
2. I had not proposed to convene extraordinary general meetings;
3. I had not proposed to appoint or remove the accounting firm;
4. I had not independently engaged any external auditors and advisers.

V. OVERALL COMMENT AND ADVICE**(I) Personal assessment**

In 2025, I performed my duties diligently and faithfully fulfilled my responsibilities as an independent non-executive Director. I actively leveraged my professional expertise to provide constructive advice to the Company. During the year, I remained committed to my duties, and continuously monitored and supported the standardized operation and sound development of all corporate affairs. Looking ahead to 2026, I will continue to perform my duties earnestly in adherence to the principles of prudence, diligence and integrity, and steadily enhance my competency and professional standard in discharging responsibilities. To this end, I will keep learning industry knowledge and relevant laws and regulations, keep abreast of development trends, and maintain the advancement and applicability of professional judgment. Meanwhile, I will further strengthen communication and collaboration with the management, members of the Board and Shareholders of the Company, so as to help improve the scientificity and effectiveness of the decision-making of the Board.

In the future, I will continue to commit myself to improving corporate governance and standardizing business operation and management, promoting the steady and sustainable development of the Company, and safeguarding its market integrity and competitive advantages. Through consistent and dedicated performance of my duties, I will contribute my due efforts to creating long-term value for the Company.

(II) Mutual evaluation

In my opinion, the overall operation of the Board of Company was standardized in 2025, with an effective decision-making mechanism in place. Mr. Zhao Xuguang, Mr. Liu Jingtai and Mr. Luan Dalong, the other three independent non-executive Directors of the Company, demonstrated a high sense of responsibility and professional competence in the performance of their duties. They diligently attended all meetings, conducted in-depth consideration on relevant resolutions from an independent and objective perspective, and fully expressed professional opinions on key matters. The four of us maintained sound communication and collaboration. We engaged in frank exchanges and mutual inspiration on core topics including corporate governance, risk prevention and control, and strategic development, creating a rigorous and pragmatic discussion atmosphere. The proactive efforts of the three colleagues in exercising supervision and balances as well as safeguarding the rights and interests of minority shareholders have provided strong support for enhancing the scientificity and effectiveness of the decision-making of the Board. It is recommended that we continue to strengthen coordination and jointly promote the continuous optimization of corporate governance levels of the Company in the future.

Independent non-executive Director:

Chen Junping

27 March 2026

Zhao Xuguang

During my tenure as an independent non-executive Director of Beijing Jingcheng Machinery Electric Company Limited (the “**Company**”), I diligently performed my duties in strict accordance with laws, regulations and regulatory requirements, such as the Company Law, the Securities Law, the Administrative Measures on the Independent Directors of Listed Companies and the Listing Rules of Shanghai Stock Exchange, and complied with the specific provisions of the Articles of Association and the Work System for Independent Directors. During the performance of my duties, I consistently upheld the principles of independence, objectivity and impartiality, performing my duties with loyalty, diligence and a sense of responsibility, and continuously paid attention to the production, operations and development status of the Company. I actively attended relevant meetings, conducted independent and careful analysis and judgment on the matters considered by the Board, and expressed opinions based on my professional competence so as to provide constructive support for the decision-making of the Board. Through continuous and effective performance of duties, I strived to advance the standardization of corporate governance, promote scientific and sound decision-making of the Board, effectively safeguard the standardized operation of the Company and the legitimate rights and interests of all shareholders, and fully fulfilled the duties and obligations as an independent non-executive Director.

I report the performance of my duties as the independent non-executive Director during 2025 as follows:

I. BASIC INFORMATION ABOUT THE INDEPENDENT DIRECTOR**(I) Personal work experiences, professional background and part-time situation**

Zhao Xuguang, Chinese, male, aged 47. He obtained a doctoral degree in law from Renmin University of China. Mr. Zhao was an associate professor, an assistant to the dean of the School of Humanities and Social Sciences, the person in charge of undergraduate and master programs of law in North China Electric Power University, and the independent non-executive Director of the tenth session of the Board of the Company from 9 June 2020 to 16 June 2023. He is currently the deputy dean, professor, and tutor of master programs of the School of Humanities and Social Sciences in North China Electric Power University; he is also a director of the Legal Writing Association of China Law Society, the executive vice president of the Beijing Legal Negotiation Society, and an independent non-executive Director of the eleventh session of the Board of Beijing Jingcheng Machinery Electric Company Limited.

(II) Positions held in the special committees under the Board

As the chairman of the nomination committee and a member of the audit committee, I proactively participated in the special committees under the Board, while focusing on exerting my own professional advantages to provide strong supports for the scientific decision-making of the Board and related special committees under the Board.

(III) Statement on whether the independence is affected

I do not hold any duties other than that of the independent Director, or hold any duties in substantial Shareholders of the Company. There is no relationship between me and the Company and its substantial Shareholders or interested institutions and persons that may have impact on my independent and objective judgments. I do not gain any additional interests which are not disclosed from the Company and its substantial Shareholders or interested institutions and persons. As such, the independence is not affected.

During 2025, as the independent non-executive Director of the Company, I earnestly executed my powers, performed my duties according to laws and regulations, fully played my role as an independent non-executive Director, and better protected the standardised operations of the Company and the interests of Shareholders as a whole, without allowing any issue to affect my independence.

II. PERFORMANCE OF DUTIES BY THE INDEPENDENT DIRECTOR DURING THE YEAR**(I) Attendance of the general meetings and Board meetings**

As an independent Director, I actively understood and obtained conditions and materials required for making decisions before the Board meetings, deeply understood the operation of the Company and made full preparation for making important decisions of the Board meetings. At the meetings, I carefully considered the resolutions, proactively participated in discussions and proposed rational proposals, thereby playing a positive role in the scientific decision-making of the Board meetings of the Company.

In 2025, the Company held 4 general meetings and 10 Board meetings. My attendance and votes are as follows:

(1) Attendance of the general meetings and Board meetings:

Name of Director	Independent Director or not	Required attendance of Board meetings during the year	Attendance in person	Attendance by communication equipment	Attendance by proxy	Absence	Absence from two consecutive meetings or not	Number of general meetings attended
Zhao Xuguang	Yes	10	7	3	0	0	No	4

(2) Objection to the relevant matters of the Company:

Name of Director	Independent Director or not	Objections raised	Details of objection	Remark
Zhao Xuguang	Yes	None	None	–

(II) Attendance to the meetings of special committees under the Board

The Board of the Company has set up four special committees, namely the strategy committee, audit committee, nomination committee and remuneration and monitoring committee. Each of the special committees actively works and diligently performs the duties, which procures all operating activities of the Company to conduct smoothly. In 2025, the Company held 4 nomination committee meetings and 11 audit committee meetings. As the chairman of the nomination committee and a member of the audit committee of the Board of the Company, I attended all the meetings that should be attended to perform our duties faithfully, so that the committees operated within their standardised frameworks and played their respective roles.

(III) Attendance to special meetings of independent Directors

In 2025, the Company convened a total of 4 special meetings of independent Directors, and I attended all meetings on site. The details are listed in the table below:

Name of meetings	Date of meetings	Resolutions approved at the meetings	Attended or not
The First Special Meeting in 2025 of Independent Directors of the Eleventh Session of the Board	27 February 2025	<ol style="list-style-type: none"> The “Resolution in relation to the Repurchase and Cancellation of Part of the Restricted A Shares Granted but subject to Lock-up” was considered and approved; The “Resolution in relation to the Entering Into of the Relevant Contracts Between Holding Subsidiaries and Related Parties and Daily Related Party Transactions” was considered and approved. 	Yes

Name of meetings	Date of meetings	Resolutions approved at the meetings	Attended or not
The Second Special Meeting in 2025 of Independent Directors of the Eleventh Session of the Board	28 March 2025	<ol style="list-style-type: none"> The Resolution in relation to the 2024 Internal Control Assessment Report of the Company was considered; The Resolution in relation to the Reappointment of the Auditor of the Company for the Year of 2025 was considered; The Resolution in relation to the Remuneration and Performance Assessment Results of the Senior Management Members of the Company for the Year of 2024 was considered. 	Yes
The Third Special Meeting in 2025 of Independent Directors of the Eleventh Session of the Board	23 June 2025	The “Resolution in relation to the Achievement of the Performance Appraisal Targets of the Company for the First Unlocking Period of the 2023 Restricted Share Incentive Scheme” was considered and approved.	Yes
The Fourth Special Meeting in 2025 of Independent Directors of the Eleventh Session of the Board	30 October 2025	The “Resolution in relation to the Fulfillment of the Unlocking Conditions of the First Unlocking Period of the Initial Grant under the 2023 Restricted Share Incentive Scheme” was considered and approved.	Yes

(IV) Communications with the accounting firm

During the year, I actively conducted several rounds of in-depth communication with WUYIGE Certified Public Accountants LLP, the auditor engaged by the Company on financial statement auditing and internal control auditing for 2025. Through these exchanges, I listened to detailed reports on the working progress of the financial report auditing and internal control auditing, and conducted comprehensive and detailed discussions on the specific conditions of the Company’s auditing progress, the Company’s financial and business status, and other core particulars. These communication practices ensured a comprehensive understanding of the auditing of the Company and provided a solid basis for subsequent decision-makings.

(V) Communications and exchanges with the minority Shareholders

During my attendance at the 2024 annual general meeting, I took the initiative to exchange with minority Shareholders and conducted in-depth communications on the financial position, production and operation of the Company, and other issues they

were concerned about. Meanwhile, at the annual results presentation meeting, I also provided detailed answers and exchanges on prevailing issues such as business development prospects and financial indicators of the Company that minority Shareholders were concerned about. During the performance of my duties, I always paid attention to and actively protected the legitimate rights and interests of minority Shareholders, and paid close attention to and carefully replied to every opinion and suggestion.

(VI) Works performed on-site in the Company

In 2025, I attended the general meetings, Board meetings and meetings of the special committees under the Board of the Company in person and actively participated in the consideration and discussion of relevant resolutions. During the period, I also conducted a number of special communications with the accounting firm and the management of the Company, and conducted in-depth discussions on issues concerning the finance, business and other aspects of the Company. In addition, I participated in field surveys and business training activities. The total duration of on-site activities on duty performance was approximately 29 working days.

I strictly require the Company to provide relevant information about the resolutions on significant matters considered by the Board and its special committees in strict accordance with the schedule stipulated in the Articles of Association, and all resolutions are studied and analysed in an objective and prudent manner. When attending meetings, I actively participate in the discussion and consideration of resolutions, express my own opinions independently, objectively and adequately in accordance with the laws, while voting prudently and put forward a number of rationalised proposals to the Board. Meanwhile, I also express independent opinions or special explanations on particular significant matters occurring in the Company objectively in accordance with the laws, while fully performing my duties as an independent Director.

In order to continuously pay attention to the implementation and effectiveness of the resolutions, I heard the reports on the implementation of the Board resolutions and authorised matters by the management on two occasions during the reporting period, strengthening the supervision of the implementation of the resolutions. During the year, I also participated in a number of on-site surveys for independent Directors to gain an on-site and in-depth understanding of the production and operation, as well as the reform and development of the relevant subsidiaries as well as the implementation and progress of the projects. On this basis, a number of particular management proposals were put forward and a special survey report was formed and reported to the Board. In the course of the surveys, I also inspected the implementation of the Board resolutions on-site in order to effectively promote the finalisation and implementation of the resolutions.

In order to better fulfil the duties as an independent Director, I also actively communicated and collaborated with the chairman, other executive and non-executive Directors, the management and the secretary to the Board of the Company. I participated in the communication meetings with the non-executive Directors and the chairman, and seriously listened to the briefing by the chairman on the information of the Company's development and the operation of the Board in 2025. After sufficient practices of communication and exchange, constructive opinions were made to further enhance the operation of the Board and improve the quality and efficiency of the Board's decision-making. In addition, a comprehensive and in-depth understanding of the Company's operation and development trends were gained through various ways such as browsing the Company's website and accessing the information on the daily production and operation as well as the financial condition of the Company.

III. HIGHLIGHTS OF THE PERFORMANCE OF DUTIES BY THE INDEPENDENT DIRECTORS FOR THE YEAR

In 2025, I continued to pay attention to the operating results of the Company and the implementation of the resolutions of the general meetings and Board meetings, the completeness and truthfulness of information disclosure, the nomination and remuneration of members of the senior management; matters that may cause significant impact or loss that harm the interests of minority Shareholders, which mainly include the following aspects:

(I) Related party transaction

On 27 February 2025, the Resolution in relation to the Entering Into of the Relevant Contracts Between Holding Subsidiaries and Related Parties and Daily Related Party Transactions was considered and approved by the eleventh extraordinary meeting of the eleventh session of the Board of the Company. Before the convening of this Board meeting, the Company convened the 2025 first meeting of the special meeting of independent Directors of the eleventh session of the Board, in order to consider such resolution in advance.

Upon the review, I am of the opinion that such daily related party transactions are in line with the needs of the development of business operation of the Company and in the interests of the Company and all Shareholders. The transaction price of the daily related party transactions is determined through negotiation between the two parties under the principles of equality, voluntariness, fairness and good faith. The pricing principles are objective, fair and reasonable, and comply with the provisions of relevant laws, regulations and the Articles of Association. There is no harm to the interests of the Company and its Shareholders, especially minority Shareholders. In view of the above, I agreed that the Resolution in relation to the Entering Into of the Relevant Contracts Between Holding Subsidiaries and Related Parties and Daily Related Party Transactions shall be submitted to the eleventh extraordinary meeting of the eleventh session of the Board of the Company for consideration. Related Directors shall abstain from voting.

