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Haier Smart Home Co., Ltd.*

海爾智家股份有限公司

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

Stock Code: 6690

ANNOUNCEMENT ON CORPORATE VALUE AND RETURN ENHANCEMENT ACTION PLAN

To uphold our development philosophy of “putting investors first”, promote high-quality growth, enhance investment value, and protect the legitimate rights and interests of all investors, especially small and medium-sized shareholders, Haier Smart Home Co., Ltd. (“**the Company**”), in consideration of our actual circumstances, convened the second meeting of our twelfth Board of Directors. The Board deliberated and approved the “Haier Smart Home Co., Ltd. 2025 Corporate Value and Return Enhancement Action Plan”. The specific details of this plan are as follows:

I. FOCUS ON CORPORATE STRATEGY TO DRIVE BUSINESS PERFORMANCE

Since our establishment in 1984, the Company has consistently committed to being an enterprise of the times, continuously launching innovative products that lead the market and seizing industry development opportunities. Currently, we have formed a business portfolio centered on white goods (refrigeration, laundry, kitchen appliances), HVAC (home air conditioning, smart building, water solutions), and smart home (smart small appliances, etc.), and have become a global leader in the major home appliance industry and a pioneer in smart home solutions. Benefiting from initiatives such as digital transformation, overseas brand building, and increased proportion of domestic premium brands, our profitability has steadily improved over the past three years: from 2022 to 2024, net profit margin increased from 6.05% to 6.85%, and return on equity rose from 16.8% to 17.7%.

In response to changes in the external environment, the Company has transformed its business model and organizational mechanisms, implementing AI tools across our entire value chain to improve process efficiency and upgrade our platforms. These initiatives have strengthened our operational resilience, enhancing market responsiveness, operational efficiency, and cost competitiveness while upgrading user experience, driving revenue growth and improvements in operational quality.

1. Revenue growth: driving high-quality domestic development through model transformation, and expanding overseas market share through localized market strategies

In the domestic market, the Company maintains its leading advantages in refrigeration, laundry care, and water solutions while accelerating rapid development and enhancing market position in home air conditioning, smart building, and kitchen appliances. Through digital inventory and digital marketing transformation, we are building a digital operation system across all domains to optimize operational efficiency and enhance customer and user experience.

- (1) Through digital transformation, the Company reduces capital thresholds and warehousing pressure for distributors, helping them achieve asset-light operations, improve retail capabilities, accelerate touchpoint expansion, and increase the proportion of bestselling models, further strengthening the foundation for sustainable development. In the first half of 2025, we added over 100 new distributors, and the proportion of bestselling models increased by 6 percentage points.
- (2) In digital marketing transformation, through our self-developed digital marketing large model, we have built capabilities for direct content delivery to users, converting live streaming traffic to physical stores, and generating traffic from public domains to private domains. We also established a three-tier KOL-KOE-KOS communication matrix. These initiatives have improved efficiency in content creation, account operations, and user engagement. In the first half of 2025, the Company's Douyin high-engagement A3 users increased 52% year-on-year, and Xiaohongshu user active searches grew 26% year-on-year.
- (3) We have enhanced our multi-brand portfolio strategy to reach a broader and deeper demographic range while strengthening our position in premium markets. Currently, the Company has established a rich brand portfolio in the domestic market including Fisher & Paykel, Casarte, Haier, and Leader. Through precise positioning targeting multi-layered consumer demands, we create leading advantages across all price segments and continuously expand market share. In the first half of 2025, Casarte and Leader brand revenues grew over 20% and over 15% year-on-year respectively.

In overseas markets, the Company deepens regional development by strengthening retail capabilities, accelerating product innovation, consolidating digital platforms, and building resilient supply chains. These initiatives enhance our overseas market share and unlock revenue growth potential.

- (1) We focus on local user needs by combining global R&D capabilities with differentiated innovation, which accelerates country-specific localized product development, continuously optimizing product mix.
- (2) We have integrated our marketing, information, logistics, and service networks into a smart operational system that connects directly with retailers. This system improves our responsiveness and execution efficiency, leading to increased market share and industry position.

2. Enhanced operational quality and profitability: improving operational capabilities and asset utilization efficiency through business model restructuring and digital transformation

The transformation to digital inventory model enhances product turnover efficiency. In the domestic market, by sharing inventory across online and offline channels, and establishing big data models for order forecasting and warehouse allocation, we continuously improve product turnover efficiency. For example, in our air conditioning business which led this transformation, we reduced inventory turnover days by 17% in the first half of 2025.

