



ENN 新奥

ENN Energy Holdings Limited

2024 Interim Results

Win-win Outcomes with Customers

Growing Profit by Increasing Sales Volume

Value Creation through Diverse Energy Products and Services

2024.8.23



Results Highlights



Core profit was RMB**3,263 mil**, Core profit from domestic businesses increased by **9.5%** to RMB**3,080 mil**



Retail gas sales volume increased by **4.5%** YoY to **12,710 mil m³**; The Group developed **7.26 mil m³** installed daily capacity for C/I customers, and **775,000** new residential households



IE business recorded a YoY increase of **26%** in sales volume to **19,740 mil kWh**



Gross profit of value added business increased by **23%** to RMB **1,401 mil**



Free cash flow increased to RMB**630 mil**; Declares an interim dividend of **HK\$0.65** per share

Digital Intelligence Application and Safety Management

- ENN Energy has been deepening the specialized governance of its business practices, accelerating the iteration of safety intelligence capabilities, continuously consolidating the essential safety, and enhancing the safety capabilities of key roles. It aims to ensure that safety issues are "visible, prioritized, and well managed", safeguarding the safety of customers and society

Advancing the Construction of Digital Intelligence Safety Capabilities



Practicing Social Responsibility, Reinforcing Our Brand's Reputation for Safety

- 6,137 times of hidden danger investigations were carried out group-wide, and 40,534 hidden dangers were addressed
- During the Safety Production Month, 4,292 publicity activities were carried out, 1,316 on-site inspections were conducted, and 571 emergency drills were organized. A series of routine activities, such as standardized gas usage education and emergency drills, were continuously carried out
- Received 99 inspections from provincial and higher-level government departments in 1H2024 and received commendations many times
- Undertaking multiple standard formulation projects**
 - GB "Technical Standards for the Operation, Maintenance, and Emergency Repair of Gas Facilities"
 - Group Standard "Technical Requirements for Unattended Stations of Urban Gas - Part 1: Construction"
 - Group Standard "Technical Requirements for Unattended Stations of Urban Gas - Part 2: Operation and Maintenance"
 - Group Standard "PTZ Scanning Combustible Gas Detection Device"
 - NDRC project: The Digital Transformation Special Project of the National Development and Reform Commission - New Energy Safety Digital Intelligence Construction Project
 - National Ministry of Science and Technology Project: The National Key Research and Development Program "Prevention and Control of Major Natural Disasters and Public Safety", "Key Technologies and Equipment for the Prevention and Control of Leakage Accidents in Urban Gas Facilities"
 - Hebei Provincial Department of Science and Technology Project: "Research on Key Technologies for the Safety of Urban Gas Plant and Station"

Solidifying Essential Safety

Consolidating the Essential Safety of Engineering	Ensuring the Safety of Pipeline Network	Upgrading the Governance Standards for Customers	Enhancing the Safety Awareness of All Employees
<ul style="list-style-type: none"> IoT device has been applied to 99.4% of PE pipe welding machines Qualified rate of sampling inspections for key processes was 98.6% 97.9% of dangerous operations plans executed 100% of dangerous operations were monitored by ball head camera 	<ul style="list-style-type: none"> Completed leakage detection of 160,000 KM pipe network Piloted unmanned or minimal staffing inspections to 460 KM of pipelines 70,000 sets of voltage regulating equipment evaluated intelligently 100% cross-construction supervised by third parties 	<ul style="list-style-type: none"> No. households that have not been inspected for more than 2yrs was reduced by 650,000 Addressed 237,259 hidden dangers of rubber hoses Addressed 41,750 hidden dangers of non-extinguishing protective stoves Addressed 1,732 hidden dangers of indoor venting water heaters 	<ul style="list-style-type: none"> 4,000+ professionals in engineering, operation and safety have been certified 1,483 welders were organized for certification in 15 batches, and 1,103 welders were certified; Cumulative no. of participants in group-wide safety education and training reached 502,806

Continuous Improvement in ESG Performance

Enhancing Capabilities and Continuously Improving the Quality of ESG Disclosure



- Actively responded to the relevant disclosure requirements of the ISSB and the Hong Kong Stock Exchange and took the lead in adding a TCFD-themed chapter in the ESG report
- Disclosed the emission data for all categories of Scope 3 for two consecutive years



Joined UNGC organization to promote the achievement of the United Nations Sustainable Development Goals



Joined ISSB's "First Mover Partner" program to support and jointly promote IFRS Sustainability Disclosure Standards

Good Ratings

Rating	Score
SUSTAINALYTICS RATED	20.7
MSCI	AA
S&P Global	63
CDP DISCLOSURE INSIGHT ACTION	B
恒生指數 HANG SENG INDEXES	A+

Highly Recognized by Capital Market

S&P Global

Selected into the "Sustainability Yearbook (China Edition) 2024" by S&P Global

- Top 5% in the industry
- Best progressive enterprise in the industry



Contents

1. Financial Review

2. Business Overview

Steady Growth of Core Businesses

- Implementing the Group's strategy, adopting intelligence to grow profit by increasing scales volume, creating value through multiple products, resulting in a 9.5% increase in core profit of domestic businesses

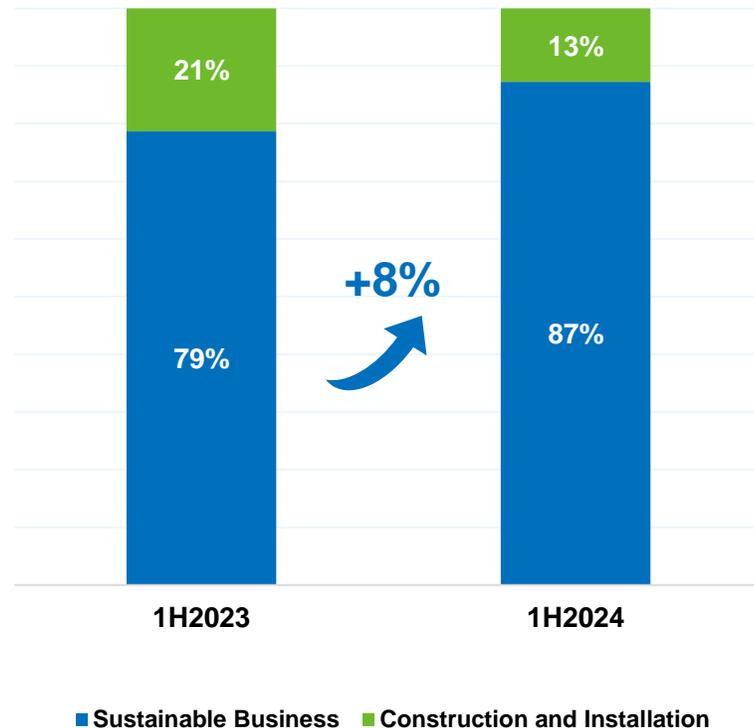
Item	RMB Mil		
	1H2024	1H2023	Change
Revenue	54,587	54,111	0.9%
Gross profit	6,465	7,157	-9.7%
Profit attributable to shareholders	2,573	3,333	-22.8%
Core profit*	3,263	3,914	-16.6%
- from domestic businesses	3,080	2,813	9.5%
- from overseas LNG sales	183	1,101	-83.4%

*Core profit = Profit attributable to Shareholders excluding other gains and losses (excluding net realised settlement on commodity derivative financial instruments and gain on repurchase of senior notes), deferred tax relating to unrealised (losses) gains on commodity derivative financial instruments and share-based payment expenses.

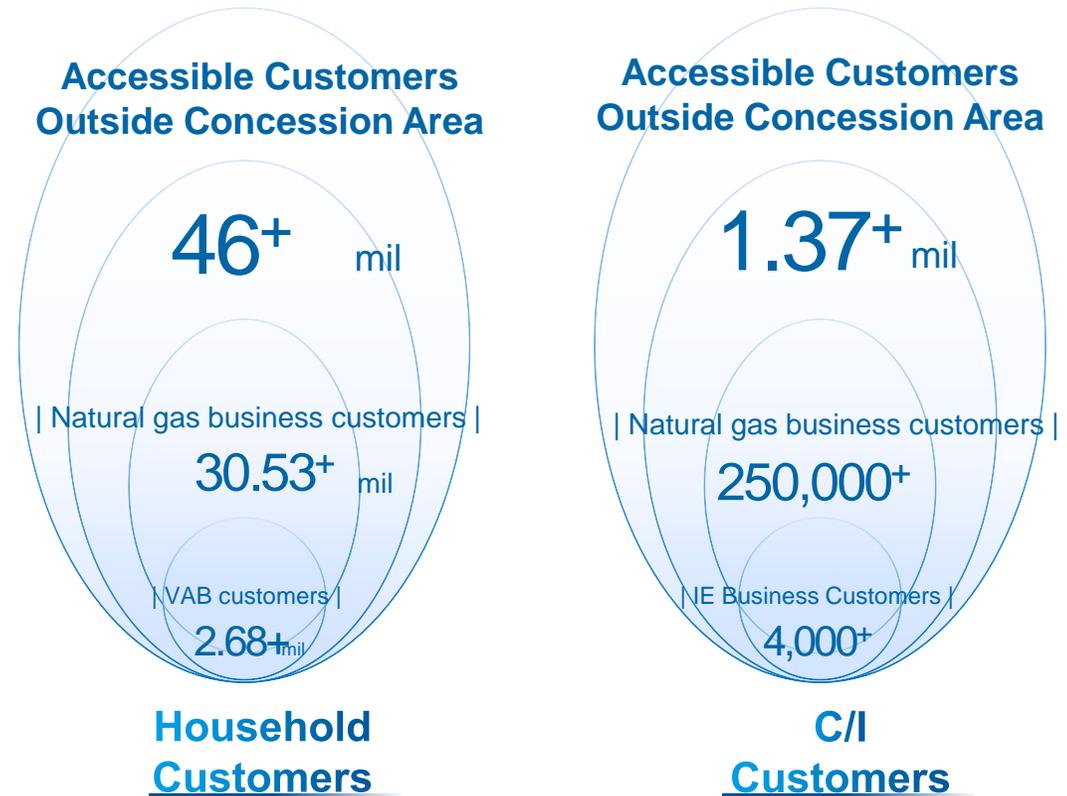
Improving Profitability, Poised to Unlock Customer Value's Growth Potential