(II) External guarantee and misappropriation of capital

There were no external guarantee and misappropriation of capital of the Company.

(III) Mortgage loans

On 28 March 2025, the Resolution in relation to the Application made to Tianjin Branch of Construction Bank for Bank Acceptance Notes and a Secured Working Capital Loan by Tianjin Tianhai, a subsidiary of the Company was considered and approved at the seventh meeting of the eleventh session of the Board of the Company;

On 15 August 2025, the Resolution in relation to the Application made to Shanghai Pudong Development Bank for Secured Financing by Tianjin Tianhai High Pressure Container Co., Ltd., a subsidiary of the Company was considered and approved at the ninth meeting of the eleventh session of the Board of the Company.

For the above two resolutions, I attended the relevant Board meeting and had no objection.

(IV) Disposal of assets

There was no disposal of assets by the Company.

(V) Nomination and remuneration of directors and senior management members

1. On 28 March 2025, the Resolution in relation to the Remuneration and Performance Assessment Results of the Senior Management Members of the Company for the Year of 2024 and the Resolution in relation to the “Performance Assessment Contract for Senior Management Members” of the Company for the Year of 2025, and the Authorisation to the Chairman of the Board to Enter Into Contracts with the Senior Management Members were considered and approved at the seventh meeting of the eleventh session of the Board of the Company.

For the above two resolutions, I attended the relevant Board meeting and had no objection.

2. On 29 April 2025, the Resolution in relation to the Changes to the Members of the Strategy Committee, Remuneration and Monitoring Committee, and Nomination Committee of the Eleventh Session of the Board was considered and approved at the eighth meeting of the eleventh session of the Board of the Company.

For the above resolution, I attended the relevant Board meeting and had no objection.

3. On 24 November 2025, the Resolution of Nominating Mr. Li Zhongbo as a Candidate for Non-executive Director of the Eleventh Session of the Board of the Company, the Resolution on the By-Election of Convener and Member of Each of the Special Committees of the Eleventh Session of the Board of the Company, the Resolution on the Change of the Authorised Representative of the Company in Hong Kong and the Resolution in relation to the Remuneration of and Entering Into of the Written Contracts with the Non-executive Directors of the Eleventh Session of the Board of the Company were considered and approved at the fifteenth extraordinary meeting of the eleventh session of the Board of the Company.

For the above four resolutions, I attended the relevant Board meeting and had no objection.

(VI) Performance forecasts and preliminary results

In 2025, the Company disclosed its interim and annual results forecasts in a timely manner, with the explanations of the results being clear, accurate and complete.

(VII) Appointment or replacement of accounting firms

On 28 March 2025, the Resolution in relation to the Appointment of the Auditor for the Year of 2025 was considered and approved at the seventh meeting of the eleventh session of the Board of the Company. In 2025, the Company intended to reappoint WUYIGE Certified Public Accountants LLP as the auditor for the audit of the 2025 financial statements and the internal control audit of Beijing Jingcheng Machinery Electric Company Limited.

For the above resolution, I attended the relevant Board meeting and had no objection.

(VIII) The deposit and use of funds raised

On 28 March 2025, the Resolution in relation to the 2024 Internal Audit Report on the Deposit and Use of Raised Funds of the Company was considered and approved at the seventh meeting of the eleventh session of the Board of the Company.

On 15 August 2025, the Resolution in relation to the Special Report on the Deposit and Use of Raised Funds of Beijing Jingcheng Machinery Electric Company Limited in the First Half of 2025 was considered and approved at the ninth meeting of the eleventh session of the Board of the Company.

Having fully understood and reviewed the resolutions at the aforementioned two meetings of the Company, I was of the view that the Company has strictly managed the raised funds in accordance with the provisions of the “Administrative Measure of Raised Funds” and the use of the raised funds has fulfilled the corresponding decision-making procedures. The Company’s deposit and utilisation of the funds raised were in compliance with the relevant regulations of the CSRC, the Shanghai Stock Exchange and the Company, and there were no irregularities in the use of the raised funds, no change or disguised change in the investment of the raised funds and no damage to the legitimate interests of the Company and its Shareholders, especially the minority Shareholders.

(IX) Changes of accounting policies

On 28 March 2025, the Resolution in relation to the Change of the Company’s Accounting Policy was considered and approved at the seventh meeting of the eleventh session of the Board of the Company. These changes in accounting policies are reasonable adjustments made in accordance with the latest accounting standards revised and promulgated by the Ministry of Finance, comply with relevant regulatory provisions. The implementation of these changes will enable the Company’s financial position and operating results to be reflected objectively and fairly. The relevant changes in accounting policies will not have a material impact on the financial position and operating results of the Company.

(X) Commitments fulfilled by the Company and the Shareholders

The Company and the Shareholders have strictly fulfilled the commitments. No violation to the commitments among the Company, controlling shareholders and de facto controllers has been discovered.

(XI) Implementation of information disclosure

During 2025, the Company strictly complied with the requirements under the relevant laws and regulations, including the Security Law, the Rules Governing the Listing of Stocks in the PRC and Hong Kong, the Administrative Measures for Disclosure of Information of Listed Companies and the Articles of Association to ensure the disclosure of information of the Company is on a truthful, accurate, timely and complete basis.

(XII) Implementation of internal control

The Company has established a relatively comprehensive internal control system which is in compliance with the regulations and requirements of the relevant laws and regulations of the PRC. The internal control system of the Company is legal, reasonable and effective. It can reasonably ensure that the operation of the Company is developed in an orderly manner, that the financial information of the Company is true, legal and complete, that the information is disclosed in a true, accurate, complete and timely manner, that all investors are treated equally, openly and fairly, and effectively ensure that the interests of the Company and the investors are protected.

IV. OTHER CIRCUMSTANCES WHICH REQUIRE EXPLANATIONS

1. I had not proposed to convene Board meetings;
2. I had not proposed to convene extraordinary general meetings;
3. I had not proposed to appoint or remove the accounting firm;
4. I had not independently engaged any external auditors and advisers.

V. OVERALL COMMENT AND ADVICE**(I) Personal assessment**

During my tenure as an independent non-executive Director in 2025, I consistently adhered to the principles of diligence and dedication, and faithfully performed my due duties. Relying on my professional background and practical experience, I continuously paid attention to and conducted in-depth research on the operating conditions of the Company, and put forward a number of constructive and forward-looking professional opinions on relevant issues. Throughout the year, I actively fulfilled the obligations of attendance and consideration at meetings, deeply participated in the major decision-making process of the Company, and strived to promote the sound and stable development of the Company.

Looking ahead to 2026, I will continue to uphold the performance principles of prudence, diligence and loyalty, and continuously improve my professional literacy and duty performance capability. I will systematically keep abreast of industry trends and regulatory policies, timely update my professional knowledge and skills to meet the Company's needs for development and corporate governance. Meanwhile, I will further strengthen communication and collaboration with the management, other members of the Board and Shareholders of the Company, widely solicit opinions and build consensus, so as to jointly enhance the quality and efficiency of the decision-making of the Board and support the sustainable and steady development of the Company.

(II) Mutual evaluation

Overall, the Board operated in a standardized manner and made prudent decisions in 2025, and the independent directors team performed its duties satisfactorily on the whole. Ms. Chen Junping, Mr. Liu Jingtai and Mr. Luan Dalong, the other three independent directors of the Company, all demonstrated a diligent and responsible attitude during their tenure. They attended various meetings on time, carefully reviewed resolution materials, and put forward independent opinions on the operation, finance, compliance and other matters of the Company based on their respective professional backgrounds. In daily considerations, the four of us maintained smooth communication and collaboration, exchanged views frankly on major matters, and created a sound atmosphere of mutual respect and free expression of opinions. The three colleagues have played an active role in the supervision of the standardized operation of the Company and the protection of the rights and interests of minority shareholders, and provided valuable support for the scientific decision-making of the Board. It is expected that we will continue to strengthen exchanges and jointly promote the steady improvement of corporate governance levels of the Company in the future.

Independent non-executive Director:

Zhao Xuguang

27 March 2026

Liu Jingtai

During my tenure as an independent non-executive Director of Beijing Jingcheng Machinery Electric Company Limited (the “Company”), I strictly abided by relevant national laws, regulations and regulatory provisions, including the Company Law, the Securities Law, the Administrative Measures on the Independent Directors of Listed Companies and the Listing Rules of Shanghai Stock Exchange, etc., and conscientiously implemented the requirements of the Articles of Association and the Work System for Independent Directors. In the performance of my duties, I upheld the stance of independence, objectivity and impartiality, performed my functions with a high sense of responsibility and due diligence, and paid close attention to operational developments and actual business progress of the Company. By attending relevant meetings on time and carefully studying all resolutions of the Board, I put forward independent opinions based on my professional knowledge and practical experience, and actively assisted the Board in making prudent decisions. On this basis, I endeavored to improve the corporate governance structure and standardize the operation of the Company, enhanced the decision-making efficiency of the Board, effectively safeguarded the overall interests of the Company and the interests of shareholders, and faithfully fulfilled all due responsibilities as an independent non-executive Director.

I report the performance of my duties as the independent non-executive Director during 2025 as follows:

I. BASIC INFORMATION ABOUT THE INDEPENDENT DIRECTOR**(I) Personal work experiences, professional background and part-time situation**

Liu Jingtai, Chinese, male, aged 62. He obtained a doctoral degree in engineering from Nankai University. Mr. Liu was an associate professor of Nankai University, the deputy director of the Institute of Robotics and Information Automation of Nankai University, external director of Tianjin Zhonghuan Electronic Information (Group) Co., Ltd., and the independent non-executive Director of the tenth session of the Board of the Company from 9 June 2020 to 16 June 2023. He is currently a professor and tutor of doctoral programs of the School of Artificial Intelligence of Nankai University, director of the Institute of Robotics and Information Automation of Nankai University, and an independent non-executive Director of the eleventh session of the Board of Beijing Jingcheng Machinery Electric Company Limited.

(II) Positions held in the special committees under the Board

As the chairman of the remuneration and monitoring committee and a member of the strategy committee, I proactively participated in the special committees under the Board, while focusing on exerting my own professional advantages to provide strong supports for the scientific decision-making of the Board and related special committees under the Board.

(III) Statement on whether the independence is affected

I do not hold any duties other than that of the independent Director, or hold any duties in substantial Shareholders of the Company. There is no relationship between me and the Company and its substantial Shareholders or interested institutions and persons that may have impact on my independent and objective judgments. I do not gain any additional interests which are not disclosed from the Company and its substantial Shareholders or interested institutions and persons. As such, the independence is not affected.

During 2025, as the independent non-executive Director of the Company, I earnestly executed my powers, performed my duties according to laws and regulations, fully played my role as an independent non-executive Director, and better protected the standardised operations of the Company and the interests of Shareholders as a whole, without allowing any issue to affect my independence.

II. PERFORMANCE OF DUTIES BY THE INDEPENDENT DIRECTOR DURING THE YEAR**(I) Attendance of the general meetings and Board meetings**

As an independent Director, I actively understood and obtained conditions and materials required for making decisions before the Board meetings, deeply understood the operation of the Company and made full preparation for making important decisions of the Board meetings. At the meetings, I carefully considered the resolutions, proactively participated in discussions and proposed rational proposals, thereby playing a positive role in the scientific decision-making of the Board meetings of the Company.

In 2025, the Company held 4 general meetings and 10 Board meetings. My attendance and votes are as follows:

(1) Attendance of the general meetings and Board meetings:

Name of Director	Independent Director or not	Required attendance of Board meetings during the year	Attendance in person	Attendance by communication equipment	Attendance by proxy	Absence	Absence from two consecutive meetings or not	Number of general meetings attended
Liu Jingtai	Yes	10	7	3	0	0	No	4

(2) Objection to the relevant matters of the Company:

Name of Director	Independent Director or not	Objections raised	Details of objection	Remark
Liu Jingtai	Yes	None	None	–

(II) Attendance to the meetings of special committees under the Board

The Board of the Company has set up four special committees, namely the strategy committee, audit committee, nomination committee and remuneration and monitoring committee. Each of the special committees actively works and diligently performs the duties, which procures all operating activities of the Company to conduct smoothly. In 2025, the Company held 7 remuneration and monitoring committee meetings and 4 strategy committee meetings. As the chairman of the remuneration and monitoring committee and a member of the strategy committee of the Board of the Company, I attended all the meetings that should be attended to perform our duties faithfully, so that the committees operated within their standardised frameworks and played their respective roles.