AI technology enables significant cost reductions across the entire value chain. (1) By establishing an AI-driven demand insight system, we enhanced new product portfolio efficiency, with domestic market SKU portfolio efficiency improving by 13% in the first half of the year. (2) We advanced digital cost restructuring to strengthen cost competitiveness. In the domestic market in the first half of 2025, we reduced design costs by 5.98% and streamlined the number of material types by 18%. Our transparent digital procurement platform expedited the onboarding of quality suppliers and implementation of innovative solutions, improving the supplier onboarding cycle by 28% in the first half of 2025, with potential cost reduction value from new technology solutions exceeding RMB1 billion. (3) The Company's supply chain platform has established an end-to-end digital system covering demand forecasting, production scheduling, inventory management, and order processing, which improved production plan accuracy, inventory turnover, and order fulfillment speed. In the first half of 2025, daily production output at our domestic manufacturing bases increased by 14%. By redesigning order processing using AI models, we shortened the average order response cycle to 8.9 days.

We replicate digital capabilities in overseas markets to unlock growth potential. The Company is implementing the digital operating system validated in the domestic market across various overseas regions, which effectively boosted our retail capabilities while improving efficiency throughout the entire value chain. In the first half of 2025, our procurement platform piloted operations at the Thailand manufacturing base, implementing end-to-end management of suppliers, materials, orders, and operational processes through an integrated digital platform. This initiative advanced the digital transformation of overseas supplier lifecycle management, resulting in a 20% improvement in business efficiency.

3. Optimizing financial leverage to enhance shareholder value

As of June 30, 2025, the Company's cash assets reached RMB80.688 billion, with an asset-liability ratio of 59.37%. The Company maintained ample liquidity, and its asset-liability ratio remained at a reasonable industry level, preserving balance sheet flexibility. Going forward, the Company will prudently deploy financial leverage to capitalize on investment and M&A opportunities, thereby enhancing shareholder returns.

II. ADVANCING NEXT-GENERATION PRODUCTIVITY THROUGH INNOVATION-DRIVEN GROWTH

In 2025, the Company will continue to deepen its commitment to technological innovation and accelerate the development of advanced production capabilities. Through increased investment in fundamental research, strategic positioning in disruptive technologies, and deep integration of AI technology with practical scenarios, we continue to provide global users with home appliances that meet their needs and deliver customized, smart, and convenient living experiences. This approach will drive transformative improvements in user lifestyle experiences and maintain our leadership in industry trends.

- (1) The Company will strengthen investment in fundamental research to build a strong foundation for original innovation. We will conduct in-depth research in foundational areas such as environmentally friendly alternative materials and functional composite materials, providing the driving force for continuous innovation in home appliance technology.
- (2) We will focus on disruptive innovation technologies to secure future competitive advantages. We will proactively identify and position ourselves in the application of disruptive technologies within the home appliance sector, including future refrigeration technologies and advanced heating technologies. Additionally, we will strengthen cross-industry integration, such as synergizing home appliance technology with new energy sector technologies to achieve energy-saving and energy management innovations in solar-powered appliances and smart energy storage appliances.

- (3) We will promote deep integration of AI technology with practical scenarios. The Company places high importance on the opportunities and challenges brought by AI. Our launch of “AI Vision” technology this year represents a significant step toward “automated housework”. Range hoods and cooktops equipped with “AI Vision” can monitor the condition of ingredients in pots in real-time and automatically adjust heat levels, freeing users from waiting time during cooking. Ovens equipped with “AI Vision” technology can automatically identify ingredient types and specifications, intelligently matching optimal cooking programs so users simply need to place ingredients inside and wait for cooking completion.

III. PRIORITIZING SHAREHOLDER RETURNS AND SHARING DEVELOPMENT ACHIEVEMENTS

The Company has consistently maintained a continuous and stable profit distribution policy, adhering strictly to the provisions in our Articles of Association and our “Three-Year Shareholder Return Plan”. Since our A-share listing in 1993, we have distributed cumulative cash dividends of approximately RMB37.2 billion, with a dividend payout ratio reaching 34.61%. In 2024, our dividend amount reached nearly RMB9 billion, with a dividend ratio of 48.01%. Regarding share repurchases, in 2024, the Company repurchased 20,082,042 A-shares at a cost of RMB470 million (with 54,051,559 treasury shares cancelled), and repurchased 1.15 million H-shares at a cost of HKD27 million.