- Proportion of gross profit from sustainable businesses such as natural gas sales, integrated energy, and value added business increased from 79% to 87%, further enhancing the stability and predictability of profits
- The concession area and the reach to potential customers in surrounding areas continued to expand. There is significant potential for both traditional gas services supported by intelligent technology and for the creation of value through diversified product offerings

Gross Profit Mix

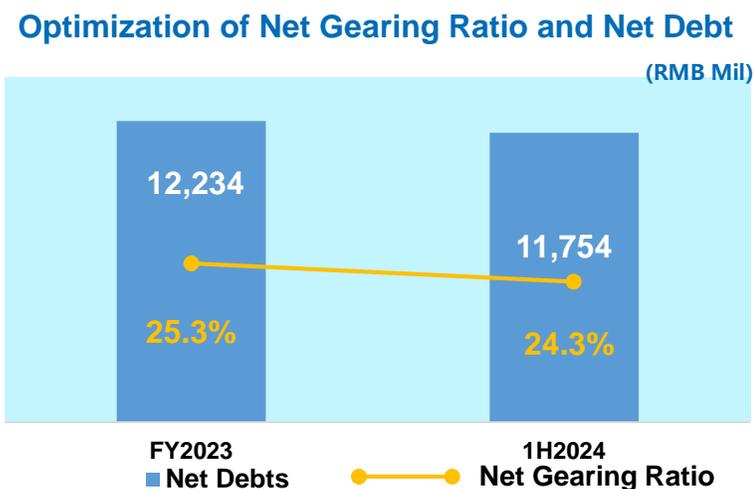
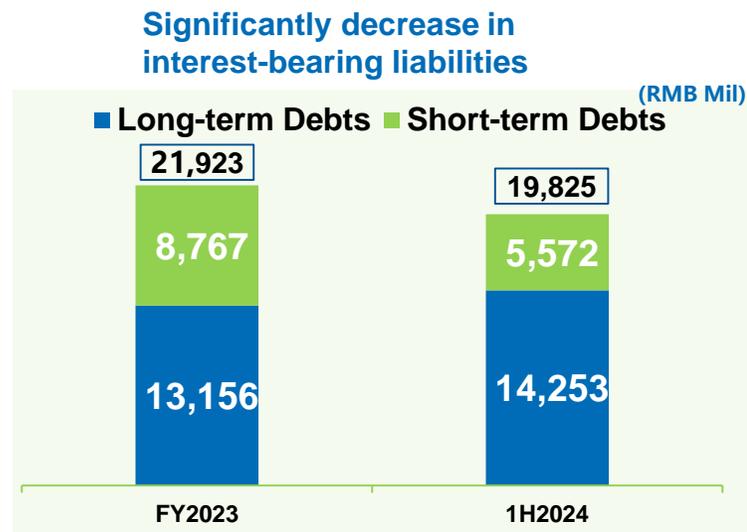


Abundant Customer Resources & Huge Growth Potential

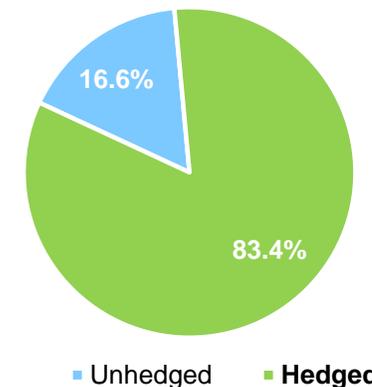
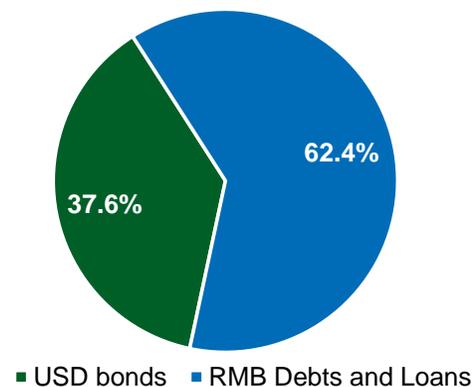


Lowering Debt Level and Optimizing Debt Structure

- The credit ratings assigned to the company by S&P, Moody's, and Fitch, are **BBB+(Stable)**, **Baa1(Stable)**, **BBB+(Stable)**, respectively



Sound Debt Structure (in terms of currency) **Prudent Foreign Exchange Risk Exposure Management (in relation to long-term USD denominated debt)**

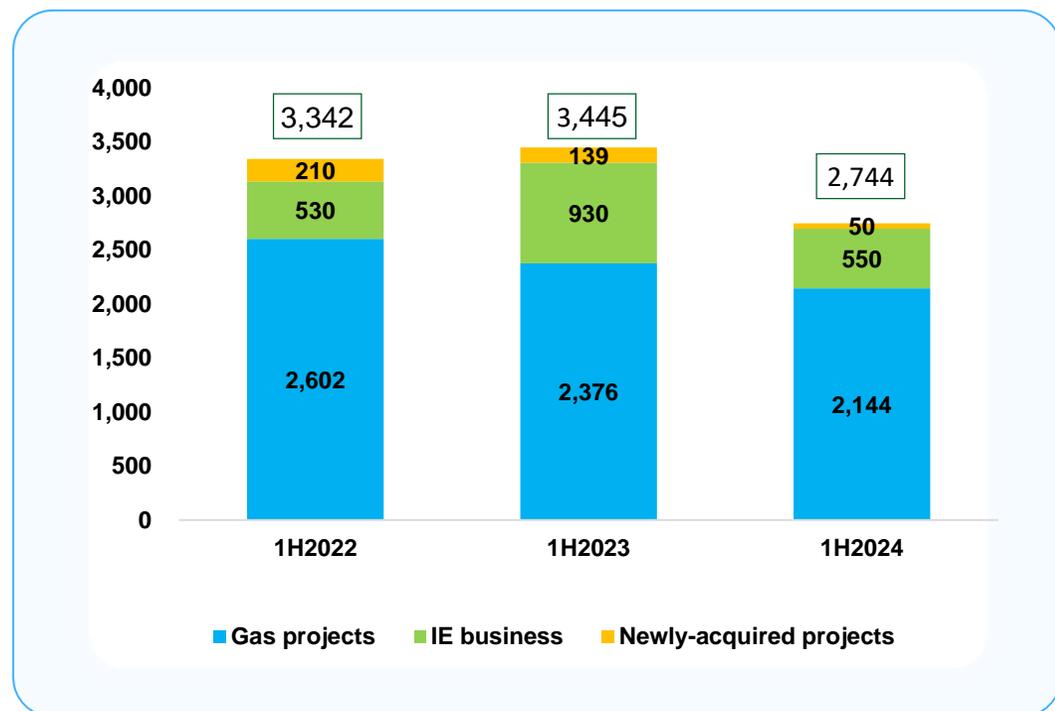


Prudent Investment Strategy and Stable Financial Management

- Steady growth of the core businesses as expected and the adherence to a prudent investment strategy has enabled the Company to obtain long-term and stable cash inflow, ensuring the Company's sustainable development

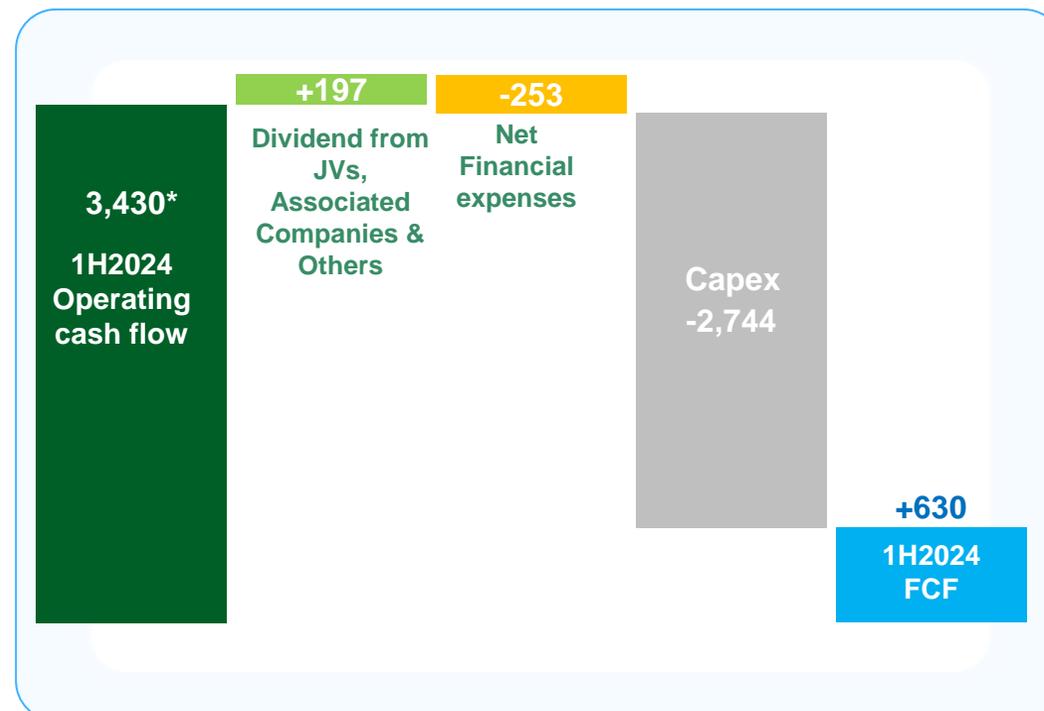
Capex

(RMB Mil)



Positive Free Cash Inflow

(RMB Mil)