(III) Attendance to special meetings of independent Directors

In 2025, the Company convened a total of 4 special meetings of independent Directors, and I attended all meetings on site. The details are listed in the table below:

Name of meetings	Date of meetings	Resolutions approved at the meetings	Attended or not
The First Special Meeting in 2025 of Independent Directors of the Eleventh Session of the Board	27 February 2025	<ol style="list-style-type: none"> The “Resolution in relation to the Repurchase and Cancellation of Part of the Restricted A Shares Granted but subject to Lock-up” was considered and approved; The “Resolution in relation to the Entering Into of the Relevant Contracts Between Holding Subsidiaries and Related Parties and Daily Related Party Transactions” was considered and approved. 	Yes

Name of meetings	Date of meetings	Resolutions approved at the meetings	Attended or not
The Second Special Meeting in 2025 of Independent Directors of the Eleventh Session of the Board	28 March 2025	<ol style="list-style-type: none"> 1. The Resolution in relation to the 2024 Internal Control Assessment Report of the Company was considered; 2. The Resolution in relation to the Reappointment of the Auditor of the Company for the Year of 2025 was considered; 3. The Resolution in relation to the Remuneration and Performance Assessment Results of the Senior Management Members of the Company for the Year of 2024 was considered. 	Yes
The Third Special Meeting in 2025 of Independent Directors of the Eleventh Session of the Board	23 June 2025	The “Resolution in relation to the Achievement of the Performance Appraisal Targets of the Company for the First Unlocking Period of the 2023 Restricted Share Incentive Scheme” was considered and approved.	Yes
The Fourth Special Meeting in 2025 of Independent Directors of the Eleventh Session of the Board	30 October 2025	The “Resolution in relation to the Fulfillment of the Unlocking Conditions of the First Unlocking Period of the Initial Grant under the 2023 Restricted Share Incentive Scheme” was considered and approved.	Yes

(IV) Communications with the accounting firm

During the year, I actively conducted several rounds of in-depth communication with WUYIGE Certified Public Accountants LLP, the auditor engaged by the Company on financial statement auditing and internal control auditing for 2025. Through these exchanges, I listened to detailed reports on the working progress of the financial report auditing and internal control auditing, and conducted comprehensive and detailed discussions on the specific conditions of the Company’s auditing progress, the Company’s financial and business status, and other core particulars. These communication practices ensured a comprehensive understanding of the auditing of the Company and provided a solid basis for subsequent decision-makings.

(V) Communications and exchanges with the minority Shareholders

During my attendance at the 2024 annual general meeting of the Company, I conducted communications and exchanges with minority Shareholders on the financial condition of the Company as well as its production and operation. During my attendance at the 2024 annual results presentation meeting, I conducted communications and exchanges in response to the concerns of minority Shareholders regarding the Company's business development and financial indicators. In the subsequent performance of my duties, I continued to pay attention to and actively safeguard the legitimate rights and interests of minority Shareholders.

(VI) Works performed on-site in the Company

In 2025, I attended the general meetings, Board meetings and meetings of the special committees under the Board in the Company as well as studying and considering the relevant resolutions. I also conducted special communications with the accounting firm and the management of the Company, with participations in various field surveys, business trainings and other practices of performance of duties, all of which took about 29 working days in total.

The Company is required to provide information about the resolutions on significant matters considered and decided by the Board of the Company and its special committees in strict accordance with the schedule stipulated in the Articles of Association, and all resolutions are analysed and examined in an objective and prudent manner. I will make timely enquiries with the relevant departments and personnel of the Company based on the actual conditions. When attending the general meetings, Board meetings and the relevant meetings of special committees under the Board of the Company, I actively participate in the discussion and consideration of resolutions, and express independent opinions independently, objectively and adequately in accordance with the laws, while voting prudently and putting forward rationalised proposals to the Board. Also, I express independent opinions or special explanations on particular significant matters occurring in the Company objectively in accordance with the law. For the purpose of continuously paying attention to the implementation and effectiveness of the resolutions, during the reporting period, I heard the reports on the implementation of the Board resolutions and authorised matters by the management on two occasions, thereby strengthening the supervision of the implementation of the resolutions.

During the year, I also participated in a number of on-site surveys for independent Directors to gain an on-site and in-depth understanding of the production and operation, as well as the reform and development of the relevant subsidiaries as well as the implementation and progress of the relevant projects. On this basis, a number of particular management proposals were put forward and a special survey report was formed and reported to the Board of the Company. In the course of the surveys, I also inspected the implementation of the relevant Board resolutions in order to promote the effective implementation of the resolutions.

In order to better fulfil the duties as an independent Director, I also actively communicated with the chairman, other executive and non-executive Directors, the management and the secretary to the Board of the Company, among which, I participated in the communication meetings with the non-executive Directors and the chairman, and listened to the briefing by the chairman on the basic information of the Company's development and the operation of the Board in 2025. After sufficient practices of communication and exchange, suggestions were made to further enhance the operation of the Board and effectively improve the quality and efficiency of the Board's decision-making. In addition, a comprehensive understanding of the Company's operation was gained through various channels such as browsing the Company's website and accessing the information on the daily production and operation as well as the financial condition of the Company.

III. HIGHLIGHTS OF THE PERFORMANCE OF DUTIES BY THE INDEPENDENT DIRECTORS FOR THE YEAR

In 2025, I continued to pay attention to the operating results of the Company and the implementation of the resolutions of the general meetings and Board meetings, the completeness and truthfulness of information disclosure, the nomination and remuneration of members of the senior management; matters that may cause significant impact or loss that harm the interests of minority Shareholders, which mainly include the following aspects:

(I) Related party transaction

On 27 February 2025, the Resolution in relation to the Entering Into of the Relevant Contracts Between Holding Subsidiaries and Related Parties and Daily Related Party Transactions was considered and approved by the eleventh extraordinary meeting of the eleventh session of the Board of the Company. Before the convening of this Board meeting, the Company convened the 2025 first meeting of the special meeting of independent Directors of the eleventh session of the Board, in order to consider such resolution in advance.

Upon the review, I am of the opinion that such daily related party transactions are in line with the needs of the development of business operation of the Company and in the interests of the Company and all Shareholders. The transaction price of the daily related party transactions is determined through negotiation between the two parties under the principles of equality, voluntariness, fairness and good faith. The pricing principles are objective, fair and reasonable, and comply with the provisions of relevant laws, regulations and the Articles of Association. There is no harm to the interests of the Company and its Shareholders, especially minority Shareholders. In view of the above, I agreed that the Resolution in relation to the Entering Into of the Relevant Contracts Between Holding Subsidiaries and Related Parties and Daily Related Party Transactions shall be submitted to the eleventh extraordinary meeting of the eleventh session of the Board of the Company for consideration. Related Directors shall abstain from voting.

(II) External guarantee and misappropriation of capital

There were no external guarantee and misappropriation of capital of the Company.

(III) Mortgage loans

On 28 March 2025, the Resolution in relation to the Application made to Tianjin Branch of Construction Bank for Bank Acceptance Notes and a Secured Working Capital Loan by Tianjin Tianhai, a subsidiary of the Company was considered and approved at the seventh meeting of the eleventh session of the Board of the Company;

On 15 August 2025, the Resolution in relation to the Application made to Shanghai Pudong Development Bank for Secured Financing by Tianjin Tianhai High Pressure Container Co., Ltd., a subsidiary of the Company was considered and approved at the ninth meeting of the eleventh session of the Board of the Company.

For the above two resolutions, I attended the relevant Board meeting and had no objection.

(IV) Disposal of assets

There was no disposal of assets by the Company.

(V) Nomination and remuneration of directors and senior management members

1. On 28 March 2025, the Resolution in relation to the Remuneration and Performance Assessment Results of the Senior Management Members of the Company for the Year of 2024 and the Resolution in relation to the “Performance Assessment Contract for Senior Management Members” of the Company for the Year of 2025, and the Authorisation to the Chairman of the Board to Enter Into Contracts with the Senior Management Members were considered and approved at the seventh meeting of the eleventh session of the Board of the Company.

For the above two resolutions, I attended the relevant Board meeting and had no objection.

2. On 29 April 2025, the Resolution in relation to the Changes to the Members of the Strategy Committee, Remuneration and Monitoring Committee, and Nomination Committee of the Eleventh Session of the Board was considered and approved at the eighth meeting of the eleventh session of the Board of the Company.

For the above resolution, I attended the relevant Board meeting and had no objection.

3. On 24 November 2025, the Resolution of Nominating Mr. Li Zhongbo as a Candidate for Non-executive Director of the Eleventh Session of the Board of the Company, the Resolution on the By-Election of Convener and Member of Each of the Special Committees of the Eleventh Session of the Board of the Company, the Resolution on the Change of the Authorised Representative of the Company in Hong Kong and the Resolution in relation to the Remuneration of and Entering Into of the Written Contracts with the Non-executive Directors of the Eleventh Session of the Board of the Company were considered and approved at the fifteenth extraordinary meeting of the eleventh session of the Board of the Company.

For the above four resolutions, I attended the relevant Board meeting and had no objection.

(VI) Performance forecasts and preliminary results

In 2025, the Company disclosed its interim and annual results forecasts in a timely manner, with the explanations of the results being clear, accurate and complete.

(VII) Appointment or replacement of accounting firms

On 28 March 2025, the Resolution in relation to the Appointment of the Auditor for the Year 2025 was considered and approved at the seventh meeting of the eleventh session of the Board of the Company. In 2025, the Company intended to reappoint WUYIGE Certified Public Accountants LLP as the auditor for the audit of the 2025 financial statements and the internal control audit of the Company.

For the above resolution, I attended the relevant Board meeting and had no objection.

(VIII) The deposit and use of funds raised

On 28 March 2025, the Resolution in relation to the 2024 Internal Audit Report on the Deposit and Use of Raised Funds of the Company was considered and approved at the seventh meeting of the eleventh session of the Board of the Company.

On 15 August 2025, the Resolution in relation to the Special Report on the Deposit and Use of Raised Funds of Beijing Jingcheng Machinery Electric Company Limited in the First Half of 2025 was considered and approved at the ninth meeting of the eleventh session of the Board of the Company.

Having fully understood and reviewed the resolutions at the aforementioned two meetings of the Company, I was of the view that the Company has strictly managed the raised funds in accordance with the provisions of the “Administrative Measure of Raised Funds” and the use of the raised funds has fulfilled the corresponding decision-making procedures. The Company’s deposit and utilisation of the funds raised were in compliance with the relevant regulations of the CSRC, the Shanghai Stock Exchange and the Company, and there were no irregularities in the use of the raised funds, no change or disguised change in the investment of the raised funds and no damage to the legitimate interests of the Company and its Shareholders, especially the minority Shareholders.

(IX) Changes of accounting policies

On 28 March 2025, the Resolution in relation to the Change of the Company’s Accounting Policy was considered and approved at the seventh meeting of the eleventh session of the Board of the Company. These changes in accounting policies are reasonable adjustments made in accordance with the latest accounting standards revised and promulgated by the Ministry of Finance, comply with relevant regulatory provisions. The implementation of these changes will enable the Company’s financial position and operating results to be reflected objectively and fairly. The relevant changes in accounting policies will not have a material impact on the financial position and operating results of the Company.

(X) Commitments fulfilled by the Company and the Shareholders

The Company and the Shareholders have strictly fulfilled the commitments. No violation to the commitments among the Company, controlling shareholders and de facto controllers has been discovered.

(XI) Implementation of information disclosure

During 2025, the Company strictly complied with the requirements under the relevant laws and regulations, including the Security Law, the Rules Governing the Listing of Stocks in the PRC and Hong Kong, the Administrative Measures for Disclosure of Information of Listed Companies and the Articles of Association to ensure the disclosure of information of the Company is on a truthful, accurate, timely and complete basis.

(XII) Implementation of internal control

The Company has established a relatively comprehensive internal control system which is in compliance with the regulations and requirements of the relevant laws and regulations of the PRC. The internal control system of the Company is legal, reasonable and effective. It can reasonably ensure that the operation of the Company is developed in an orderly manner, that the financial information of the Company is true, legal and complete, that the information is disclosed in a true, accurate, complete and timely manner, that all investors are treated equally, openly and fairly, and effectively ensure that the interests of the Company and the investors are protected.

IV. OTHER CIRCUMSTANCES WHICH REQUIRE EXPLANATIONS

1. I had not proposed to convene Board meetings;
2. I had not proposed to convene extraordinary general meetings;
3. I had not proposed to appoint or remove the accounting firm;
4. I had not independently engaged any external auditors and advisers.

V. OVERALL COMMENT AND ADVICE**(I) Personal assessment**

During my tenure of office in 2025, as an independent non-executive Director, I consistently adhered to the principles of due diligence, accountability and faithful performance of duties, strictly complied with relevant laws, regulations and the Articles of Association, and conscientiously fulfilled various obligations. During my tenure of office, I actively leveraged my professional competence and industry experience to deeply participate in the major decision-making process of the Company, and provided independent and professional opinions in respect of corporate governance, strategic development, risk control and other aspects, and strived to enhance the scientificity and effectiveness of the decision-making of the Board.

Looking ahead to 2026, I will continue to adhere to an independent, objective and impartial stance, and perform my duties as an independent non-executive Director with a more prudent, diligent and loyal attitude. I will continue to strengthen my learning, keep abreast of regulatory policies, industry trends and the business development of the Company, and continuously improve my professional competence and duty performance capability to fully qualify for the responsibilities of the position. Meanwhile, I will further enhance communication and collaboration with the management, other directors

and Shareholders of the Company, actively participate in the work of the Board and relevant special committees, and strive to improve the overall decision-making level and operational efficiency of the Board.

(II) Mutual evaluation

Looking back on 2025, the Board of the Company adopted rigorous decision-making procedures and the corporate governance mechanism operated effectively. Ms. Chen Junping, Mr. Zhao Xuguang and Mr. Luan Dalong, the other three Independent Non-Executive Directors of the Company, demonstrated sound professional ethics and professional judgment in the performance of their duties. They actively participated in the meetings of the Board and special committees based on an independent and objective stance, and conducted prudent control on major matters such as connected transactions, information disclosure and periodic reports. The four of us have established a sound working communication mechanism. We conducted full discussions and reached consensus on key issues, giving effective play to the role of independent directors in decision-making checks and balances as well as risk prevention. The diligent performance of duties by the three colleagues has provided solid protection for safeguarding the overall interests of the Company and the legitimate rights and interests of Shareholders. It is recommended that we continue to strengthen coordination and cooperation in strategic research and internal control supervision in the future.