Moving forward, the Company will continue to firmly uphold an investor-centric philosophy. Based on comprehensive consideration of our operating conditions, strategic development plans, and industry trends, we will maintain a “long-term, stable, and sustainable” shareholder return mechanism, striving to create enduring value for shareholders and further enhance shareholder satisfaction.

(I) Enhancing dividend predictability

Haier Smart Home adheres to a strategy of “balancing long-term value with shareholder returns” through a three-pronged approach of strategic focus, efficiency improvement, and cash flow optimization. This approach helps us balance dividends, capital needs, and growth objectives. The Company has established clear capital allocation priorities, focusing on smart home solutions, premium brands, and global supply chain development to strengthen our foundation for future dividend growth. We aim to maintain steady increases in our dividend payout ratio as a key long-term objective, providing shareholders with more predictable dividend expectations.

(II) Institutionalizing share repurchase mechanisms

Haier Smart Home has established share repurchases as an important component of shareholder returns, implementing institutional arrangements and dynamic adjustment mechanisms to normalize repurchase activities.

IV. STRENGTHENING INVESTOR COMMUNICATION AND CONVEYING COMPANY VALUE

The Company maintains information transparency while taking a proactive, open, innovative, and professional approach to investor relations. We continually deepen our engagement with investors to enhance their understanding of our strategy and operations while protecting their legitimate rights and interests.

(I) Improving information disclosure quality and enhancing transparency

In 2025, the Company will strictly comply with all domestic and international disclosure regulations and fulfill our reporting obligations. Beyond mandatory disclosures, we will increase voluntary disclosure of information on corporate strategy, investment and acquisition projects, sustainable development initiatives, and other matters of key interest to domestic and foreign investors, continuously improving the quality and transparency of our disclosures.

(II) Diversifying capital market communication methods and fostering meaningful investor interactions

- (1) The Company has established an “Investor Relations Management System” and assembled a professional investor relations team. This team integrates business and financial resources to create a multi-dimensional, multi-layered, and sustainable investor communication framework through both online and offline channels. Our in-person engagement includes shareholder meetings, investor reverse roadshows, and research visits, while our digital interaction encompasses Shanghai Stock Exchange (SSE) performance briefings, online investor conferences, E-interactive platform, telephone communications, and our official website. These varied communication approaches help establish a “virtuous cycle” that deepens investors’ understanding of the Company and builds a capital market ecosystem where investors and the enterprise grow together.
- (2) The Company organizes Investor Open Day events where management and core business leaders systematically present Haier Smart Home’s development strategy, growth opportunities across various business segments, and implementation roadmaps to global institutional investors and analysts. These events help investors better understand our future business plans and strategic direction, enabling them to more accurately assess the Company’s value.

- (3) The Company also hosts media visits for in-depth exchanges on topics of investors' interest, helping small and medium-sized investors understand our transformation achievements, cost reduction and efficiency gains from digital initiatives, and ESG practices.
- (4) We fully leverage communication tools including regular reports and WeChat infographics to present our strategy and business results in a vivid, engaging, and accessible manner through compelling visual and textual content.

(III) Prioritizing rights protection for small and medium-sized investors

The Company consistently prioritizes protecting investor interests. Multiple channels have been developed to maintain regular communications with small and medium-sized investors: arranging dedicated personnel to answer small and medium-sized investor calls to ensure timely response to questions, and promptly and thoroughly responding to various inquiries on the SSE E-interactive platform, ensuring every question is answered and every concern addressed. Additionally, we actively host “Investor Visits” at Haier Smart Home, inviting small and medium-sized investors for on-site company tours to provide in-depth insights into our operations, production processes, and business layout, enhancing their understanding of the Company's businesses.

To further strengthen engagement with small and medium-sized investors, we will comprehensively upgrade our interaction system based on existing communication mechanisms with the core objectives of providing “multi-channel, direct, and efficient” access, creating streamlined pathways for receiving investor feedback. We will establish an investor communication platform on our investor relations website and WeChat mini-program to strengthen communication with investors. This platform will efficiently address investor questions about our operations, financial data, strategic planning, and other matters through features such as messaging, interactive Q&A, and exchange events. The platform is expected to launch in the fourth quarter this year. For offline interaction, the Company will host “Meet the Management” sessions for small and medium-sized investors. These in-person events will feature thematic presentations followed by open Q&A sessions, addressing key investor concerns about business developments. By coordinating our digital and in-person engagement approaches, we are creating richer communication channels with investors and leveraging the valuable role that small and medium-sized investors play in our Company's development.