*Including the realised cash flow from derivative financial instruments

Contents

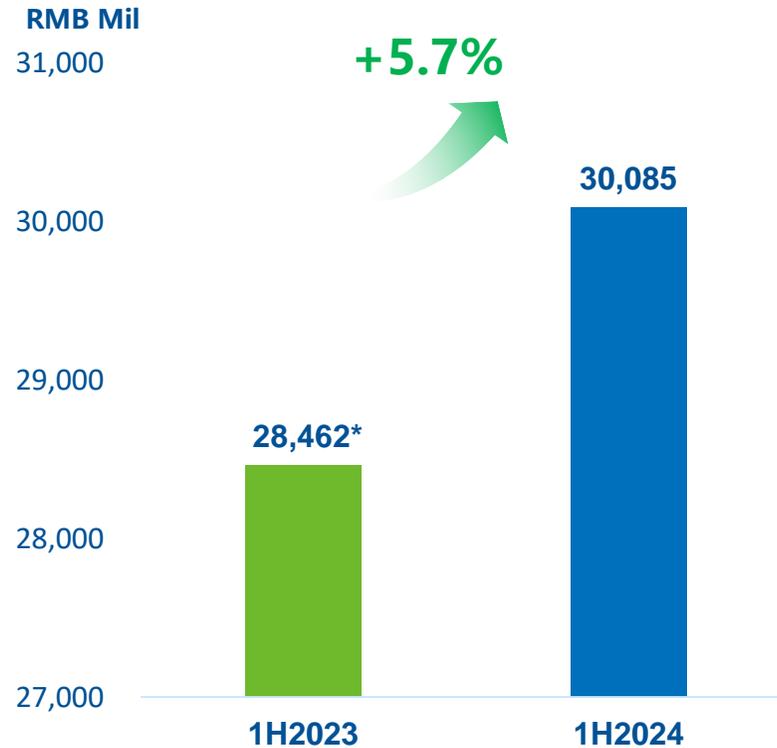
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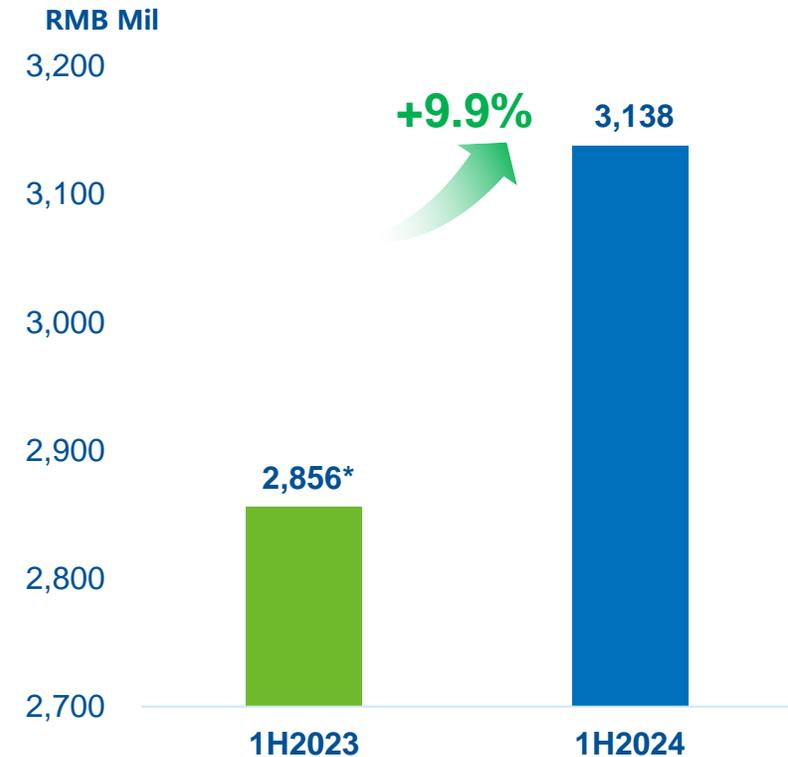
Stronger Fundamentals of Development with Continuous Growth in Natural Gas Business

- In 1H2024, retail gas sales volume kept growing, further improving the profitability and achieving a 9.9% YoY increase in the gross profit of retail gas business

Retail Gas Business Revenue



Retail Gas Business Gross Profit

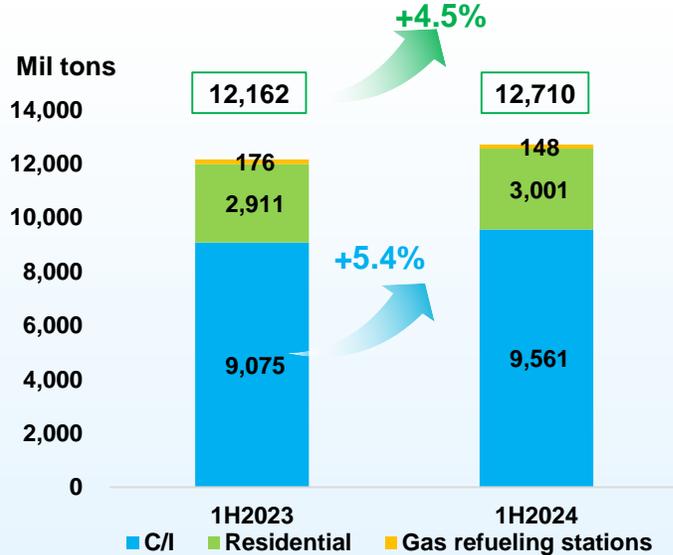


*Keep the same basis of comparison; In 1H2023, the impact on revenue from Changsha business was RMB755 mil, and the impact on gross profit was RMB66 mil

Expanding Customer Scale Through Demand-driven Approach and Intelligent Matching

- Centered around customer needs, expanded gas sales volume through intelligent resource matching, achieving a 4.5% growth in retail gas sales volume and a 5.4% growth in C/I gas sales volume

Continuous Growth in Retail Gas Volume



Continuous Expansion of Customer Scale

C/I customers

Installed daily capacity
7.26 mil m³

9,500+ C/I customers

Household customers

775,000 New household customers

Cumulative household customers: 30.53+ mil

Expanding “New” Volume

Innovated models, optimized mechanisms and applied technologies to achieve daily designed capacity of 7.26 mil m³

- Develop industrial customers through enterprise-specific strategies
- Seize the opportunity of safety governance to develop commercial customers
- Expand customers in textiles, steel, etc., by applying direct combustion and efficiency enhancement of natural gas

Exploring “Existing” Volume

Flexible pricing and optimized resource combinations to increase gas consumption of existing customers

- Alternative energy benchmark pricing
- Base volume pricing + incremental volume pricing
- Seasonal pricing
- Promote the signing of medium/long-term contracts

Customers

Intelligent

Resource

Driven by intelligence, continuously improve the intelligent value creation of customers, resources and operations

Intelligent Service

Intelligent Matching

Intelligent Operation

Consolidating the Resources of the 3 Major Oil Companies

- Gas supply from regular contracts with the three major oil increased by 1bn m³ YoY
- Obtained long-term contracted gas volume from Petro China

Optimizing Regional Resource

- Promoted cooperation with local resource suppliers to reduce overall costs

Utilizing International Resources

- Long-term contracts

Long-term & Short-term Contracts; Stable & Dynamic mix; International & Domestic Resources

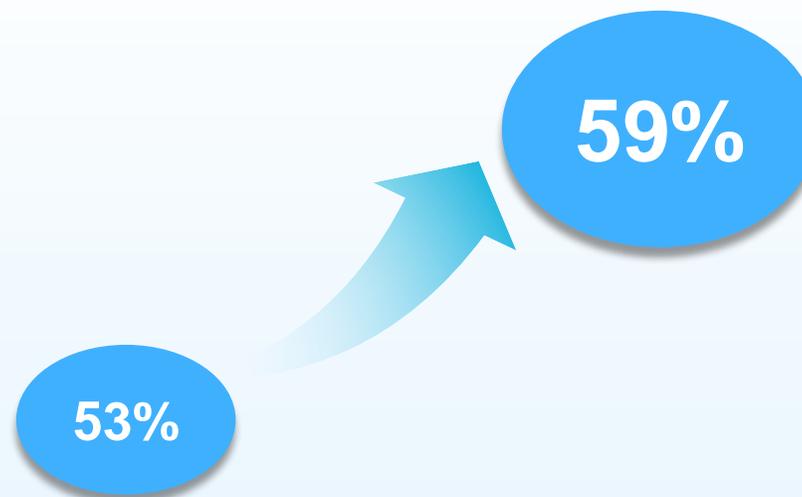
Capitalizing on the Policy of Rationalizing Gas Prices to Implement Cost Pass-through Program

- Seizing the window of opportunity to implement the cost pass-through program, the cumulative completion rate for cost pass-through was approximately 59% of residential gas volume

Cost Pass-through Program

- Newly added 21 projects in Quanzhou, Liaocheng, Yancheng, etc. into our cost pass-through agenda
- A total of 86 projects have been completed for the cost pass-through program