Independent non-executive Director:

Liu Jingtai

27 March 2026

Luan Dalong

During my tenure as an independent non-executive Director of Beijing Jingcheng Machinery Electric Company Limited (the “**Company**”), I consistently adhered to performing my duties in accordance with laws and regulations, strictly complied with laws and regulations such as the Company Law, the Securities Law, the Administrative Measures on the Independent Directors of Listed Companies and the Listing Rules of Shanghai Stock Exchange, and implemented the specific provisions of the Articles of Association and the Work System for Independent Directors. In the course of my duties, I consistently upheld the principles of independence and impartiality, diligently and responsibly performed my duties, continuously monitoring and understanding the production, operations and development of the Company. By actively participating in relevant meetings and carefully considering all resolutions of the Board, I expressed opinions based on professional expertise and independent judgment, providing reference and support for the scientific decision-making of the Board. Through the above performance of duties, I was committed to ensuring that the Company’s operations comply with regulations, improving the governance level of the Board, safeguarding the sound development of the Company and the legitimate rights and interests of Shareholders, and fully fulfilled all duties of independent non-executive Directors.

I report the performance of my duties as the independent non-executive Director during 2025 in detail as follows:

I. BASIC INFORMATION ABOUT THE INDEPENDENT DIRECTOR**(I) Personal work experiences, professional background and part-time situation**

Luan Dalong, Chinese, male, aged 62. He obtained a doctoral degree in management science and engineering from Northwestern Polytechnical University. Mr. Luan was a researcher at the Academy of Military Science, and the independent non-executive Director of the tenth session of the Board of the Company from 9 June 2020 to 16 June 2023. He is currently an independent director of Aerospace Hi-Tech Holding Group Co., Ltd. and DHC Software Co Ltd., and an independent non-executive Director of the eleventh session of the Board of Beijing Jingcheng Machinery Electric Company Limited.

(II) Positions held in the special committees under the Board

As a member of the remuneration and monitoring committee, I proactively participated in the special committees under the Board, while focusing on exerting my own professional advantages to provide strong supports for the scientific decision-making of the Board and related special committees under the Board.

(III) Statement on whether the independence is affected

I do not hold any duties other than that of the independent Director, or hold any duties in substantial Shareholders of the Company. There is no relationship between me and the Company and its substantial Shareholders or interested institutions and persons that may have impact on my independent and objective judgments. I do not gain any additional interests which are not disclosed from the Company and its substantial Shareholders or interested institutions and persons. As such, the independence is not affected.

During 2025, as the independent non-executive Director of the Company, I earnestly executed my powers, performed my duties according to laws and regulations, fully played my role as an independent non-executive Director, and better protected the standardised operations of the Company and the interests of Shareholders as a whole, without allowing any issue to affect my independence.

II. PERFORMANCE OF DUTIES BY THE INDEPENDENT DIRECTOR DURING THE YEAR**(I) Attendance of the general meetings and Board meetings**

As an independent Director, I actively understood and obtained conditions and materials required for making decisions before the Board meetings, deeply understood the operation of the Company and made full preparation for making important decisions of the Board meetings. At the meetings, I carefully considered the resolutions, proactively participated in discussions and proposed rational proposals, thereby playing a positive role in the scientific decision-making of the Board meetings of the Company.

In 2025, the Company held 4 general meetings and 10 Board meetings. My attendance and votes are as follows:

(1) Attendance of the general meetings and Board meetings:

Name of Director	Independent Director or not	Required attendance of Board meetings during the year	Attendance in person	Attendance by communication equipment	Attendance by proxy	Absence	Absence from two consecutive meetings or not	Number of general meetings attended
Luan Dalong	Yes	10	7	3	0	0	No	4

(2) Objection to the relevant matters of the Company:

Name of Director	Independent Director or not	Objections raised	Details of objection	Remark
Luan Dalong	Yes	None	None	–

(II) Attendance to the meetings of special committees under the Board

The Board of the Company has set up four special committees, namely the strategy committee, audit committee, nomination committee and remuneration and monitoring committee. Each of the special committees actively works and diligently performs the duties, which procures all operating activities of the Company to conduct smoothly. In 2025, the Company held 7 remuneration and monitoring committee meetings. As a member of the remuneration and monitoring committee of the Board of the Company, I attended all the meetings that should be attended to perform our duties faithfully, so that the committees operated within their standardised frameworks and played their respective roles.

(III) Attendance to special meetings of independent Directors

In 2025, the Company convened a total of 4 special meetings of independent Directors, and I attended all meetings on site. The details are listed in the table below:

Name of meetings	Date of meetings	Resolutions approved at the meetings	Attended or not
The First Special Meeting in 2025 of Independent Directors of the Eleventh Session of the Board	27 February 2025	<ol style="list-style-type: none"> The “Resolution in relation to the Repurchase and Cancellation of Part of the Restricted A Shares Granted but subject to Lock-up” was considered and approved; The “Resolution in relation to the Entering Into of the Relevant Contracts Between Holding Subsidiaries and Related Parties and Daily Related Party Transactions” was considered and approved. 	Yes

Name of meetings	Date of meetings	Resolutions approved at the meetings	Attended or not
The Second Special Meeting in 2025 of Independent Directors of the Eleventh Session of the Board	28 March 2025	<ol style="list-style-type: none"> The Resolution in relation to the 2024 Internal Control Assessment Report of the Company was considered; The Resolution in relation to the Reappointment of the Auditor of the Company for the Year of 2025 was considered; The Resolution in relation to the Remuneration and Performance Assessment Results of the Senior Management Members of the Company for the Year of 2024 was considered. 	Yes
The Third Special Meeting in 2025 of Independent Directors of the Eleventh Session of the Board	23 June 2025	The “Resolution in relation to the Achievement of the Performance Appraisal Targets of the Company for the First Unlocking Period of the 2023 Restricted Share Incentive Scheme” was considered and approved.	Yes
The Fourth Special Meeting in 2025 of Independent Directors of the Eleventh Session of the Board	30 October 2025	The “Resolution in relation to the Fulfillment of the Unlocking Conditions of the First Unlocking Period of the Initial Grant under the 2023 Restricted Share Incentive Scheme” was considered and approved.	Yes

(IV) Communications with the accounting firm

During the year, I actively conducted several rounds of in-depth communication with WUYIGE Certified Public Accountants LLP, the auditor engaged by the Company on financial statement auditing and internal control auditing for 2025. Through these exchanges, I listened to detailed reports on the working progress of the financial report auditing and internal control auditing, and conducted comprehensive and detailed discussions on the specific conditions of the Company’s auditing progress, the Company’s financial and business status, and other core particulars. These communication practices ensured a comprehensive understanding of the auditing of the Company and provided a solid basis for subsequent decision-makings.

(V) Communications and exchanges with the minority Shareholders

During the 2024 annual general meeting, I took the initiative to conduct in-depth communications with minority Shareholders on the financial condition of the Company as well as its production and operation. Meanwhile, at the annual results presentation

meeting, I also provided detailed answers and exchanges on issues such as the business development and financial indicators of the Company that minority Shareholders were concerned about. During the performance of my duties, I continued to pay attention to and actively safeguard the legitimate rights and interests of minority Shareholders to ensure that their points of view were heard and obtained a proper response.

(VI) Works performed on-site in the Company

In 2025, I attended the general meetings in person, the Board meetings and all the meetings of special committees under the Board, and participated in the consideration of relevant resolutions. During the period, I also conducted a number of special communications with the accounting firms and the management of the Company, and participated in on-site surveys and business training activities, etc. The total duration of on-site activities on duty performance was approximately 29 working days. I require the Company to provide the information about the resolutions on significant matters considered by the Board and its special committees in strict accordance with the schedule stipulated in the Articles of Association, and all resolutions are studied in an objective and prudent manner. When attending meetings, I actively participate in the discussions and considerations, express my opinions independently and objectively in accordance with the laws, while voting prudently and put forward rationalized proposals to the Board. Meanwhile, I also express independent opinions or special explanations on particular significant matters occurring in the Company objectively in accordance with the laws.

In order to continuously pay attention to the implementation and effectiveness of the resolutions, I heard the reports on the implementation of the Board resolutions and authorised matters by the management on two occasions during the reporting period, thereby strengthening the supervision of the implementation of the resolutions. During the year, I also participated in a number of on-site surveys for independent Directors to gain an on-site and in-depth understanding of the production and operation, as well as the reform and development of the relevant subsidiaries as well as the implementation of the projects. On this basis, a number of particular management proposals were put forward and a special survey report was formed and reported to the Board. In the course of the surveys, I also inspected the implementation of the Board resolutions in order to promote the effective implementation of the resolutions.

In order to better fulfil the duties as an independent Director, I also actively communicated with the chairman, other executive and non-executive Directors, the management and the secretary to the Board of the Company. I participated in the communication meetings with the non-executive Directors and the chairman, and listened to the briefing by the chairman on the information of the Company's development and the operation of the Board in 2025. After sufficient practices of communication and exchange, constructive opinions were made to further enhance the operation of the Board and improve the quality and efficiency of the Board's decision-making. In addition, a comprehensive understanding of the Company's

operation were gained through various ways such as browsing the Company's website and accessing the information on the daily production and operation as well as the financial condition of the Company.

III. HIGHLIGHTS OF THE PERFORMANCE OF DUTIES BY THE INDEPENDENT DIRECTORS FOR THE YEAR

In 2025, I continued to pay attention to the operating results of the Company and the implementation of the resolutions of the general meetings and Board meetings, the completeness and truthfulness of information disclosure, the nomination and remuneration of members of the senior management; matters that may cause significant impact or loss that harm the interests of minority Shareholders, which mainly include the following aspects:

(I) Related party transaction

On 27 February 2025, the Resolution in relation to the Entering Into of the Relevant Contracts Between Holding Subsidiaries and Related Parties and Daily Related Party Transactions was considered and approved by the eleventh extraordinary meeting of the eleventh session of the Board of the Company. Before the convening of this Board meeting, the Company convened the 2025 first meeting of the special meeting of independent Directors of the eleventh session of the Board, in order to consider such resolution in advance.

Upon the review, I am of the opinion that such daily related party transactions are in line with the needs of the development of business operation of the Company and in the interests of the Company and all Shareholders. The transaction price of the daily related party transactions is determined through negotiation between the two parties under the principles of equality, voluntariness, fairness and good faith. The pricing principles are objective, fair and reasonable, and comply with the provisions of relevant laws, regulations and the Articles of Association. There is no harm to the interests of the Company and its Shareholders, especially minority Shareholders. In view of the above, I agreed that the Resolution in relation to the Entering Into of the Relevant Contracts Between Holding Subsidiaries and Related Parties and Daily Related Party Transactions shall be submitted to the eleventh extraordinary meeting of the eleventh session of the Board of the Company for consideration. Related Directors shall abstain from voting.

(II) External guarantee and misappropriation of capital

There were no external guarantee and misappropriation of capital of the Company.

(III) Mortgage loans

On 28 March 2025, the Resolution in relation to the Application made to Tianjin Branch of Construction Bank for Bank Acceptance Notes and a Secured Working Capital Loan by Tianjin Tianhai, a subsidiary of the Company was considered and approved at the seventh meeting of the eleventh session of the Board of the Company;

On 15 August 2025, the Resolution in relation to the Application made to Shanghai Pudong Development Bank for Secured Financing by Tianjin Tianhai High Pressure Container Co., Ltd., a subsidiary of the Company was considered and approved at the ninth meeting of the eleventh session of the Board of the Company.

For the above two resolutions, I attended the relevant Board meeting and had no objection.

(IV) Disposal of assets

There was no disposal of assets by the Company.

(V) Nomination and remuneration of directors and senior management members

1. On 28 March 2025, the Resolution in relation to the Remuneration and Performance Assessment Results of the Senior Management Members of the Company for the Year of 2024 and the Resolution in relation to the “Performance Assessment Contract for Senior Management Members” of the Company for the Year of 2025, and the Authorisation to the Chairman of the Board to Enter Into Contracts with the Senior Management Members were considered and approved at the seventh meeting of the eleventh session of the Board of the Company.

For the above two resolutions, I attended the relevant Board meeting and had no objection.

2. On 29 April 2025, the Resolution in relation to the Changes to the Members of the Strategy Committee, Remuneration and Monitoring Committee, and Nomination Committee of the Eleventh Session of the Board was considered and approved at the eighth meeting of the eleventh session of the Board of the Company.

For the above resolution, I attended the relevant Board meeting and had no objection.

3. On 24 November 2025, the Resolution of Nominating Mr. Li Zhongbo as a Candidate for Non-executive Director of the Eleventh Session of the Board of the Company, the Resolution on the By-Election of Convener and Member of Each of the Special Committees of the Eleventh Session of the Board of the Company, the Resolution on the Change of the Authorised Representative of the Company in Hong Kong and the Resolution in relation to the Remuneration of and Entering Into of the Written Contracts with the Non-executive Directors of the Eleventh Session of the Board of the Company were considered and approved at the fifteenth extraordinary meeting of the eleventh session of the Board of the Company.

For the above four resolutions, I attended the relevant Board meeting and had no objection.

(VI) Performance forecasts and preliminary results

In 2025, the Company disclosed its interim and annual results forecasts in a timely manner, with the explanations of the results being clear, accurate and complete.