V. IMPROVING CORPORATE GOVERNANCE, STRENGTHENING BOARD EFFECTIVENESS, AND ENHANCING SHAREHOLDER RIGHTS PROTECTION

Haier Smart Home continuously strengthens corporate governance with a focus on protecting shareholder interests. In 2025, we will continue to enhance our corporate governance framework by: ensuring small and medium-sized shareholders have access to information and voting rights; strengthening our board structure and improving its effectiveness; establishing transparent communication channels with shareholders while enhancing disclosure quality; and strengthening the role of independent directors to leverage their positive contributions in strategic consulting, oversight, and risk management.

(I) Optimizing corporate governance system and strengthening shareholder interest protection

The Company continuously optimizes our governance system with emphasis on shareholder interest protection. We have established systems including cumulative voting for director elections, classified shareholder voting mechanisms, and minority shareholder rights to information and proposal submission, thereby safeguarding the rights of shareholders, particularly small and medium-sized shareholders.

In 2025, we systematically improved our corporate governance by enhancing several key systems. These improvements include: ① Strengthening the role of the Audit Committee with authority in financial report review, risk management, and supervision; ② Further clarifying and strengthening the responsibilities and obligations of controlling shareholders and de facto controllers; ③ Enhancing the effectiveness of independent directors by adding provisions for self-assessment of independent director independence, board evaluation of independent director independence, and enhanced internal audit systems. These revisions further strengthen shareholder rights protection. Meanwhile, to promote greater investment value of our listed companies and improve investor returns, we have established a market value management system that ensures alignment between shareholder and Company interests.

(II) Enhancing board diversity and strengthening board effectiveness

The Company is committed to building an open, diverse, and globally-minded Board of Directors. By enhancing board effectiveness, we aim to accelerate the implementation of our smart home strategy worldwide.

In 2025, the Company appointed new directors with expertise in global operations, digital transformation, artificial intelligence, and risk management. The Board has increased its focus on discussions regarding AI, sustainability, and risk management to fully leverage board effectiveness. Over

the next 2–3 years, the Company will continue to enhance board diversity in terms of gender, nationality, and professional skills. We will conduct board effectiveness evaluations every 1–2 years and annual assessments of director performance to continuously review our board diversity policies and their implementation. Additionally, the Company will increase director training hours to enhance director capabilities.

VI. ENHANCING ESG GOVERNANCE STANDARDS AND INTEGRATING SUSTAINABLE DEVELOPMENT INTO CORPORATE STRATEGIC OPERATIONS

As a leading global home appliance enterprise, Haier Smart Home adheres to a global brand-building strategy and prioritizes sustainable development across all operational regions worldwide. In 2025, the Company will strengthen communication with stakeholders including investors, customers, and employees. Based on this foundation, we will adopt a double materiality approach to identify key ESG topics; continue to reinforce and upgrade our ESG governance framework; seize climate change transition opportunities to enhance our market competitiveness in HVAC products and solutions; and globally upgrade our “RenDanHeYi” management model to encourage employee innovation and development.

(I) Prioritizing stakeholder communication to identify opportunities and risks in sustainable development and determine key ESG topics

In 2025, the Company has strengthened communication with stakeholders including customers, employees, and shareholders regarding our future sustainable development strategy. We conducted online surveys with 1543 customers and 1017 employees, and held in-depth interviews with 20 different types of investment institutions from various global regions. Through comprehensive communication, we gained insights into stakeholder expectations, establishing a foundation for identifying key sustainability issues and formulating our sustainable development strategy. The Company has established a dedicated email address for external communication on sustainable development topics: esgconnect@haier.com. We welcome valuable feedback from all stakeholders regarding our sustainable development efforts.

In 2025, Haier Smart Home will adopt the internationally recognized “double materiality” assessment methodology. Through value chain identification, stakeholder interviews, and management validation workshops, we have identified key ESG issues that are material to Haier Smart Home in terms of both “impact materiality” and “financial materiality”, transforming these issues into the foundation for our strategic direction and management approach.

In the Environmental (E) dimension, while global climate change presents physical and transition risks that require response, it also creates business opportunities for the Company to develop high-efficiency products, expand into

HVAC business, and develop circular economy initiatives. In the Social (S) dimension, to better support global operations, the Company is investing resources in product development and service experiences that meet diverse regional consumer needs, employee development and talent management, and sustainable brand building. In the Governance (G) dimension, the Company has identified corporate governance, business ethics and compliance, and supply chain social responsibility management as key sustainable development topics, and will strengthen management in these areas.