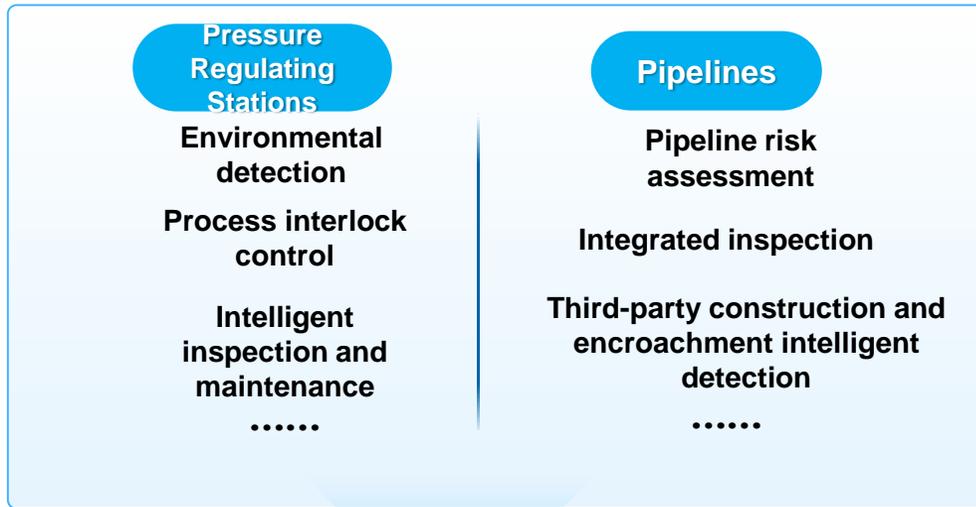
Completion rate for cost pass-through



Utilizing Intelligence to Reduce Costs and Enhance Efficiency

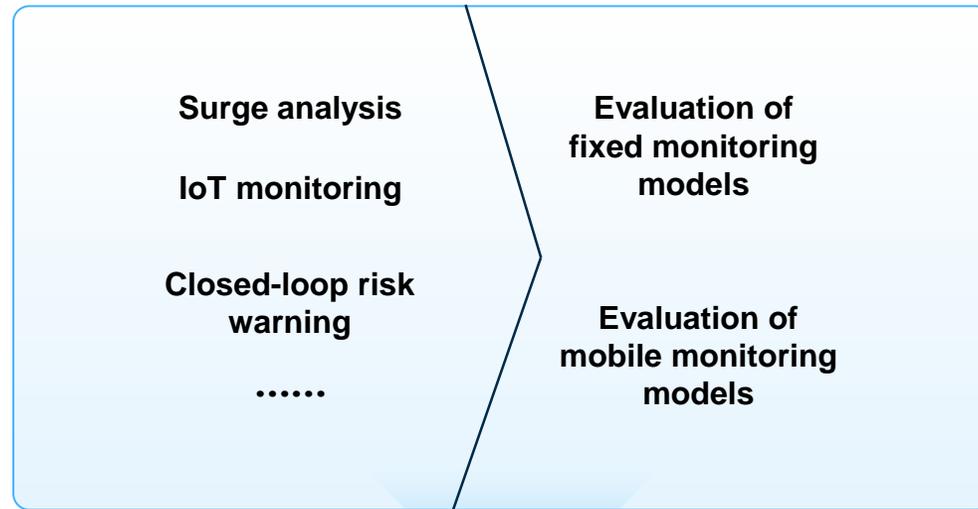
- Applied intelligence to achieve unmanned or minimal staffing operations in pipeline networks, plants and stations, implemented predictive maintenance for facilities, continuously improving the operational capabilities of the pipeline network

Unmanned or minimal staffing operations enabled by intelligent control systems



- The application of intelligence in pressure regulating stations, gate stations, and pipelines realised unmanned or minimal staffing operation, and more than 600 people were transferred to other businesses in 1H2024

Shifting from Emergent/Scheduled Maintenance to Predictive Maintenance



- The pressure regulating equipment has shifted from emergent/scheduled maintenance to predictive maintenance, reducing maintenance cost

Key Measures for Natural Gas Business in 2H2024

- To implement various key measures based on customer demand and industry trends and achieve the full year targets of the natural gas business



To expand the scale continuously

- Accelerate the conversion of business opportunities to develop additional gas consumption of 6-7 mil m³/day
- Replicate and expand technological applications to complete the transformation of 500-600 projects
- Actively acquire small customers and assist them with rapid installation, aiming to acquire no less than 10,000 new small customers



To promote the cost pass-through mechanism

- Ride on the price adjustment progress in key regions and cities to implement the cost pass-through mechanism, actively secure reasonable subsidies
- Promote the introduction of a long-term price adjustment mechanism



To match demand and supply, and to plan resource allocation

- Identify opportunities along the pipeline network, optimize resource allocation and plan winter resource allocation in advance
- Optimize demand-supply matching mechanism and leverage the advantages of digital products to achieve effective resource allocation

5%+

Growth in retail gas sales volume

12 to 14 mil m³

of newly installed daily capacity for C/I customers

10%+

Growth in gross profit of natural gas retail business

Practicing the Concept of Integrated Energy, Continuously Expanding IE Business

- In 1H2024, newly secured 707 projects; newly launched 36 key projects, with total no. of projects in operation reaching 332; realised IE sales volume of 19.74 bn kWh, up 26% YoY; and achieved a YoY increase of 17% in gross profit, including the contribution from joint ventures and associates, the gross profit increased by 24.1% YoY



Contracts signed in 1H2024



Signed projects:
707

Project operation



Projects in operation:

332



Projects under construction:

72

Sales volume of integrated energy in 1H2024



Positive environmental impact achieved by customers in 1H2024

Energy Consumption
(Standard Coal)

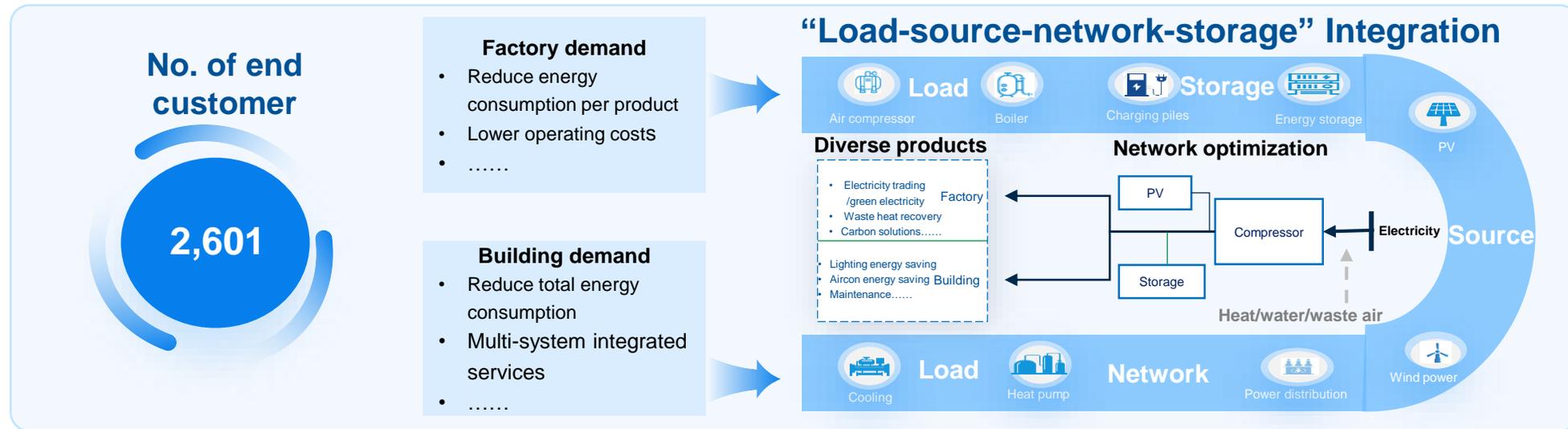
1.51 mil tons

CO₂ Emissions

6.08 mil tons

Developing IE Micro-grid in Batches to Support Rapid Business Development

- Seizing the business opportunities, we focused on developing business centered around the IE micro-grid model and launched the “load-source-network-storage” one-stop solution



IE micro-grid



Photovoltaic

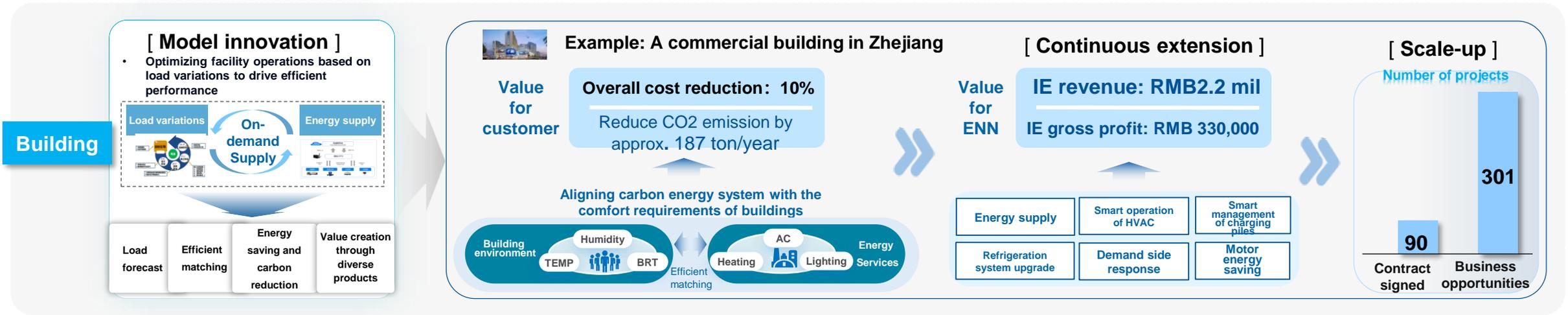
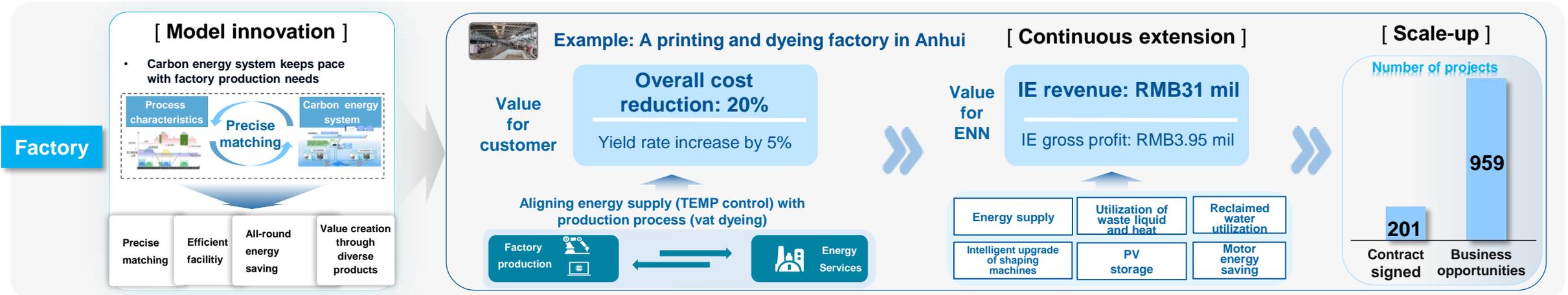