(VII) Appointment or replacement of accounting firms

On 28 March 2025, the Resolution in relation to the Appointment of the Auditor for the Year 2025 was considered and approved at the seventh meeting of the eleventh session of the Board of the Company. In 2025, the Company intended to reappoint WUYIGE Certified Public Accountants LLP as the auditor for the audit of the 2025 financial statements and the internal control audit of Beijing Jingcheng Machinery Electric Company Limited.

For the above resolution, I attended the relevant Board meeting and had no objection.

(VIII) The deposit and use of funds raised

On 28 March 2025, the Resolution in relation to the 2024 Internal Audit Report on the Deposit and Use of Raised Funds of the Company was considered and approved at the seventh meeting of the eleventh session of the Board of the Company.

On 15 August 2025, the Resolution in relation to the Special Report on the Deposit and Use of Raised Funds of the Company in the First Half of 2025 was considered and approved at the ninth meeting of the eleventh session of the Board of the Company.

Having fully understood and reviewed the resolutions at the aforementioned two meetings of the Company, I was of the view that the Company has strictly managed the raised funds in accordance with the provisions of the “Administrative Measure of Raised Funds” and the use of the raised funds has fulfilled the corresponding decision-making procedures. The Company’s deposit and utilisation of the funds raised were in compliance with the relevant regulations of the CSRC, the Shanghai Stock Exchange and the Company, and there were no irregularities in the use of the raised funds, no change or disguised change in the investment of the raised funds and no damage to the legitimate interests of the Company and its Shareholders, especially the minority Shareholders.

(IX) Changes of accounting policies

On 28 March 2025, the Resolution in relation to the Change of the Company’s Accounting Policy was considered and approved at the seventh meeting of the eleventh session of the Board of the Company. These changes in accounting policies are

reasonable adjustments made in accordance with the latest accounting standards revised and promulgated by the Ministry of Finance, comply with relevant regulatory provisions. The implementation of these changes will enable the Company's financial position and operating results to be reflected objectively and fairly. The relevant changes in accounting policies will not have a material impact on the financial position and operating results of the Company.

(X) Commitments fulfilled by the Company and the Shareholders

The Company and the Shareholders have strictly fulfilled the commitments. No violation to the commitments among the Company, controlling shareholders and de facto controllers has been discovered.

(XI) Implementation of information disclosure

During 2025, the Company strictly complied with the requirements under the relevant laws and regulations, including the Security Law, the Rules Governing the Listing of Stocks in the PRC and Hong Kong, the Administrative Measures for Disclosure of Information of Listed Companies and the Articles of Association to ensure the disclosure of information of the Company is on a truthful, accurate, timely and complete basis.

(XII) Implementation of internal control

The Company has established a relatively comprehensive internal control system which is in compliance with the regulations and requirements of the relevant laws and regulations of the PRC. The internal control system of the Company is legal, reasonable and effective. It can reasonably ensure that the operation of the Company is developed in an orderly manner, that the financial information of the Company is true, legal and complete, that the information is disclosed in a true, accurate, complete and timely manner, that all investors are treated equally, openly and fairly, and effectively ensure that the interests of the Company and the investors are protected.

IV. OTHER CIRCUMSTANCES WHICH REQUIRE EXPLANATIONS

1. I had not proposed to convene Board meetings;
2. I had not proposed to convene extraordinary general meetings;
3. I had not proposed to appoint or remove the accounting firm;
4. I had not independently engaged any external auditors and advisers.

V. OVERALL COMMENT AND ADVICE**(I) Personal assessment**

During my tenure in 2025, I was diligent and responsible, faithfully fulfilling the duties of an independent non-executive Director. I actively utilized my professional knowledge and experience, continuously paid attention to and conducted in-depth research on the operating conditions of the Company, and provided the Board with a number of constructive and forward-looking opinions. I attended the meetings conscientiously and participated in the considerations. I actively engaged in all major decisions of the Company and was committed to promoting the sound and sustainable development of the Company.

Looking ahead to 2026, I will continue to perform my duties as an independent Director in strict adherence to the principles of prudence, diligence and loyalty. I will keep abreast of industry trends, policies, regulations and the business of the Company through continuous learning, so as to steadily enhance my professional competence and performance standards to ensure that we can meet the development needs of the Company and contribute professional value. Meanwhile, I will further attach importance to communication and collaboration with the management, other directors and Shareholders of the Company, solicit opinions extensively and build consensus, so as to jointly improve the scientificity and effectiveness of the decision-making of the Board, and play a positive role in supporting the long-term and steady development of the Company.

(II) Mutual evaluation

I recognize the overall performance and effectiveness of the independent director team in 2025. Ms. Chen Junping, Mr. Zhao Xuguang and Mr. Liu Jingtai, the other three independent directors of the Company, all fulfilled their duties faithfully and participated in all aspects of corporate governance with a rigorous and pragmatic attitude. They paid close attention to details and exercised independent judgment when considering resolutions, providing the Board with multi-dimensional professional perspectives. The four of us have maintained close communication at all times, communicated frankly and inspired each other on important matters related to the development of the Company, and created a good atmosphere of independence and collaboration. The three colleagues actively performed in paying attention to the operation dynamics of the Company, monitoring the quality of financial information, and safeguarding the interests of all shareholders, contributing to enhancing the scientific and credibility of decisions of the Board. Looking ahead, we will continue to strengthen our professional capabilities, conscientiously perform our duties as independent directors, and jointly promote the standardized operation and sustainable development of the Company.

Independent non-executive Director:

Luan Dalong

27 March 2026

Chapter I General Provisions

Article 1 To further establish and improve the remuneration system for the directors and senior management of Beijing Jingcheng Machinery Electric Company Limited (the “**Company**”), and to establish a scientific and effective incentive and accountability mechanism, fully mobilize the initiative of the directors and senior management, enhance the Company’s management efficiency, and achieve the organic integration of remuneration allocation, performance appraisal and Company results and shareholders’ value, these rules are formulated in accordance with the relevant laws, regulations and normative documents such as the Company Law of the People’s Republic of China, the Securities Law of the People’s Republic of China, the Corporate Governance Guidelines for Listed Companies, and the Articles of Association of Beijing Jingcheng Machinery Electric Company Limited (the “**Articles of Association**”).

Article 2 These rules apply to the following personnel:

(1) Current directors of the Company, including non-independent directors and independent directors; and

(2) Current senior management of the Company, including managers, deputy managers, secretary to the board of directors, chief financial officer, chief engineer and chief legal advisor.

Article 3 The Remuneration Management Rules for Directors and Senior Management of the Company shall adhere to the following principles:

(1) The principle of openness, fairness and impartiality: combination of quantitative and qualitative management, and combination of performance appraisal and process control;

(2) The principle of distribution according to work and combination of responsibility, authority and benefits: the remuneration level shall be corresponding to the management responsibilities and authority undertaken by the directors and senior management, with equal emphasis on incentives and restraints;

(3) The principle of linking individual income with Company performance and work goals: the remuneration shall be matched with the Company’s operating results and individual performance, and consistent with the Company’s sustainable development; and

(4) The principle of strategic orientation and clear goals: the remuneration shall be integrated with the long-term interests of the Company.

Article 4 The Company shall, in accordance with the provisions of Content and Format Guidelines for Information Disclosure by Companies Issuing Securities to the Public No. 2-Content and Format of Annual Reports, disclose the annual remuneration of directors and senior management, including the decision-making procedures for the remuneration of directors and senior management, the basis for remuneration determination and actual payment. It shall disclose the total pre-tax remuneration (including basic salary, bonus,

allowance, subsidy, employee welfare benefits and various insurance premiums, provident fund, pension and other forms of remuneration received from the Company) received by each current and former director and senior management during the reporting period from the Company (including the conditions for obtaining benefits and exercising rights), the basis for assessment and completion, deferred payment arrangements, and stop-payment and recovery, explain whether the remuneration is obtained from related parties of the Company, and disclose the total remuneration of all directors and senior management.

Chapter II Remuneration Management Organization

Article 5 The remuneration and monitoring committee of the board of directors is responsible for formulating and evaluating the assessment standards of directors and senior management, formulating and reviewing the remuneration policies and plans of directors and senior management, and making recommendations to the board of directors on the following matters:

(I) Remuneration of the directors and senior management;

(II) Formulation or changes of stock incentive plans and employee stock ownership plans, rewards for the incentive subjects and conditions for exercising such rights;

(III) Arrangement of shareholding plans of directors and senior management in the proposed spin-off of subsidiaries;

(IV) Other matters as stipulated by the relevant provisions of the laws, regulations, the stock exchanges and the Articles of Association.

The board of directors shall record and disclose the opinions of the remuneration and monitoring committee not adopted or fully adopted in the board resolutions with specific reasons thereof.

The expenses related to the performance of duties of the remuneration and monitoring committee shall be borne by the Company.

Article 6 The directors' remuneration plan shall be determined by the shareholders' meeting and disclosed. The remuneration plan for senior management shall be approved by the board of directors, explained to the shareholders' meeting, and fully disclosed.

Article 7 The Company shall establish fair and transparent performance and duty performance appraisal standards and procedures for the directors and senior management members.

The performance appraisal of the directors and senior management members shall be organized by the remuneration and monitoring committee. When the board of directors or the remuneration and monitoring committee perform assessment on an individual director or

discusses his/her remuneration, the director concerned shall recuse himself/herself. The appraisals of duty performance of independent directors shall be conducted by way of self-evaluation and mutual appraisals.

The board of directors shall report on the performance of duties, performance appraisal results and remuneration of directors to the shareholders' meeting, and the Company shall disclose such reports. The relevant information can be disclosed through the board of directors' work report.

Article 8 If the Company incurs losses, it shall particularly explain in each stage of the remuneration review of the directors and senior management and whether the changes in their remuneration comply with the result requirements.

If the Company turns from profit to loss or suffers more losses as compared to the previous accounting year, and there is no corresponding reduction in the average performance-based remuneration of the directors and senior management, the reasons shall be disclosed.

When the accounting firm engaged by the Company conducts an internal control audit, particular focus shall be placed on the effectiveness of performance appraisal control and whether the remuneration payment complies with the internal control requirements.

Chapter III Composition and Standards of Remuneration

Article 9 Remuneration of directors:

(1) The total remuneration of non-independent directors who hold positions in the Company consists of basic salary, performance-based remuneration and medium- and long-term incentive income, among which the proportion of performance-based remuneration shall in principle be not less than 50% of the total amount of basic salary and performance-based remuneration.

(2) Non-independent directors who hold positions in the Company shall receive corresponding salary based on their specific management positions within the Company, in strict accordance with the established remuneration management rules and performance appraisal standards of the Company, and shall not receive any additional director allowances.

(3) Non-independent directors who do not hold positions in the Company shall in principle receive no remuneration from the Company, but certain allowances may be granted upon approval by the shareholders' meeting.

(4) Independent non-executive directors shall receive fixed allowances, with the specific standards to be approved by the shareholders' meeting. Independent directors do not participate in the performance assessment linked to remuneration within the Company.

Article 10 Remuneration of senior management:

An annual remuneration system is implemented for senior managers. The total remuneration consists of basic salary, performance-based remuneration and medium- and long-term incentive income, among which the proportion of performance-based remuneration shall in principle be not less than 50% of the total of basic salary and performance-based remuneration. Their basic salary is determined based on fixed criteria such as educational background, work experience, years of service, job responsibilities and industry salary levels, and is paid monthly according to their fixed salary. The performance-based remuneration is based on the annual business goals as the assessment basis, and is determined according to the actual business results and work achievements of the senior management.

Article 11 The remuneration of directors and senior management of the Company shall be in line with market development, match the Company's operating results and individual performance, and be conducive to the Company's sustainable development.

Article 12 The determination and payment of performance-based remuneration and medium- and long-term incentive income of directors and senior management shall be based on performance appraisal as an important criterion.

The Company shall determine a certain proportion of performance-based remuneration of directors and senior management to be paid after disclosure of the annual report and conclusion of the performance appraisal, and the performance appraisal shall be carried out based on the audited financial data.

Chapter IV Remuneration Payment

Article 13 The payment of remuneration and allowances of senior management and directors receiving remuneration in the Company shall be carried out in accordance with the internal remuneration-related rules of the Company.

Article 14 The remuneration and allowances paid by the Company are all pre-tax amounts. The Company shall, in accordance with the State and the Company's own regulations, withhold and pay personal income tax, various social insurance expenses, and other items required by the State or the Company, and distribute the remaining portion to the individual concerned.

Article 15 If the directors or senior management of the Company leave their positions due to changes in terms, re-elections, resignation during their term of office, etc., their remuneration shall be calculated and paid accordingly based on their actual tenure and actual performance.

Article 16 The compensation provisions regarding early termination of the positions of directors and senior management in the Articles of Association or relevant contracts shall comply with the principle of fairness, without prejudicing the Company's legitimate rights and interests, and shall not involve transfer of benefits.

Chapter V Payment Reclamation

Article 17 When the Company retrospectively restates its financial reports due to financial fraud or other misstatements, it shall promptly reassess the performance-based remuneration and medium- and long-term incentive income of directors and senior management and recover the overpayment accordingly.

Article 18 Where the directors or senior management of the Company violate their obligations and cause losses to the Company, or are at fault for illegal and irregular acts such as financial fraud, fund occupation, and illegal guarantee, the Company shall, depending on the severity of the circumstances, reduce or stop payment of the unpaid performance-based remuneration and medium- and long-term incentive income, and fully or partially recover the performance-based remuneration and medium- and long-term incentive income that have been paid during the period when the relevant behavior occurred.