(II) Establishing a global collaborative governance system to ensure compliant operations across all regions

The Company has established a global ESG governance framework covering governance, management, and implementation levels. The Board of Directors serves as the highest decision-making body, providing comprehensive oversight of our ESG-related matters and fulfilling relevant ESG governance responsibilities. The Board has established an ESG Committee that convenes regular meetings annually to receive management reports on ESG matters, assess our ESG performance and related risks and opportunities, formulate our ESG vision, objectives and strategies, and provide recommendations to the Board to ensure ESG-related impacts, risks and opportunities are incorporated into decision-making considerations.

In 2025, we will strengthen ESG governance at the management and implementation levels by establishing an ESG Executive Committee composed of management personnel under the ESG Committee to implement sustainable development strategies and key initiatives. We have established a Sustainability Department responsible for the specific management of our ESG work. Meanwhile, sustainable development units have been established in major overseas operating regions, which advance ESG work in accordance with local laws and regulations, including setting ESG work objectives, directions and plans, and supervising and reviewing ESG commitments and related matters.

(III) Seizing climate change transition opportunities, providing green products and solutions, and setting carbon reduction targets

1. Providing users with high-efficiency products through the establishment of 6-Green full lifecycle green management framework

Haier Smart Home has established the 6-Green full lifecycle framework for green management throughout our entire process, covering the complete chain from product design, procurement, production, logistics, recycling, to disposal. For example, in the manufacturing stage, we refine energy management through smart factories, reducing resource consumption during production and applying clean energy sources such as solar power to reduce carbon emissions at the manufacturing end. We also achieve

sustainable development in our factories through smart manufacturing, with 9 lighthouse factories and 1 sustainable lighthouse factory in China forming a lighthouse factory cluster.

In 2025, building on our existing edge in eco-friendly products, we continue to launch energy-efficient and eco-friendly products and solutions to enhance product competitiveness and meet the needs of users in different regions. For example, in Pakistan, we have launched solar air conditioners that utilize direct solar panel connection technology without inverters, reducing energy conversion losses. During daytime when sunlight is abundant, the electricity generated by solar panels can sustain stable air conditioner operation. The air conditioner features built-in smart chips that automatically control the ratio between solar power and grid electricity, maintaining maximum solar power input while supplementing any shortfall with grid electricity. Solar air conditioners address the issue faced by many local users who can afford to purchase air conditioners but cannot afford to operate them due to high electricity costs. They also meet the air conditioning electricity needs of B2B users such as shops, schools, and hospitals. Solar air conditioners represent Haier Smart Home's first and exclusive air conditioner product launch in Pakistan, capturing 100% market share in the local solar air conditioner category. We expect this category to continue achieving rapid growth this year.

2. *Providing energy solutions to customers through high-efficiency HVAC solutions*

In the HVAC sector, the Company continues to strengthen our core technology and R&D capabilities in home air conditioning and smart building businesses, while deepening supply chain vertical integration and accelerating the international expansion of our water heating business.

Haier Smart Building, our smart building solutions division, leverages our core HVAC expertise to expand into growth markets including heat pump energy systems and smart building controls. In 2024, we maintained our leading market share in China's magnetic levitation market. In 2025, we will continue to strengthen our magnetic levitation deployment to provide customers with high-efficiency energy solutions.

In 2025, our water heating business will accelerate overseas market expansion. In December 2024, we completed the acquisition of Kwikot, a century-old leading water heater manufacturer in South Africa. In 2025, we will enhance our competitiveness through comprehensive synergies across R&D, procurement, and supply chain, thereby accelerating our water heating business expansion in the African market.

In October 2024, the Company completed the acquisition of Carrier Commercial Refrigeration. Through this acquisition, we will expand into retail refrigeration, cold storage, and other commercial refrigeration sectors, creating new growth opportunities. Carrier Commercial Refrigeration has accumulated extensive technical expertise and commercial applications in CO2 refrigeration technology. In 2025, we will drive synergies and sharing of Carrier Commercial Refrigeration's technologies and solutions across global markets, R&D capabilities, and platform resources, providing refrigeration solutions to customers in different regions through environmentally friendly technologies and solutions.