Energy storage



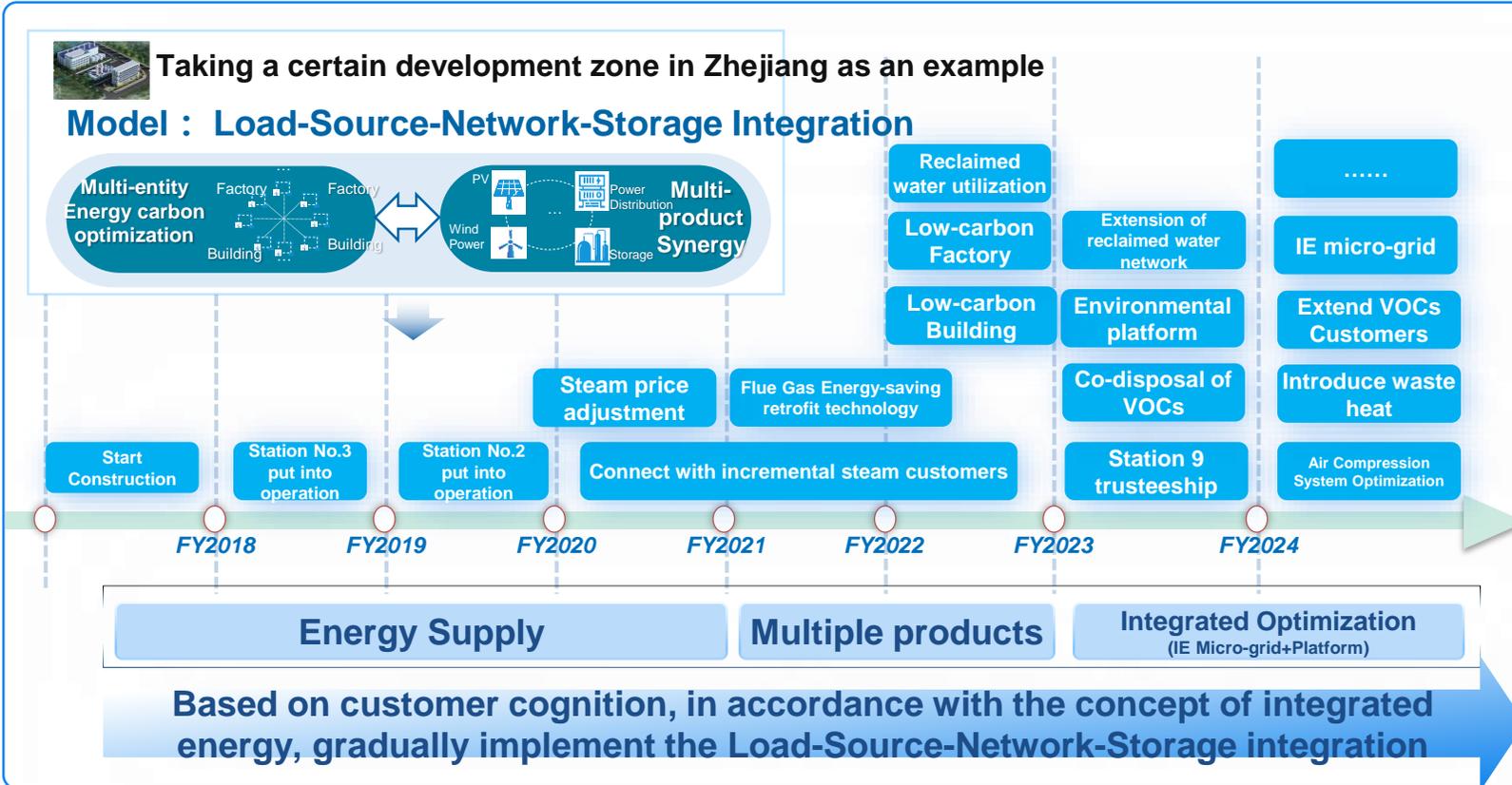
Launching Business Targeting Factories and Buildings, Creating Value Through Diverse Products to Achieve a Win-win Cooperation with Customers

- Based on customers' needs, we precisely match our products and services to the production characteristics of factories, the comfort requirements of buildings, and carbon energy systems. This allows us to flexibly enter the factory and building markets and create value through diverse products



Optimizing Large-scale Industrial Park Business for Greater Value Creation

- Leveraging the advantages of synergy and aggregation formed among industrial park customers, gradually implementing the integration of “load-source-network-storage”, and expanding the existing industrial park business while actively acquiring new projects



Be Better and Stronger



Lean Operations to Enhance Operational Efficiency for IE Business

- Keep improving the operational level of IE projects through key measures e.g. multi-dimensional sourcing, multi-measures for network management and multi-party efficiency enhancement



Multi-dimensional sourcing

Green heat development

Waste heat utilization

Off peak resource collection

Collective purchase of electricity

Low-price steam source substitution **1.21** mil tons

Collective purchase of electricity **13.11** mil kWh



Multi-measures for network management

Precise measurement

Line loss optimization

Pipeline balance

Heating calibration

Electricity line loss down **0.3%**

Thermal pipeline loss down **0.8%**



Multi-party efficiency enhancement

Strategy optimization

Technical transformation and measures

Load shifting

Intelligent control

Boiler unit consumption down **1.3%**

Cooling COP increased by **12%**

Key Measures for IE Business in 2H2024

- To explore the IE micro-grid customer base continuously, penetrate into the end customers, create value across multiple products, and realise a full year growth rate of more than 20% in the scale of customer energy consumption



To rapidly implement IE micro-grid

Firmly promote the implementation of the IE micro-grid model to capture customers within the network



To enhance delivery and operational efficiencies

Improve the business chain from development, project delivery to operation, accelerate project delivery and shorten the delivery cycle by over 10%

Multi-dimensional cost reduction and revenue enhancement for projects in operation, to increase revenue and support an annual business scale growth of over 20%



To adopt intelligence to enable business innovation

Combine with digital intelligence, form energy-carbon online and offline integrated solutions for a number of typical scenes such as low-carbon factories and low-carbon buildings; rapidly promote and replicate the business model to support the continuous gross profit growth

20%~30%

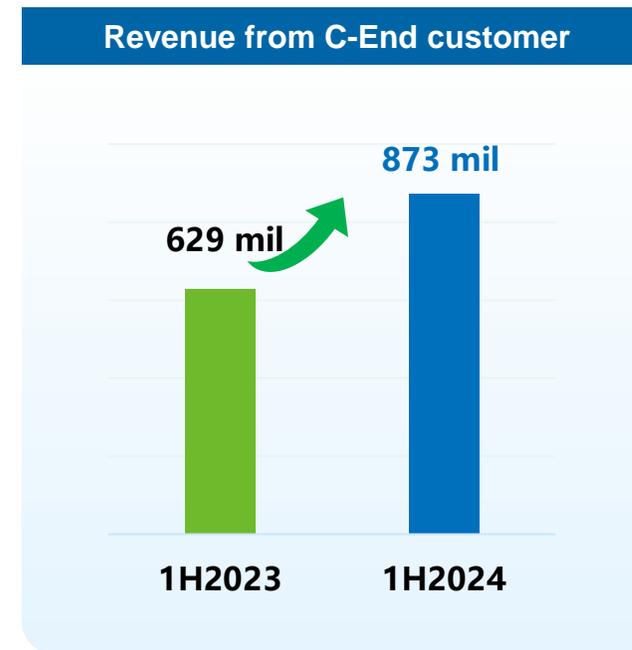
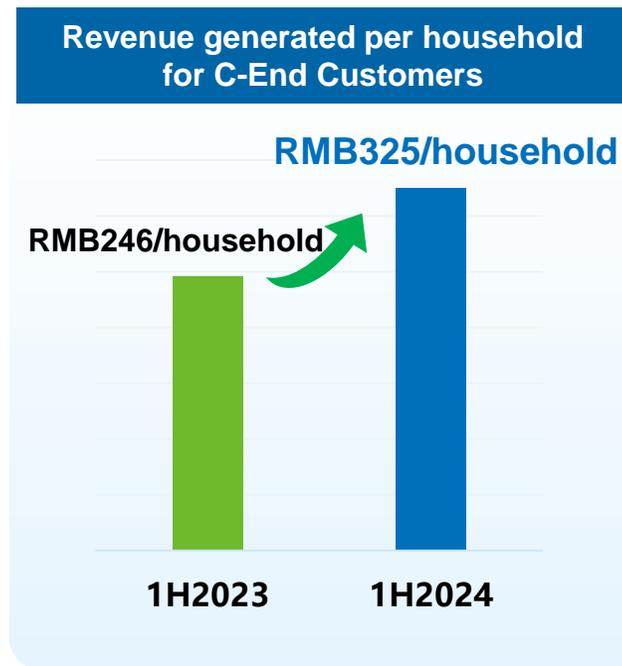
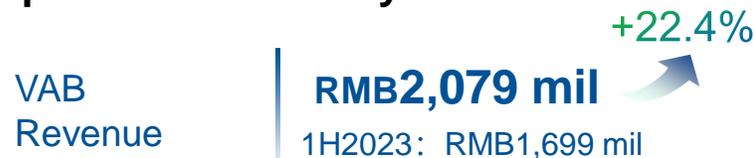
Growth in IE Sales Volume

20%~30%

Growth in gross profit

Leveraging Intelligent and Innovative Services to Achieve Rapid Growth in VAB

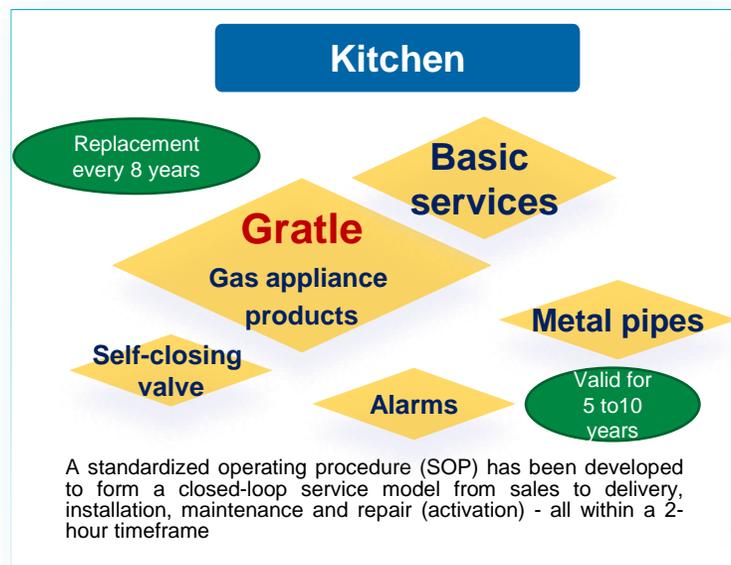
- No. of VAB customers continued to increase, with revenue generated from each household reaching RMB325, achieving a 23% YoY increase in gross profit, including the contribution from joint ventures and associates, the gross profit increased by 29.2% YoY