Chapter VI Remuneration Appraisal and Adjustment

Article 19 The appraisal and evaluation of the directors and senior management of the Company adopt a method that combines quantitative and qualitative management as well as result assessment with procedural control. The directors and senior management are comprehensively appraised from multiple dimensions.

Article 20 The remuneration system for the directors and senior management of the Company shall serve the Company's business strategy and be adjusted accordingly in response to the continuous changes in the Company's operating conditions to meet the needs of further development of the Company.

Article 21 Adjustment of the directors' remuneration plan shall be reviewed by the board of directors of the Company and approved by the shareholders' meeting before implementation. Adjustment of the remuneration plan for senior management shall be approved by the board of directors of the Company before implementation.

Article 22 The basis for remuneration adjustment of the Company's directors and senior management is as follows:

- (1) Increase in remuneration in the same industry;
- (2) Inflation level;
- (3) The Company's profit;
- (4) Adjustment of the Company's development strategy or organizational restructuring;
- (5) Individual adjustments due to changes in positions.

Chapter VII Supplementary Provisions

Article 23 Matters not covered in these rules shall be implemented in accordance with relevant provisions of the laws, administrative regulations, regulatory documents and relevant provisions of the Articles of Association. Where relevant stipulations herein are inconsistent with the laws, administrative regulations, regulatory documents and the Articles of Association, such laws, administrative regulations, regulatory documents and the Articles of Association shall prevail.

Article 24 These rules shall take effect upon being submitted by the board of directors to the shareholders' meeting for consideration and approval, the same shall apply to any amendments hereof.

Article 25 The board of directors shall be responsible for interpreting these rules.

THE COMPARISON TABLE OF AMENDMENTS TO THE ARTICLES OF ASSOCIATION

No.	Provisions of the Original Articles of Association	Provisions of the Articles of Association after the Proposed Amendments
1	<p>Article 3 The Company obtained approval from the Securities Committee of the State Council on July 9, 1993, to issue an initial of 100,000,000 overseas listed foreign shares to overseas investors which were subscribed in foreign currency. The 100,000,000 shares were listed on the Stock Exchange of Hong Kong Limited on August 6, 1993. 50,000,000 RMB ordinary shares were issued to domestic investors and were listed on the Shanghai Stock Exchange on May 6, 1994. On December 19, 2002, the Company obtained approval from China Securities Regulatory Commission to issue additional 22,000,000 RMB ordinary shares to domestic investors and were listed on the Shanghai Stock Exchange on January 16, 2003. On November 27, 2019, the Company obtained approval from China Securities Regulatory Commission to issue additional 63,000,000 RMB ordinary shares to a domestic investor and registration for new shares was completed at the China Securities Depository and Clearing Corporation Limited (Shanghai Branch) on July 9, 2020. On March 21, 2022, the Company obtained approval from China Securities Regulatory Commission to issue additional 46,481,314 RMB ordinary shares to domestic investors and registration for new shares was completed at the China Securities Depository and Clearing Corporation Limited (Shanghai Branch) on June 24, 2022. On March 21, 2022, the Company obtained approval from China Securities Regulatory Commission to issue additional 10,784,674 RMB ordinary shares to domestic investors and registration for new shares was completed at the China Securities Depository and Clearing Corporation Limited (Shanghai Branch) on August 19, 2022. The Company launched the 2023 share incentive scheme after the consideration and approval at the general meeting and class meeting, and made the initial grant of restricted shares to the eligible participants on November 14, 2023, and issued an additional 5.4 million RMB ordinary shares to the domestic investors, and completed the registration of the new shares at the Shanghai Branch of China Securities Depository and Clearing Corporation Limited on December 28, 2023, and reduced its registered capital accordingly after the repurchase and cancellation of 180,000 restricted A shares on August 4, 2025.</p>	<p>Article 3 The Company obtained approval from the Securities Committee of the State Council on July 9, 1993, to issue an initial of 100,000,000 overseas listed foreign shares to overseas investors which were subscribed in foreign currency. The 100,000,000 shares were listed on the Stock Exchange of Hong Kong Limited on August 6, 1993. 50,000,000 RMB ordinary shares were issued to domestic investors and were listed on the Shanghai Stock Exchange on May 6, 1994. On December 19, 2002, the Company obtained approval from China Securities Regulatory Commission to issue additional 22,000,000 RMB ordinary shares to domestic investors and were listed on the Shanghai Stock Exchange on January 16, 2003. On November 27, 2019, the Company obtained approval from China Securities Regulatory Commission to issue additional 63,000,000 RMB ordinary shares to a domestic investor and registration for new shares was completed at the China Securities Depository and Clearing Corporation Limited (Shanghai Branch) on July 9, 2020. On March 21, 2022, the Company obtained approval from China Securities Regulatory Commission to issue additional 46,481,314 RMB ordinary shares to domestic investors and registration for new shares was completed at the China Securities Depository and Clearing Corporation Limited (Shanghai Branch) on June 24, 2022. On March 21, 2022, the Company obtained approval from China Securities Regulatory Commission to issue additional 10,784,674 RMB ordinary shares to domestic investors and registration for new shares was completed at the China Securities Depository and Clearing Corporation Limited (Shanghai Branch) on August 19, 2022. The Company launched the 2023 share incentive scheme after the consideration and approval at the general meeting and class meeting, and made the initial grant of restricted shares to the eligible participants on November 14, 2023, and issued an additional 5.4 million RMB ordinary shares to the domestic investors, and completed the registration of the new shares at the Shanghai Branch of China Securities Depository and Clearing Corporation Limited on December 28, 2023, and reduced its registered capital accordingly after the repurchase and cancellation of 180,000 restricted A shares on August 4, 2025. Its registered capital was reduced accordingly after the repurchase and cancellation of 1,739,100 restricted A shares on [•] 2026.</p>

No.	Provisions of the Original Articles of Association	Provisions of the Articles of Association after the Proposed Amendments
2	<p>Article 21 Upon establishment, the Company instantly turned to public offering. Approved by the competent department authorized by the State Council, the Company may issue a total of 547,485,988 ordinary shares, of which:</p> <p>I. When the Company was established, 250,000,000 shares were issued to the promoter, accounting for 45.66% of the total number of ordinary shares which may be issued by the Company.</p> <p>II. After its establishment, the Company, from July 23 to July 28 of 1993, issued 100,000,000 shares in Hong Kong to foreign investors, accounting for 18.27% of the total number of ordinary shares which may be issued by the Company.</p> <p>III. After its establishment, the Company, from March 27 to April 12 of 1994, issued 50,000,000 shares to domestic investors, accounting for 9.13% of the total number of ordinary shares which may be issued by the Company.</p> <p>IV. After its establishment, the Company, from December 26, 2002 to January 7, 2003, issued 22,000,000 shares to domestic investors, accounting for 4.02% of the total number of ordinary shares which may be issued by the Company.</p> <p>V. After its establishment, on June 29, 2020, the Company issued 63,000,000 shares to a domestic investor, accounting for 11.51% of the total number of ordinary shares which may be issued by the Company.</p> <p>VI. After its establishment, on June 24, 2022, the Company issued 46,481,314 shares to domestic investors, accounting for 8.49% of the total number of ordinary shares which may be issued by the Company.</p> <p>VII. After its establishment, on August 19, 2022, the Company issued 10,784,674 shares to domestic investors, accounting for 1.97% of the total number of ordinary shares which may be issued by the Company.</p> <p>VIII. After its establishment, on December 28, 2023, the Company issued 5,400,000 shares to domestic investors, accounting for 0.99% of the total number of ordinary shares which may be issued by the Company.</p> <p>IX. After its establishment, on August 4, 2025, the Company repurchased and cancelled 180,000 restricted A shares that had been granted to 5 participants but subject to lock-up. After the repurchase and the cancellation, the total number of shares of the Company was reduced from 547,665,988 shares to 547,485,988 shares.</p>	<p>Article 21 Upon establishment, the Company instantly turned to public offering. Approved by the competent department authorized by the State Council, the Company may issue a total of 547,485,988545,746,888 ordinary shares, of which:</p> <p>I. When the Company was established, 250,000,000 shares were issued to the promoter, accounting for 45.6645.81% of the total number of ordinary shares which may be issued by the Company.</p> <p>II. After its establishment, the Company, from July 23 to July 28 of 1993, issued 100,000,000 shares in Hong Kong to foreign investors, accounting for 18.2718.32% of the total number of ordinary shares which may be issued by the Company.</p> <p>III. After its establishment, the Company, from March 27 to April 12 of 1994, issued 50,000,000 shares to domestic investors, accounting for 9.139.16% of the total number of ordinary shares which may be issued by the Company.</p> <p>IV. After its establishment, the Company, from December 26, 2002 to January 7, 2003, issued 22,000,000 shares to domestic investors, accounting for 4.024.03% of the total number of ordinary shares which may be issued by the Company.</p> <p>V. After its establishment, on June 29, 2020, the Company issued 63,000,000 shares to a domestic investor, accounting for 11.5111.54% of the total number of ordinary shares which may be issued by the Company.</p> <p>VI. After its establishment, on June 24, 2022, the Company issued 46,481,314 shares to domestic investors, accounting for 8.498.52% of the total number of ordinary shares which may be issued by the Company.</p> <p>VII. After its establishment, on August 19, 2022, the Company issued 10,784,674 shares to domestic investors, accounting for 1.971.98% of the total number of ordinary shares which may be issued by the Company.</p> <p>VIII. After its establishment, on December 28, 2023, the Company issued 5,400,000 shares to domestic investors, accounting for 0.99% of the total number of ordinary shares which may be issued by the Company.</p> <p>IX. After its establishment, on August 4, 2025, the Company repurchased and cancelled 180,000 restricted A shares that had been granted to 5 participants but subject to lock-up. After the repurchase and the cancellation, the total number of shares of the Company was reduced from 547,665,988 shares to 547,485,988 shares.</p> <p>X. After its establishment, on [•] 2026, the Company repurchased and cancelled 1,739,100 restricted A shares that had been granted to certain participants but subject to lock-up. After the repurchase and the cancellation, the total number of shares of the Company was reduced from 547,485,988 shares to 545,746,888 shares.</p>

APPENDIX III PROPOSED AMENDMENTS TO THE ARTICLES OF ASSOCIATION

No.	Provisions of the Original Articles of Association	Provisions of the Articles of Association after the Proposed Amendments
3	Article 22 The Company's registered capital is RMB547,485,988.	Article 22 The Company's registered capital is RMB547,485,988 545,746,888 .

The Articles of Association have been prepared in Chinese, and the English translation is for reference only. In case of any discrepancy between the English and Chinese versions of the Articles of Association, the Chinese version shall prevail.

BIOGRAPHICAL DETAILS OF THE CANDIDATE FOR EXECUTIVE DIRECTOR

Zhang Jiheng, Chinese nationality, male, aged 51. Mr. Zhang is the holder of a bachelor's degree in engineering. He is a senior engineer and senior economist. Mr. Zhang served as a technician and the head of the first production division, deputy minister of the production department, assistant of general manager, minister of the supply department and deputy general manager of Beijing Tianhai Industry Co., Ltd.* (北京天海工業有限公司), the general manager of Langfang Tianhai High Pressure Container Co., Ltd.* (廊坊天海高壓容器有限公司), the general manager of Beijing Minghui Tianhai Gas Storage Equipment Sales Co., Ltd.* (北京明暉天海氣體儲運裝備銷售有限公司) and an executive director and general manager of the tenth session of the Board of Beijing Jingcheng Machinery Electric Company Limited. He is currently the Party secretary and chairman of Beijing Tianhai Industry Co., Ltd., chairman of Shanghai Sunwise New Energy System Co., Ltd.* (上海舜華新能源系統有限公司), and chairman of Qingdao BYTQ United Digital Intelligence Co., Ltd.* (青島北洋天青數聯智能有限公司). He is an executive director and the general manager of the eleventh session of the Board of Beijing Jingcheng Machinery Electric Company Limited.

BIOGRAPHICAL DETAILS OF THE CANDIDATES FOR NON-EXECUTIVE DIRECTORS

Li Zhongbo, Chinese nationality, male, aged 55. Mr. Li is an engineer with a bachelor's degree and a Master of Business Administration (MBA). Mr. Li previously served as process division manager, human resources division manager, and general manager of administration of Babcock & Wilcox Beijing Company Ltd.* (北京巴布科克·威爾科克斯有限公司); deputy general manager of Beijing Jingcheng Taichang Machinery Co., Ltd.* (北京京城泰昌機械有限公司); Party branch secretary and deputy general manager of Beijing Modern Jingcheng Construction Machinery Co., Ltd.* (北京現代京城工程機械有限公司); Party Committee secretary, general manager, and chairman of Beijing Jingcheng Heavy Industry Co., Ltd.* (北京京城重工機械有限責任公司); deputy Party Committee secretary, general manager, and director of Beijing No. 1 Machine Tool Co., Ltd.* (北京北一機床股份有限責任公司); Party Committee secretary, general manager, and director of Beijing Beiyi Machine Tool Co., Ltd.* (北京北一機床有限責任公司); deputy general manager and deputy Party Committee secretary of Beijing Jingcheng Machinery Electric Holding Co., Ltd.* (北京京城機電控股有限責任公司). He currently serves as the deputy Party Committee secretary, general manager, and director of Beijing Jingcheng Machinery Electric Holding Co., Ltd., and concurrently holds the positions of chairman of Beijing Beiyi Machine Tool Co., Ltd. and chairman of Babcock & Wilcox Beijing Company Ltd., a non-executive director and the chairman of the eleventh session of the Board of Beijing Jingcheng Machinery Electric Company Limited.