3. *Expanding into circular economy sector to drive home appliance recycling and regeneration*

In 2024, Haier Smart Home leveraged China's first digital recycling platform (covering over 2,800 counties and cities nationwide) to achieve integrated order flow, logistics flow, capital flow, and information flow. The Company achieved annual used home appliance recycling volume of 7.69 million units, representing a 10% year-on-year increase. Meanwhile, we have strengthened our regenerated materials production processes by implementing 16 precision sorting and cleaning procedures to enhance the purity of regenerated materials. These regenerated materials can be widely applied across automotive, packaging, home appliances and furnishings, luggage, office equipment, and other sectors. In 2025, we will continue to strengthen our recycling network and touchpoint development in China. Through in-house R&D or third-party partnerships, we will enhance technological development in green regeneration processes and expand our technical capabilities in regenerated materials.

4. *Establishing a global carbon data system and set short-term, medium-term, and long-term carbon targets based on business development progress*

In 2025, Haier Smart Home launched a global carbon management project, adopting internationally recognized carbon accounting standards to ensure transparent carbon data, and planning to establish medium and long-term carbon reduction targets.

(IV) Upgrading the “RenDanHeYi” management model across global operations to encourage employee innovation and development

“RenDanHeYi” is a management model created by Haier, where “Ren” refers to employees, “Dan” refers to users, and “RenDanHeYi” represents the integration of employee value with the user value they create. Employees realize personal value while delivering user value. Under the RenDanHeYi management model, the Company has dismantled hierarchical structures,

enabling every employee to become an autonomous individual and the driving force of innovation. We have fostered an open, diverse, and inclusive work environment, and cultivated a corporate culture centered on entrepreneurship, innovation, customer-centricity, and continuous self-improvement. We have established a diversified development and incentive system, and provide employees with a global platform for personal growth, ensuring they are respected and that their personal value can be realized.

Employees represent one of the key stakeholders under our sustainability framework. The RenDanHeYi model positions employees as the primary drivers of value creation, ensuring their needs as stakeholders are addressed, which in turn promotes our sustainable development. This approach has proven its effectiveness across diverse cultural contexts in our global operations.

In 2025, we will continue implementing the “RenDanHeYi” management model globally. Across all regions worldwide, we will encourage employee innovation, respect employees’ value creation, and adopt flexible and diversified incentive mechanisms and value-sharing systems to stimulate employee enthusiasm and entrepreneurial passion. At the same time, we will leverage the “RenDanHeYi” management model to drive cross-cultural collaboration and integration in newly acquired enterprises, promoting their development in local markets.

VII. STRENGTHENING LEADERSHIP ACCOUNTABILITY AND PERFORMANCE OVERSIGHT TO ACHIEVE SHARED INTERESTS WITH SHAREHOLDERS

The Company has established an incentive system that aligns employee interests with those of all shareholders, combining both short-term and medium-to-long-term incentives. We continue to roll out multi-dimensional incentive programs covering domestic and international operations across various assessment cycles. These include A-share and H-share core employee stock ownership plans and H-share overseas trust reward programs. We have also optimized relevant assessment indicators in consideration of the Company’s circumstances to ensure deep alignment between incentive recipients and Company interests.

We place high priority on strengthening the responsibility and accountability of our senior leadership. We institutionalize communication channels with majority shareholders, directors, and senior management. Through specialized training and other initiatives, we communicate the latest regulatory policies and performance requirements, continuously enhancing the capabilities of our executive team while strengthening oversight of their duties.

In 2025, our directors and senior management proposed a voluntary share purchase plan, demonstrating their confidence in the Company’s future development. This initiative helps strengthen the alignment between personal interests and the listed company’s interests, establishing consistency between management priorities and shareholder value.

VIII. OTHER MATTERS

This plan has been formulated by the Company based on assessment of the current external environment and our actual operating conditions. The forward-looking statements contained herein regarding future plans, development strategies, and other matters do not constitute substantive commitments by the Company to investors. The implementation of the action plan may be subject to uncertainties due to future changes in domestic and international market conditions, policy adjustments, and other factors. Investors are advised to be aware of these potential risks.

By Order of the Board
Haier Smart Home Co., Ltd.*
LI Huagang
Chairman

Qingdao, the PRC 28 August 2025

As at the date of this announcement, the executive Directors of the Company are Mr. LI Huagang and Mr. Kevin Nolan; the non-executive Directors are Mr. GONG Wei, Mr. YU Hon To, David, Mr. CHIEN Da-Chun and Mr. LI Shaohua; the independent non-executive Directors are Mr. WONG Hak Kun, Mr. LI Shipeng, Mr. WU Qi and Mr. WANG Hua; and the employee representative Director is Ms. SUN Danfeng.

* *For identification purpose only*

** *All financial figures in this announcement are from the financial statements prepared in accordance with the Chinese Accounting Standards*