Optimizing Products and Intelligent Upgrades to Meet Diverse Needs of Customers

- Expanding the scale of kitchen-based products and effectively increasing the market share
- Assessing customer demand and our strengths, providing a series of safety guard products integrating hardware, software and services to expand the market

Stable growth of basic products
Increasing market share



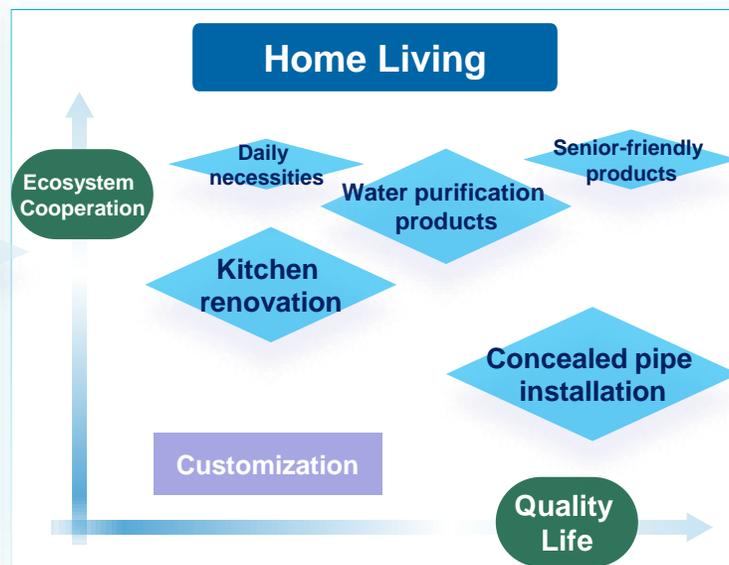
Grate's sales increased by **38.9%** in 1H2024, expecting to increase by **50%+** for the full year

Exploring new market opportunities through innovative products to achieve sustainable growth



Signed contract amounted to **RMB300 mil** in 1H2024, expecting the full-year contracted value reaching **RMB600-1,000 mil**

Continuously upgrading the service quality
Improving customer experience to create a quality life

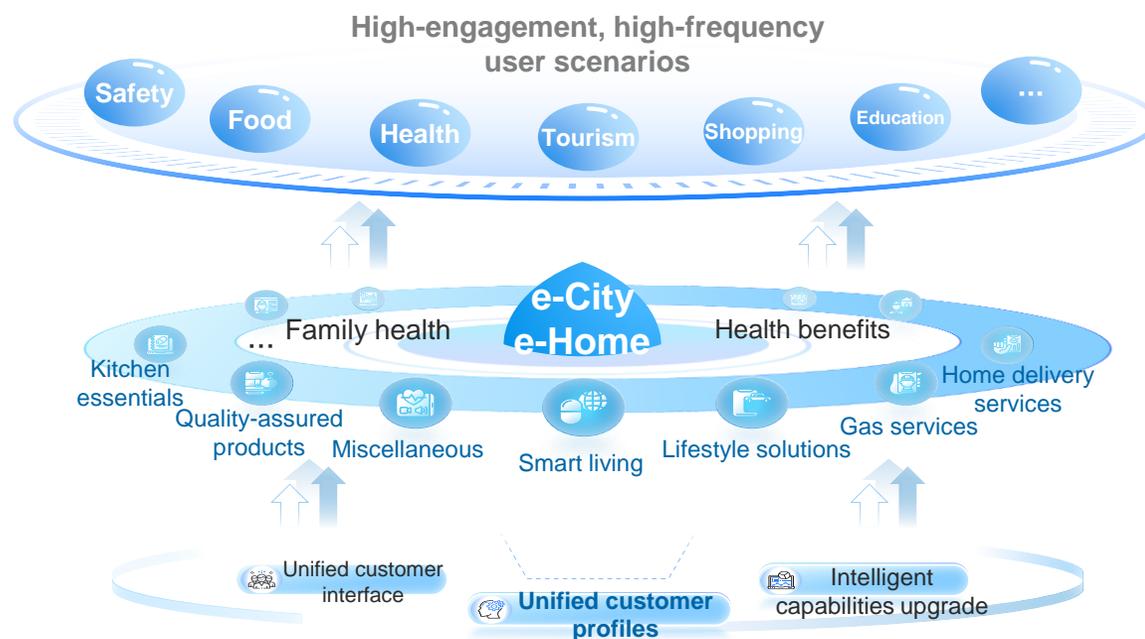


In 1H2024, the gross profit of the concealed installation products increased by **100%+** YoY

Unleashing the Value of Household Customers Through Platform-based Ecosystem

- Multi-channel expansion: integrate online and offline to increase customer stickiness; expand from existing markets to new regional markets to explore opportunities for value creation

Platform-based operation; Precise customer acquisition; Efficient delivery



Platform GMV reached RMB215 mil, up 187% YoY

**Consolidating presence in existing markets
Exploring opportunities in new regional markets**

- Product
- Platform
- Service

**Reaching cooperations in ecosystem
Expanding business outside concession area**

- Reached cooperations with **21** business partners in VAB in new regional markets in 1H2024
- Expected to generate over **RMB47 mil** in sales revenue

Key Measures for VAB in 2H2024

- To continuously leverage the intelligent service system to enhance customer experience, expand product sales, aiming to achieve 20%+ growth in VAB for the full year

To increase the sales of basic products



Focus on key scenarios, upgrade the traditional models, tap into the value creation potential of basic products and maintain a stable earnings fundamental

To accelerate the launch of innovative products



Promote product innovation (Lora/kitchen renovation/safety guard) and adopt flexible and diverse formats to expand the growth potential

To upgrade the service system and improve customer experience



Connect the online system with offline service, leverage customer data, upgrade platform construction, accelerate the application of products such as intelligent scheduling to promote customer conversion



Gross profit of VAB to increase by 20%~30%

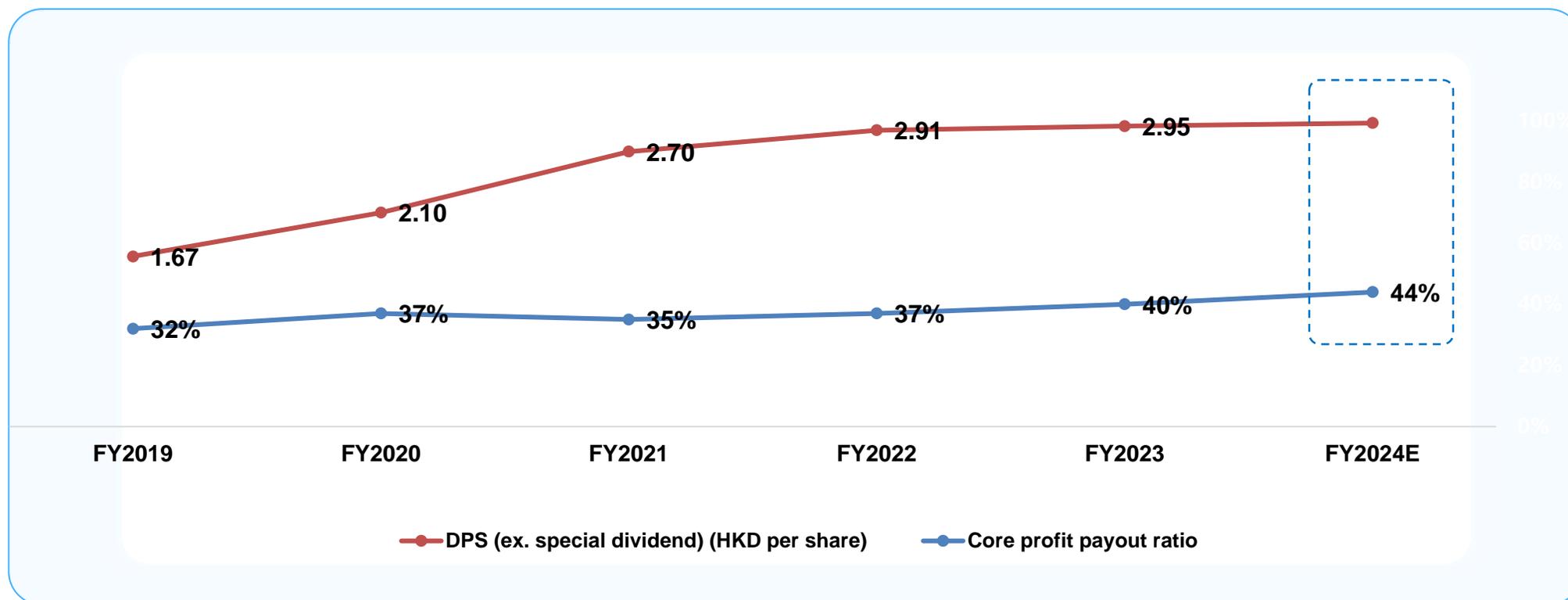
2024 Guidance

Item	2024 Target
IE sales volume	20%-30%
VAB gross profit	20%-30%
Retail gas sales volume	+>5%
Retail gas sales business gross profit	+>10%
New C/I development	12~14 mil m ³ /day
New residential development	1.4~1.6 mil
Capex	Approx. RMB 8 bn
Core profit from domestic basic business	+>10%

Improving DPS and Payout Ratio to Reward Shareholders

- The Company declares an interim dividend of HK\$0.65 per share, up by 1.6% YoY
- Based on the forecast of core profit and free cash flow, the Company plans to propose a dividend payout ratio of 44% for 2024 to the Board, with the core profit payout ratio expected to grow by 3~4% annually