Wang Kai, Chinese nationality, male, aged 46. Mr. Wang is an engineer with a bachelor's degree in engineering and a master's degree in engineering. Mr. Wang was the deputy secretary of the youth league committee and the head of the human resources division of the management department of Beijing Modern Jingcheng Construction Machinery Co., Ltd.; the deputy head of the human resources department, the deputy head of the operations and management department (acting head), the head of the operations and management department, the production director, the general manager of the production headquarters and the general manager of the purchasing headquarters of Beijing Jingcheng Heavy Industry Co., Ltd.; and the expatriate executive director/general manager, deputy

general manager, deputy secretary of Party Committee, deputy secretary of Party branch committee, general manager and director of TGF Company in Italy. Currently, he is the head of the investment and development department of Beijing Jingcheng Machinery Electric Holding Co., Ltd.* (北京京城機電控股有限責任公司) and a non-executive director of the eleventh session of the Board of Beijing Jingcheng Machinery Electric Company Limited.

Zhou Yongjun, Chinese nationality, male, aged 59. He obtained an EMBA from Cheung Kong Graduate School of Business* (長江商學院). Mr. Zhou served as the head of strategy and operation management department of Beijing Jingcheng Machinery Electric Holding Co., Ltd., the secretary of the Party branch and general manager of Beijing Jingcheng Electric Co., Ltd.* (北京京城電氣有限公司), the head of strategy and operation department (safety and environmental protection department), and the vice chairman of the labor union of Beijing Jingcheng Machinery Electric Holding Co., Ltd. Currently, he is the chairman of Beijing Mechanical and Electrical Institute Co., Ltd.* (北京市機電研究院有限責任公司), a director of Beijing Beiyi Machine Tool Co., Ltd. and a director of Beijing Jingcheng Heavy Industry Co., Ltd., head of technology and information department of Beijing Jingcheng Machinery Electric Holding Co., Ltd. and a non-executive director of the eleventh session of the Board of Beijing Jingcheng Machinery Electric Company Limited.

Zhao Xihua, Chinese nationality, male, aged 53. Mr. Zhao is an economist and engineer with a bachelor's degree in engineering and a master's degree in business administration. Mr. Zhao was a technician of the forging and pressing branch factory, an organization member, deputy secretary and secretary of the youth league committee, a deputy director of the electroplating branch factory, a secretary of the Party branch and the deputy head of the Party Committee organization department of Beijing Heavy Motor Factory* (北京重型電機廠); a supervisor of the human resources department of Beijing Jingcheng Machinery Electric Holding Co., Ltd.; deputy general manager of Beijing Huade Hydraulic Industry Group Co., Ltd.* (北京華德液壓工業集團有限責任公司); deputy general manager of Beijing Jingcheng Huade Hydraulic Industrial Co., Ltd.* (北京京城華德液壓工業有限責任公司) and Beijing Huade Hydraulic Industry Group Co., Ltd.* (北京華德液壓工業集團有限責任公司); deputy head of the human resources department of Beijing Jingcheng Machinery Electric Holding Co., Ltd. (temporary); deputy general manager of Beijing Jingcheng Huade Hydraulic Industrial Co., Ltd.; deputy general manager of Beijing Huade Hydraulic Industry Group Co., Ltd.; deputy secretary of the Party Committee, secretary of the discipline inspection committee, chairman of the labour union and general legal counsel of Beijing BEIZHONG Steam Turbine Generator Co., Ltd.* (北京北重汽輪電機有限責任公司); and deputy director and director of the inspection office of Beijing Jingcheng Machinery Electric Holding Co., Ltd. Currently, he is the head of the organization department (human resources department) of Beijing Jingcheng Machinery Electric Holding Co., Ltd. and a non-executive director of the eleventh session of the Board of Beijing Jingcheng Machinery Electric Company Limited.

Tian Dongqiang, Chinese nationality, male, aged 60. Mr. Tian is a professor level senior engineer. Mr. Tian graduated from the School of Energy and Power Engineering of Xi'an Jiaotong University* (西安交通大學), majoring in thermal turbines, and the Business School of Renmin University of China* (中國人民大學商學院) with an EMBA. Mr. Tian is an expert entitled to special government allowance from the State Council. Mr. Tian was the chief engineer and deputy general manager of Beijing BEIZHONG Steam Turbine Generator Co., Ltd., and the general manager, Party secretary, director and chairman of the board of

Beijing Jingcheng New Energy Co., Ltd., and an assigned supervisor of the strategic planning department (office of directors and supervisors) of Beijing Jingcheng Machinery Electric Holding Co., Ltd. and the supervisor and chairman of the tenth and eleventh sessions of Beijing Jingcheng Machinery Electric Company Limited. Currently, he is a full-time director of the strategic planning department (office of directors and supervisors) of Beijing Jingcheng Machinery Electric Holding Co., Ltd and a director of Beijing Tianhai Industry Co., Ltd.* (北京天海工業有限公司).

Niu Yunjing, Chinese nationality, female, aged 47. Ms. Niu holds a bachelor's degree in economics, and is a certified public accountant and a tax consultant. Ms. Niu previously served as the audit department manager at Beijing Zhongguanghua Accounting Firm* (北京中光華會計師事務所有限責任公司); audit manager at Ruihua Certified Public Accountants* (瑞華會計師事務所); senior manager at Grant Thornton* (致同會計師事務所); managing partner at Beijing Huashi Weihui Certified Public Accountants (General Partnership)* (北京華識偉匯會計師事務所(普通合夥)); deputy finance manager at Beijing Jingcheng Gonghe Home Elderly Care Service Co., Ltd.* (北京京城恭和家園養老服務有限公司) (assigned by Beijing Jingcheng Machinery Electric Holding Co., Ltd.); and finance director in the planning and finance department of Beijing Jingcheng Machinery Electric Holding Co., Ltd. She currently serves as deputy director (acting) of the audit center at Beijing Jingcheng Machinery Electric Holding Co., Ltd.

BIOGRAPHICAL DETAILS OF THE CANDIDATES FOR INDEPENDENT NON-EXECUTIVE DIRECTORS

Chen Junping, Chinese nationality, female, aged 61. Ms. Chen holds a doctorate degree in accounting from the China Academy of Fiscal Sciences* (中國財政科學研究院). Ms. Chen was formerly the director of the financial management teaching and research room of the Finance Department of the Central Finance Management Cadre College* (中央財政管理幹部學院), an associate professor and a master's degree tutor of the Finance Department of the Central University of Finance and Economics* (中央財經大學), and an associate professor and a master's degree tutor of the School of Accounting of the Central University of Finance and Economics. Currently, she is a professor and a master's degree tutor at the School of Accounting of Central University of Finance and Economics, an independent director of Kailuan Energy Chemical Co., Ltd.* (開灤能源化工股份有限公司), and an independent non-executive director of the eleventh session of the Board of Beijing Jingcheng Machinery Electric Company Limited.

Chen Weiyong, Chinese nationality, male, aged 63. Mr. Chen is the holder of a bachelor's degree in laws majoring in economics law from the Department of Law at Renmin University of China. Mr. Chen previously served as the deputy director of the Legal Affairs Division at Beijing Municipal Commission of Planning* (北京市規劃委員會); senior partner and member of the management committee of Beijing Hylands Law Firm* (北京浩天律師事務所) and director of Beijing Hylands Law Firm Urumuqi Office* (北京浩天(烏魯木齊)律師事務所); independent director of Wuhan Bridge Heavy Industries Group Co., Ltd.* (武橋重工集團股份有限公司); distinguished expert of the National Association of Financial Market Institutional Investors* (中國銀行間市場交易商協會); and member of the filing review committee of the Banking Credit Assets Registration and Circulation Center Co., Ltd.* (銀行業信貸資產登記流轉中心). He currently serves as an external independent member of the

China Development Bank* (國家開發銀行); Secretary-General of the Association pour le Développement des échanges France-Chine* (法中交流促進會); independent director of Hebei Guoliang New Materials Co., Ltd.* (河北國亮新材料股份有限公司); member of the Economic Specialized Committee of the Beijing Municipal Committee of the Jiusan Society* (九三學社北京市委經濟專委會); and independent director of WebRAY Tech Group Inc.* (遠江盛邦(北京)網絡安全科技股份有限公司).

Lu Chenyu, Chinese nationality, male, aged 49. Mr. Lu is an on-the-job postgraduate student majoring in vehicle engineering at China Agricultural University* (中國農業大學) and is a professor level senior engineer. Mr. Lu previously served as the deputy director of the Beijing Electrical Engineering Technical & Economic Research Institute* (機械工業北京電工技術經濟研究所); assistant to the president and director of the Standardization Center at the China Electrical Equipment Industry Association* (中國電器工業協會); deputy chief engineer at Shanghai Electric Appliance Science Research Institute* (上海電器科學研究院) and director of the Beijing Branch; and Secretary-General of the first and second sessions of the National Technical Committee on Fuel Cell and Flow Battery of Standardization Administration of China* (全國燃料電池及液流電池標委會). He has served as an expert in drafting the guidelines for the Key Special Research and Development Program on Renewable Energy and Hydrogen Technology of the Ministry of Science and Technology* (國家科技部可再生能源與氫能技術重點專項), and as an evaluation expert on the National Development and Reform Commission's Major Hydrogen Energy Application Demonstration Special Project* (國家發改委氫能重大應用示範專項). He has participated in the drafting of important planning documents such as the “Beijing’s Hydrogen Energy Industry Development Implementation Plan”, the “National Medium and Long Term Plan for the Development of Hydrogen Energy Industry”, the “China Hydrogen Energy Technology Development Roadmap”, and the “Action Plan for High-Quality Development of the Hydrogen Energy Industry”. He has led and participated in nearly 10 national and ministerial-level research projects and has led and participated in the formulation and revision of more than 20 national standards in fields such as fuel cells. He has received the “China Standard Innovation Contribution Award—Outstanding Youth Award”* (中國標準創新貢獻獎——優秀青年獎) from the General Administration of Quality Supervision, Inspection and Quarantine* (國家質檢總局) and the National Standardization Administration* (國家標準委), as well as one Special Prize, two Second Prizes, and three Third Prizes from the Machinery Industry Science and Technology Award. He currently serves as the Secretary-General of China Z-Park Hydrogen & Fuel Cell Industry Alliance* (中關村氫能與燃料電池技術創新產業聯盟), and concurrently holds the positions of Deputy Secretary-General of the National Technical Committee on Fuel Cell and Flow Battery of Standardization Administration of China* (全國燃料電池及液流電池標委會), vice chairperson of the Energy Industry Technical Committee on High-Temperature Fuel Cells* (能源行業高溫燃料電池標委會), Deputy Secretary-General of the Fuel Cell Specialized Committee of the China Energy Research Society* (中國能源研究會燃料電池專委會), and Secretary-General of the Hydrogen and Fuel Cell Committee of Experts of the Zhongguancun Standardization Association* (中關村標準化協會氫能與燃料電池專委會), and independent director of Kewell Technology Co., Ltd.* (科威爾技術股份有限公司).

Zhang Zheng, Chinese nationality, male, aged 61. Mr. Zhang holds a Ph.D. Mr. Zhang is currently a professor and tutor of doctoral programs at Beihang University* (北京航空航天大學). His research mainly focuses on the analysis, prediction, and prevention of material failure; the microstructure and properties of materials; material deformation and fracture;

and the application of monitoring and detection technologies. He has led projects including national key basic research programs* (國家重點基礎研究項目), national science and technology support program projects* (國家科技支撐計劃課題), industry-funded pre-research projects, natural science grants, and national key research and development program projects* (國家重點研發計劃項目). He has received two first-class, one second-class, and three third-class provincial and ministerial-level Science and Technology Progress Awards* (省部級科技進步獎), as well as support under the Support Program for New Century Excellent Talents* (新世紀優秀人才支持計劃). He serves as an expert on the Special Equipment Professional Committee of the Expert Advisory Committee of the Work Safety Committee of the State Council* (國務院安全生產委員會專家諮詢委員會特種設備專業委員會) and as a member of the National Special Equipment Safety Technical Committee* (國家特種設備安全技術委員會). He concurrently holds the positions of Governing Council Member of the Chinese Mechanical Engineering Society (CMES)* (中國機械工程學會); chairman of the Chinese Failure Analysis Institution of CMES* (中國機械工程學會失效分析分會); and member of the Failure Analysis Professional Committee of the Chinese Society of Aeronautics and Astronautics* (中國航空學會失效分析專業委員會), etc.

The Company will enter into service contracts with the new Directors of the twelfth session of the Board and details of Directors' remuneration are set out in the relevant content of the "Resolution in relation to the Remuneration of and the Entering into of the Written Contracts with the Directors of the Twelfth Session of the Board of the Company". The proposed term of office of the Directors of the twelfth session of the Board of the Company shall commence from the date of approval at the AGM until the 2028 annual general meeting.

Please refer to the above for details of the positions held by Mr. Li Zhongbo, Mr. Wang Kai, Mr. Zhou Yongjun, Mr. Zhao Xihua, Mr. Tian Dongqiang and Ms. Niu Yunjing in Jingcheng Machinery Electric, the controlling shareholder of the Company. Save as disclosed above, none of the above-mentioned Director candidates holds any other position in the Company or any other member of the Group and none of them has any relationship with other Directors, senior management personnel, substantial Shareholder or controlling shareholder of the Company.