DPS and Payout Ratio



THANK YOU



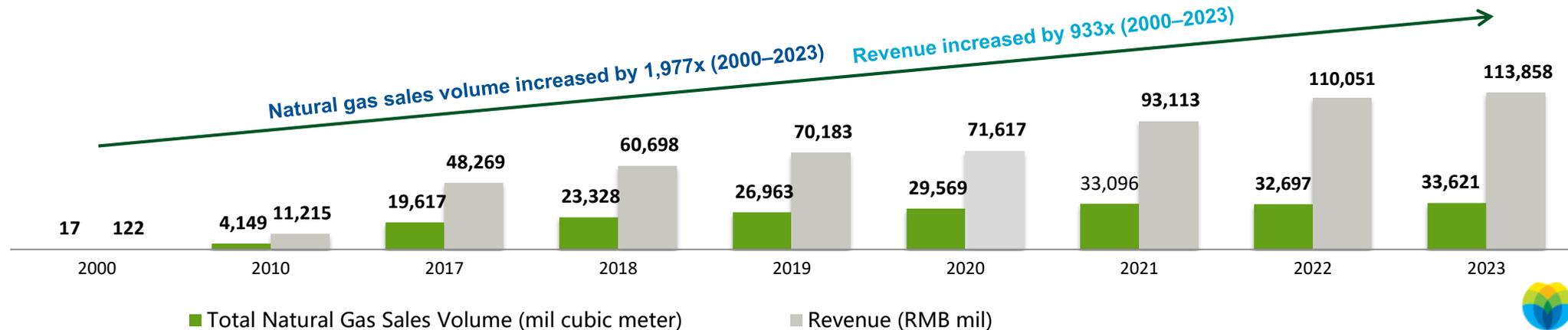
ENN—To Become A Service Provider That Creates Multi-product Value For Customers Based On Natural Gas By Using Intelligent And Innovative Services

Company Profile

- Established in 1993, ENN is one of the leading private clean energy distributor in China
- ENN's principal business includes investment in, and operation management of gas pipeline infrastructure, vehicle/ship gas refueling stations and IE stations, sales and distribution of piped gas, LNG and other energy forms, integrated energy business, energy trading business and other energy supply-related value added business within the PRC
- ENN was listed on the GEM in 2001 and transitioned to the Main Board of HKEX (stock code: 2688) in 2002

Key Business Segments

Retail Gas Sales Business	Integrated Energy Business	Energy Trading	Construction & Installation	Value Added Business
				
<ul style="list-style-type: none"> • Sell piped gas to residential and C/I users • Construct and operate CNG/LNG gas refueling stations 	<ul style="list-style-type: none"> • In accordance with customers' requirements, offer diverse energy products derived from locally accessible sources, and tailor integrated energy solutions 	<ul style="list-style-type: none"> • Develop energy trading business by capitalizing on the advanced dispatch system, logistics fleet and upstream resources 	<ul style="list-style-type: none"> • Conduct gas pipeline construction and installation for residential and C/I users 	<ul style="list-style-type: none"> • Provide energy-saving technology, retrofitting services, and inspection and maintenance solutions • Sales of gas-related products and materials



Business Landscape

By the end of 2024, ENN Energy provided energy services to **30.54 mil** Residential households and **253 thousand** C/I customers in **21** provinces, cities and autonomous regions.

332 IE projects in operation

72 IE projects under construction

Revenue amounting to RMB **54,587 mil** in 1H2024

Total assets over RMB **100.51 bn**



ENN ENERGY DECARBONISATION ACTION 2030 PANORAMA

City Gas Business

Methane Emission (ME) Management

1

- Align with international standards and improve transparency
Joined the methane (fugitive emissions category) in 2021, we aim to adopt best practices for identification, monitoring and reporting of ME, and to achieve ME data sign-off with international standards in 2023 and continuously improve transparency standards.
- Improve ME management policies and measures
Integrate methane management into daily operations, deploy continuous emission rate action measures, and gradually improve performance related to ME management and emission.
- Promote the application of active detection technology
Aim to equip all city-gas stations with the active detection devices, such as Flare-TIR-Zone (FTZ) by end of 2022, so as to improve quality and accuracy of ME data.
- Encourage eco-partners to take actions
As a founding member of the China Oil and Gas Methane Alliance, we plan to achieve the carbon goal of the alliance and advocate for more eco-partners to take actions on ME management, including using advanced technologies and improving disclosure transparency.

Energy Transportation Decarbonisation

2

- Adopt clean fuels for self-owned vehicles
Aim to achieve carbon emission reduction of 25.3% for self-owned transportation vehicles by electing clean-powered vehicles by end of 2023, and switching to zero-carbon fuels such as hydrogen or bio-fuels around 2030.
- Enhance efficiency and reduce emissions with intelligent approaches
Continuously implement digital and smart technologies including Yunlu Cloud System and smart control system to improve efficiency and reduce carbon emissions.
- Promote low-carbon operations of eco-partners
Aim to lead low-carbon transportation as a core offer on the supplier assessment from 2025.

Green office

3

- Energy decarbonisation in Office Buildings
Use of renewable energy
Aim to fully deploy photovoltaic for self-owned office buildings, with solar power generation accounting for 5% of electricity consumption by 2025.
- Energy-saving management of office buildings
Aim to reduce energy consumption per unit area of office buildings by 10% by 2025.
 - Energy-efficient lighting fixtures and air conditioners
 - Paperless office
 - Green building standards for office buildings: LEED, etc.
 - Intelligent management of energy situation
- Low-carbon Travel
Aim to replace 30% of self-owned administrative vehicles with new energy vehicles by 2025.



Integrated Energy Business (IEB)

Energy Generating Facilities of IEB

4

- Promote the use of renewable energy
By accelerating gas, biomass, geothermal and other renewable energy fields, and introducing hydrogen after 2025, we aim to increase the proportion of renewable and zero-carbon energy generation to 30% by 2030.
- Improve overall energy generating efficiency
Aim to further improve the overall energy generating efficiency by 5% against existing level of 30% by 2023 with technical and strategic, scientific and support from the State Grid Energy Research Institute.
- Expand carbon-negative technology application
Aim to establish carbon capture, utilization and storage (CCUS) pilot projects by the end of 2025 and reduce 1% carbon emissions generated from natural gas consumption annually thereafter.

Low-carbon Industrial Parks and Green Factories

5

- To assist the green development of industrial parks and customers, we aim to help them build 50 green factories and 50 low-carbon industrial parks by 2025.
- By 2025, the number of green factories and low-carbon industrial parks developed for customers will increase to 200 respectively.

Green Buildings

6

- Leveraging our smart and other technological know-how on energy data analysis and experience of energy management for customers, we provide green-to-energy solutions and building energy-saving services for architectural customers such as hospitals, hotels, airports, office buildings, etc.

Value Added Business

7

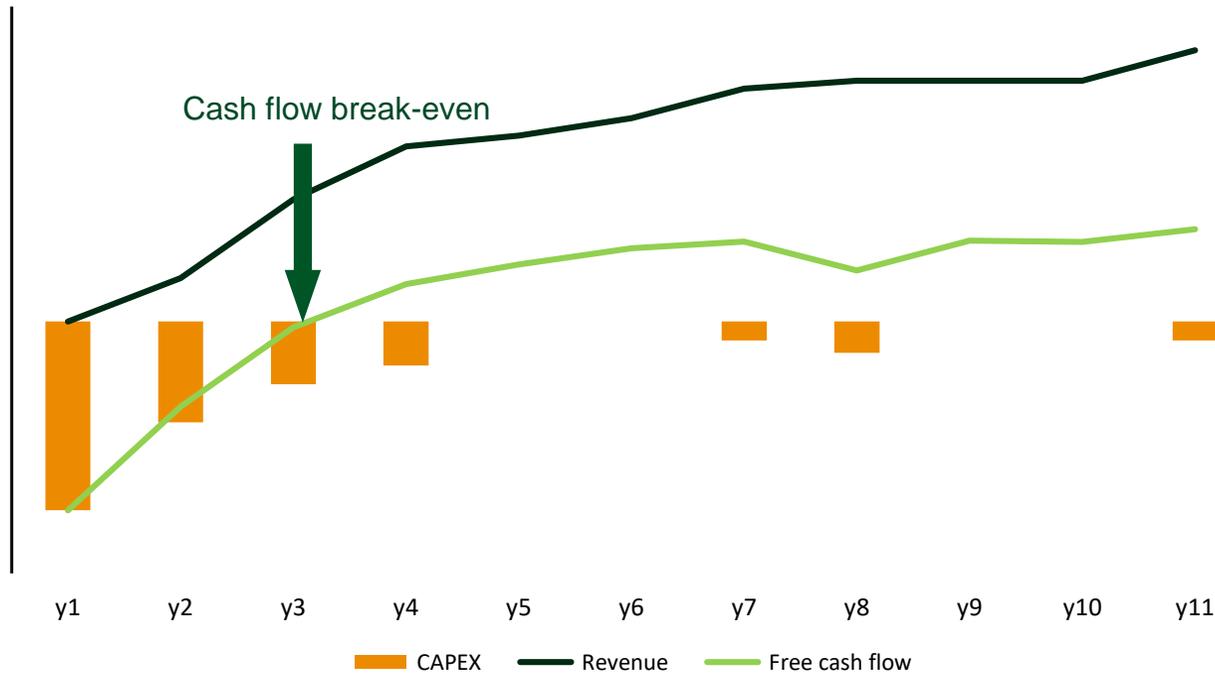
- Green Households
Understanding the household customers' pursuit of smart energy usage, safety and low-carbon lifestyles, we will serve them leveraging the use of digital and intelligent technologies such as LPIs, LoT, big data, etc.