Except for Mr. Zhang Jiheng, none of the other Director candidates mentioned above holds any interests in Shares of the Company as defined under Part XV of the Securities and Futures Ordinance (Chapter 571 of the Laws of Hong Kong) (the "**Ordinance**").

Save as disclosed in this circular, none of the above-mentioned Director candidates holds directorship in any other listed public companies in the last three years.

Save as disclosed above, in respect of all Director candidates mentioned above, there is no other information which is required to be disclosed pursuant to any provisions under Rule 13.51(2) of the Listing Rules nor other information that need to be brought to the attention of the Shareholders.

As at the Latest Practicable Date, according to the register maintained pursuant to section 352 of the Ordinance, except for Mr. Zhang Jiheng, the other Director candidates mentioned above do not have any interests or short positions in the Shares, underlying Shares and debentures of the Company.

As at the Latest Practicable Date, Mr. Zhang Jiheng is the holder of 150,000 restricted A Shares of the Company. Save as disclosed herein, Mr. Zhang does not hold any interests or short positions in the Shares, underlying Shares and debentures of the Company or any of its associated corporations.

* *For identification purposes only*

NOTICE OF AGM



北京京城機電股份有限公司

Beijing Jingcheng Machinery Electric Company Limited

(a joint stock company incorporated in the People's Republic of China with limited liability)
(Stock Code: 0187)

NOTICE OF THE ANNUAL GENERAL MEETING OF 2025

NOTICE IS HEREBY GIVEN that the annual general meeting of 2025 (the “**AGM**”) of Beijing Jingcheng Machinery Electric Company Limited (the “**Company**”) will be convened by the board of directors of the Company (the “**Board**”) and held at the Conference Room of the Company at No. 6 Rongchang East Street, Daxing District, Beijing, the PRC, on Monday, 29 June 2026 at 9:30 a.m. for the purpose of considering and, if thought fit, with or without modifications, passing the following resolutions. A combination of on-site voting and internet voting by way of poll will be adopted at the AGM.

Unless the context otherwise requires, capitalised terms used herein shall have the same meanings as those defined in the circular of the Company dated 26 May 2026 (the “**Circular**”).

MATTERS TO BE CONSIDERED AT THE AGM

Ordinary Resolutions

1. To consider the full text and the summary of annual report for A shares and annual report for H shares of the Company for 2025;
2. To consider the 2025 work report of the board of directors of the Company;
3. To consider the 2025 audited financial reports of the Company;
4. To consider the internal control audit report in the 2025 annual financial report of the Company;
5. To consider the 2025 work reports of the independent non-executive directors of the Company;
6. To consider the reappointment of WUYIGE Certified Public Accountants LLP as the auditor of the Company for 2026 and to propose at the AGM to authorise the board of directors to enter into an appointment agreement with it and determine its remuneration;
7. To consider the resolution of the Company not to distribute any profit for the year of 2025;

NOTICE OF AGM

8. To consider the resolution on the remuneration of the directors of the eleventh session of the board of directors of the Company for 2026;
10. To consider the resolution in relation to the formulation of the Remuneration Management Rules for Directors and Senior Management;
13. To consider the resolution in relation to the remuneration of and the entering into of the written contracts with the directors of the twelfth session of the board of directors;
- 14.00. To consider the resolution in relation to the election of directors;
- 14.01. To consider the election of Mr. Zhang Jiheng as an executive director of the twelfth session of the board of directors of the Company;
- 14.02. To consider the election of Mr. Li Zhongbo as a non-executive director of the twelfth session of the board of directors of the Company;
- 14.03. To consider the election of Mr. Wang Kai as a non-executive director of the twelfth session of the board of directors of the Company;
- 14.04. To consider the election of Mr. Zhou Yongjun as a non-executive director of the twelfth session of the board of directors of the Company;
- 14.05. To consider the election of Mr. Zhao Xihua as a non-executive director of the twelfth session of the board of directors of the Company;
- 14.06. To consider the election of Mr. Tian Dongqiang as a non-executive director of the twelfth session of the board of directors of the Company;
- 14.07. To consider the election of Ms. Niu Yunjing as a non-executive director of the twelfth session of the board of directors of the Company;
- 15.00. To consider the resolution in relation to the election of independent non-executive directors;
- 15.01. To consider the election of Ms. Chen Junping as an independent non-executive director of the twelfth session of the board of directors of the Company;
- 15.02. To consider the election of Mr. Chen Weiyong as an independent non-executive director of the twelfth session of the board of directors of the Company;
- 15.03. To consider the election of Mr. Lu Chenyu as an independent non-executive director of the twelfth session of the board of directors of the Company;
- 15.04. To consider the election of Mr. Zhang Zheng as an independent non-executive director of the twelfth session of the board of directors of the Company;

NOTICE OF AGM

Special Resolutions

9. To consider and approve the resolution in relation to grant of general mandate to the board of directors to issue H shares by the Company;
11. To consider the resolution in relation to the repurchase and cancellation of part of the restricted A shares granted but subject to lock-up; and
12. To consider the resolution in relation to the change in registered capital and the proposed amendments to the articles of association of the Company.

ATTENDEES OF THE MEETING AND REGISTRATION METHOD

- (I) Directors and senior management of the Company.
- (II) Lawyers engaged by the Company.
- (III) Shareholders of the Company whose names appear on the register of shareholders of the Company at the close of market on 23 June 2026 shall have the right to attend the AGM after complying with the necessary registration procedures.

Holders of the Company's H Shares should note that the register of shareholders of the Company will be closed from 24 June 2026 to 29 June 2026 (both days inclusive), during which no H Shares transfer will be registered. For holders of H shares who intend to attend the AGM, transfer documents together with the relevant share certificates must be lodged with the H share registrar of the Company in Hong Kong, Computershare Hong Kong Investor Services Limited, at Shops 1712-1716, 17th Floor, Hopewell Centre, 183 Queen's Road East, Wanchai, Hong Kong, no later than 4:30 p.m. on 23 June 2026.

Corporate shareholder should attend the meeting by its legal representative or the proxy appointed by the legal representative. Legal representative who attends the meeting should present his or her own identity document, valid documents evidencing his or her capacity as a legal representative and evidence of shareholding. If a proxy is appointed to attend the meeting, the proxy should present his or her identity document, the power of attorney issued in writing by the legal representative of the corporate shareholder in accordance with the laws and evidence of shareholding.

1. Each shareholder who is entitled to attend and vote at the AGM may appoint one or more proxy(ies) who need not be a shareholder, to attend and vote on his or her behalf at the AGM.
2. For any shareholder who appoints more than one proxy, his or her proxies can only exercise the voting right by way of poll.
3. The instrument appointing a proxy must be in writing under the hand of the appointer or his or her attorney authorised in writing or, in the case of a corporation, either under the common seal of the corporation or signed by any responsible person or attorney duly authorised. If that instrument is signed by an

NOTICE OF AGM

attorney on behalf of the appointer, the power of attorney authorising that attorney to sign, or other authorisation document, must be notarially certified. To be valid, the notarially certified copy of the power of attorney, or other authorization document, together with the form of proxy must be delivered to the business address of the Company or lodged with the H share registrar of the Company in Hong Kong, Computershare Hong Kong Investor Services Limited, at 17M Floor, Hopewell Centre, 183 Queen's Road East, Wanchai, Hong Kong, no later than 24 hours before the time appointed for the holding of the AGM.

OTHER MATTERS

1. Contacts for the meeting

Contact telephone: 010-87707288

Fax: 010-87707291

Contact person: Board office of the Company

Address: No. 2 Huo Xian Nan San Road, Huo Xian Town, Tongzhou District, Beijing, the PRC

Postal code: 101109

2. The AGM is expected to last for half a day. Shareholders attending the meeting should bear their own accommodation and travelling expenses.
3. For personnel attending the meeting shall arrive at the venue of the meeting half an hour before the commencement of the meeting and bring along the originals of identity document, stock account card and power of attorney for verification.

By order of the Board

Beijing Jingcheng Machinery Electric Company Limited

Luan Jie

Board Secretary

Beijing, the PRC

26 May 2026

As at the date of this notice, the Board comprises Mr. Zhang Jiheng as an executive Director, Mr. Li Zhongbo, Mr. Wang Kai, Mr. Zhou Yongjun, Mr. Zhao Xihua, Mr. Man Huiyong and Ms. Li Chunzhi as non-executive Directors, and Ms. Chen Junping, Mr. Zhao Xuguang, Mr. Liu Jingtai and Mr. Luan Dalong as independent non-executive Directors.

NOTICE OF H SHARES CLASS MEETING



北京京城機電股份有限公司

Beijing Jingcheng Machinery Electric Company Limited

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

(Stock Code: 0187)

NOTICE OF THE FIRST H SHARES CLASS MEETING OF 2026

NOTICE IS HEREBY GIVEN that the first H Shares Class Meeting of 2026 (the “**H Shares Class Meeting**”) of Beijing Jingcheng Machinery Electric Company Limited (the “**Company**”) will be convened by the board of directors of the Company (the “**Board**”) and held at the Conference Room of the Company at No. 6 Rongchang East Street, Daxing District, Beijing, the PRC, on Monday, 29 June 2026 at 11:00 a.m. for the purpose of considering and, if thought fit, with or without modifications, passing the following resolution. A combination of on-site voting and internet voting by ways of poll, will be adopted for the H Shares Class Meeting.

Unless the context otherwise requires, capitalised terms used herein shall have the same meanings as those defined in the circular of the Company dated 26 May 2026.

MATTERS TO BE CONSIDERED AT THE H SHARES CLASS MEETING

Special resolution

To consider and approve the resolution in relation to the repurchase and cancellation of part of the restricted A shares granted but subject to lock-up.

ATTENDEES OF THE MEETING AND REGISTRATION METHOD

- (I) The Directors and senior management of the Company.
- (II) Lawyers engaged by the Company.
- (III) The H Shareholders of the Company whose names appear on the register of members of H Shareholders of the Company after the close of business on 23 June 2026 shall have the right to attend the H Shares Class Meeting after completing the necessary registration procedures.

The register of members of the Company will be closed from 24 June 2026 to 29 June 2026 (both days inclusive), during which no H Shares transfer will be registered. For holders of H Shares who intend to attend the H Shares Class Meeting, transfer documents together with the relevant share certificates must be lodged with the H Shares registrar of

NOTICE OF H SHARES CLASS MEETING

the Company in Hong Kong, Computershare Hong Kong Investor Services Limited at Shops 1712-1716, 17th Floor, Hopewell Centre, 183 Queen's Road East, Wanchai, Hong Kong no later than 4:30 p.m. on 23 June 2026.

A corporate Shareholder should attend the meeting by its legal representative or the proxy appointed by the legal representative. A legal representative who attends the meeting should present his or her own identity document, valid documents evidencing his or her capacity as a legal representative and evidence of shareholding. While a proxy is appointed to attend the meeting, the proxy should present his or her identity document, the power of attorney issued in writing by the legal representative of the corporate Shareholder in accordance with the laws and evidence of shareholding.

1. Each Shareholder who is entitled to attend and vote at the H Shares Class Meeting may appoint one or more proxy(ies), who need not be a Shareholder, to attend and vote on his or her behalf at the H Shares Class Meeting.
2. For any Shareholder who appoints more than one proxy, his or her proxies can only exercise the voting right by way of poll.
3. The instrument appointing a proxy must be in writing signed under the hand of the appointer or his or her attorney authorised in writing or, in the case of a corporation, either under the common seal of the corporation or signed by any responsible person or attorney duly authorised. If that instrument is signed by an attorney on behalf of the appointer, the power of attorney authorising that attorney to sign, or other authorisation documents, must be notarially certified. To be valid, the notarially certified copy of the power of attorney, or other authorisation documents, together with the form of proxy must be lodged with the H Shares registrar of the Company in Hong Kong, Computershare Hong Kong Investor Services Limited at 17M Floor, Hopewell Centre, 183 Queen's Road East, Wanchai, Hong Kong, not less than 24 hours before the time appointed for the holding of the H Shares Class Meeting.

OTHER MATTERS

1. Contact for the meeting

Contact telephone: 010-87707288

Fax: 010-87707291

Contact person: Board office of the Company

Address: No. 2 Huo Xian Nan San Road, Huo Xian Town, Tongzhou District, Beijing, the PRC

Postal Code: 101109

2. The H Shares Class Meeting is expected to last for half a day. The Shareholders attending the meeting should bear their own accommodation and travel expenses.

NOTICE OF H SHARES CLASS MEETING

3. Personnel attending the meeting shall arrive at the venue of the meeting half an hour before the commencement of the meeting and bring along the original identity document, stock account card and power of attorney for verification.

By order of the Board
Beijing Jingcheng Machinery Electric Company Limited
Luan Jie
Company Secretary

Beijing, the PRC
26 May 2026

As at the date of this notice, the Board comprises Mr. Zhang Jiheng as an executive Director, Mr. Li Zhongbo, Mr. Wang Kai, Mr. Zhou Yongjun, Mr. Zhao Xihua, Mr. Man Huiyong and Ms. Li Chunzhi as non-executive Directors, and Ms. Chen Junping, Mr. Zhao Xuguang, Mr. Liu Jingtai and Mr. Luan Dalong as independent non-executive Directors.