ENN ENERGY DECARBONISATION ACTION 2030

BUILDING A LOW-CARBON SOCIETY

BUILDING A LOW-CARBON SOCIETY

Typical Industrial Park IE Project - Cash Flow Projection



1. Stable & Recurring Income

- Integrated energy solutions reduce customers' overall energy bills by **10%**
- Selling the types of energy customer need increases their stickiness

2. Rapid Cash Flow Generation

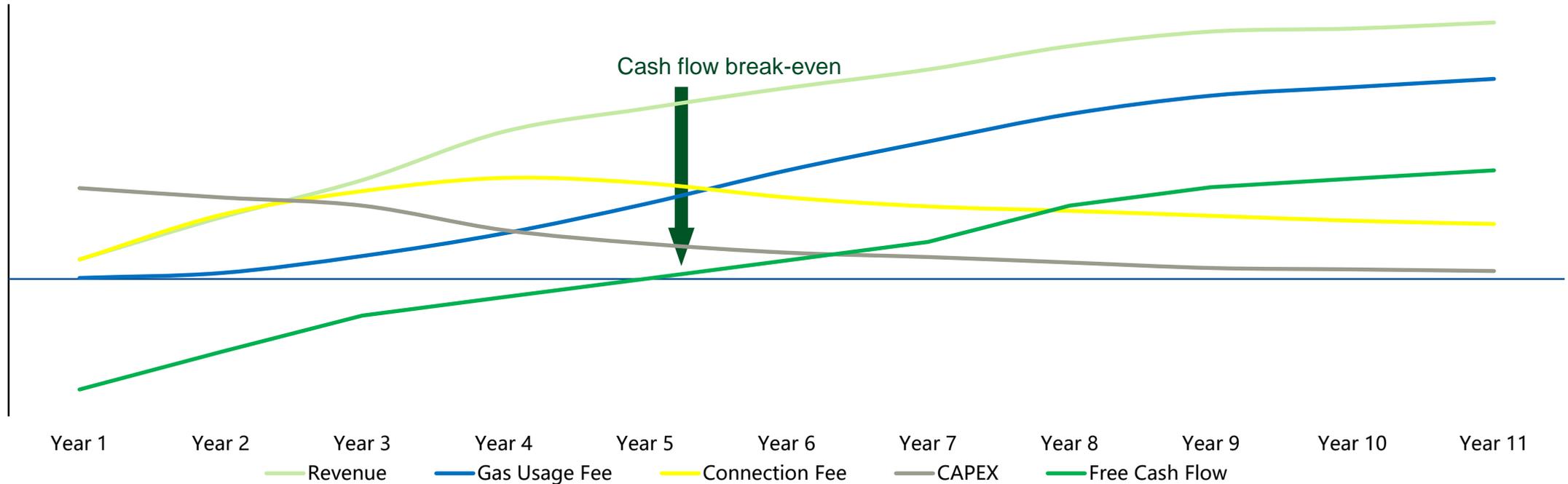
- Capex are invested by stages depending on the number of customers and their energy consumption scale
- Our projects are mostly industrial parks with existing customers, once the energy stations completed, energy sales can be generated
- Payback period: **7-8** years

3. Low Risk

- Diversified customer base in industrial parks helps reduce cyclical risks of certain industry
- Sign minimum energy offtake volume and establish automatic passthrough mechanism with customers
- Market-oriented business model with low regulatory risk

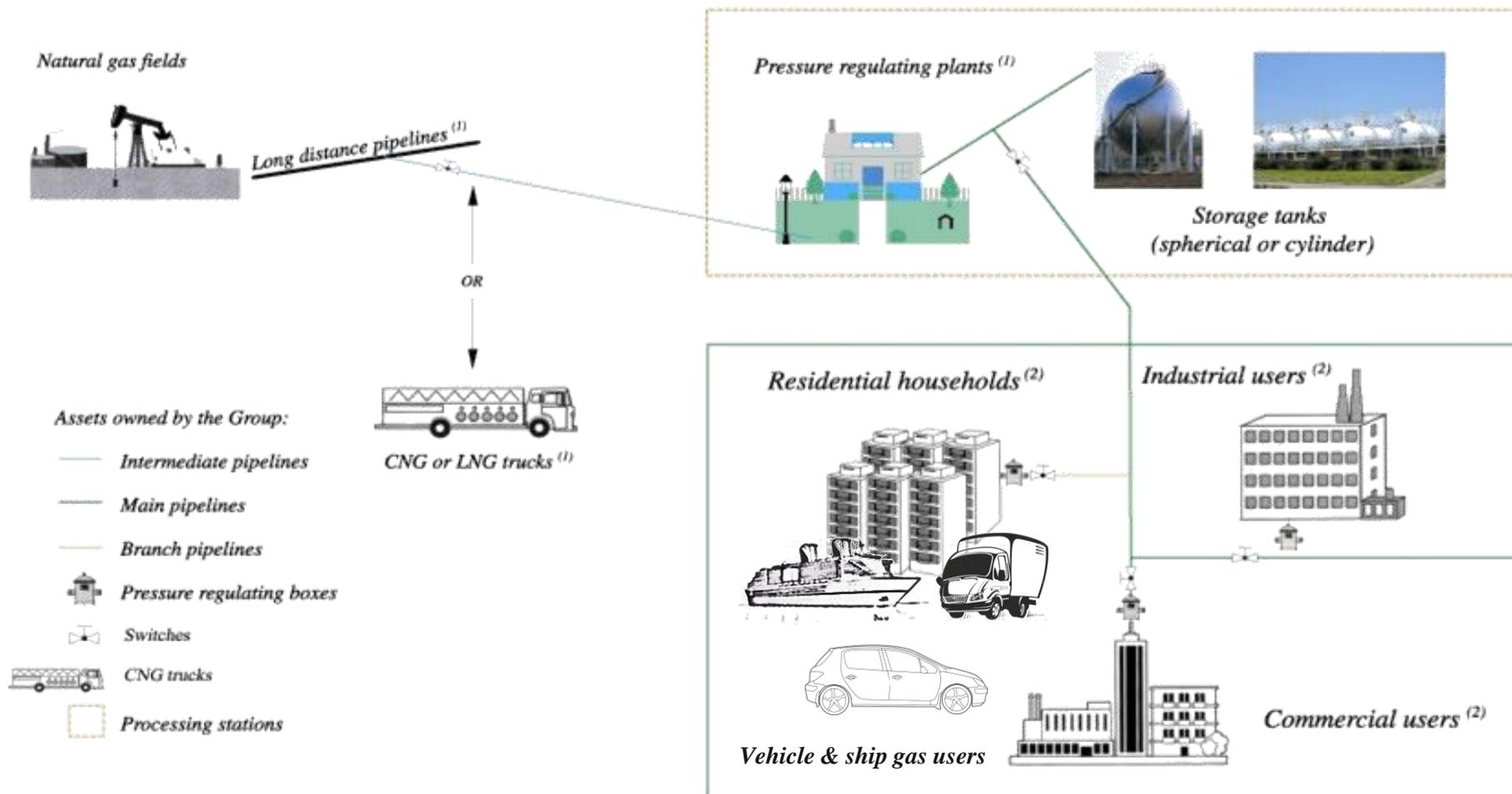
Simplified Model for a Typical City-gas Project

Revenue/Cost



- Connection fee dominates in early years when the project companies are signing up new customers
- Gas usage increases as projects mature, becoming the major source of recurring income
- Prior to the completion of the whole pipeline network in cities, revenue will be generated as soon as gas supply becomes available in certain districts. Each connection contract normally takes 6–12 months to complete
- In general, gas projects would generate positive free cash flow after 5 years of operation

Gas Delivery Process



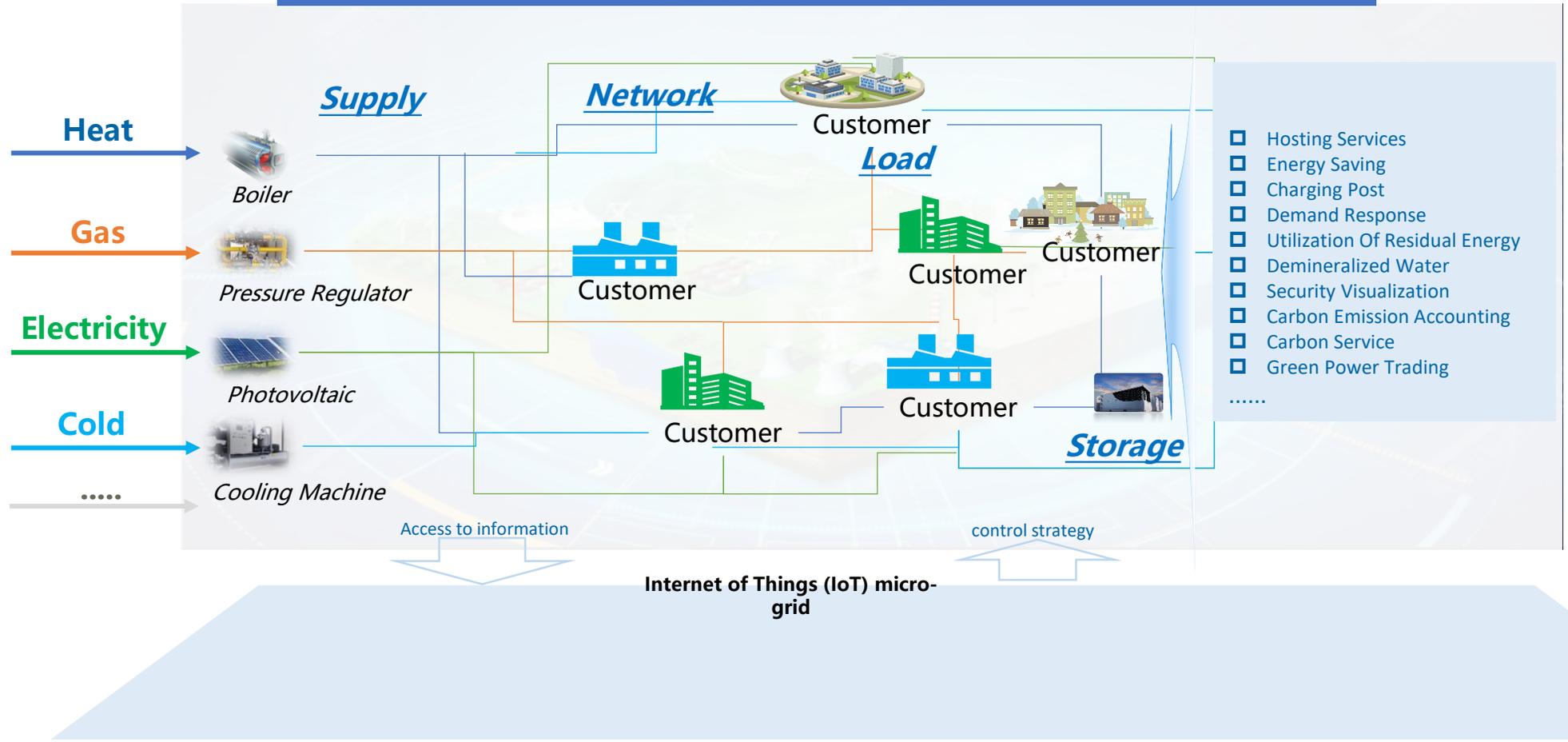
Notes:

(1) Gas delivery using either intermediate pipelines or CNG or LNG trucks.

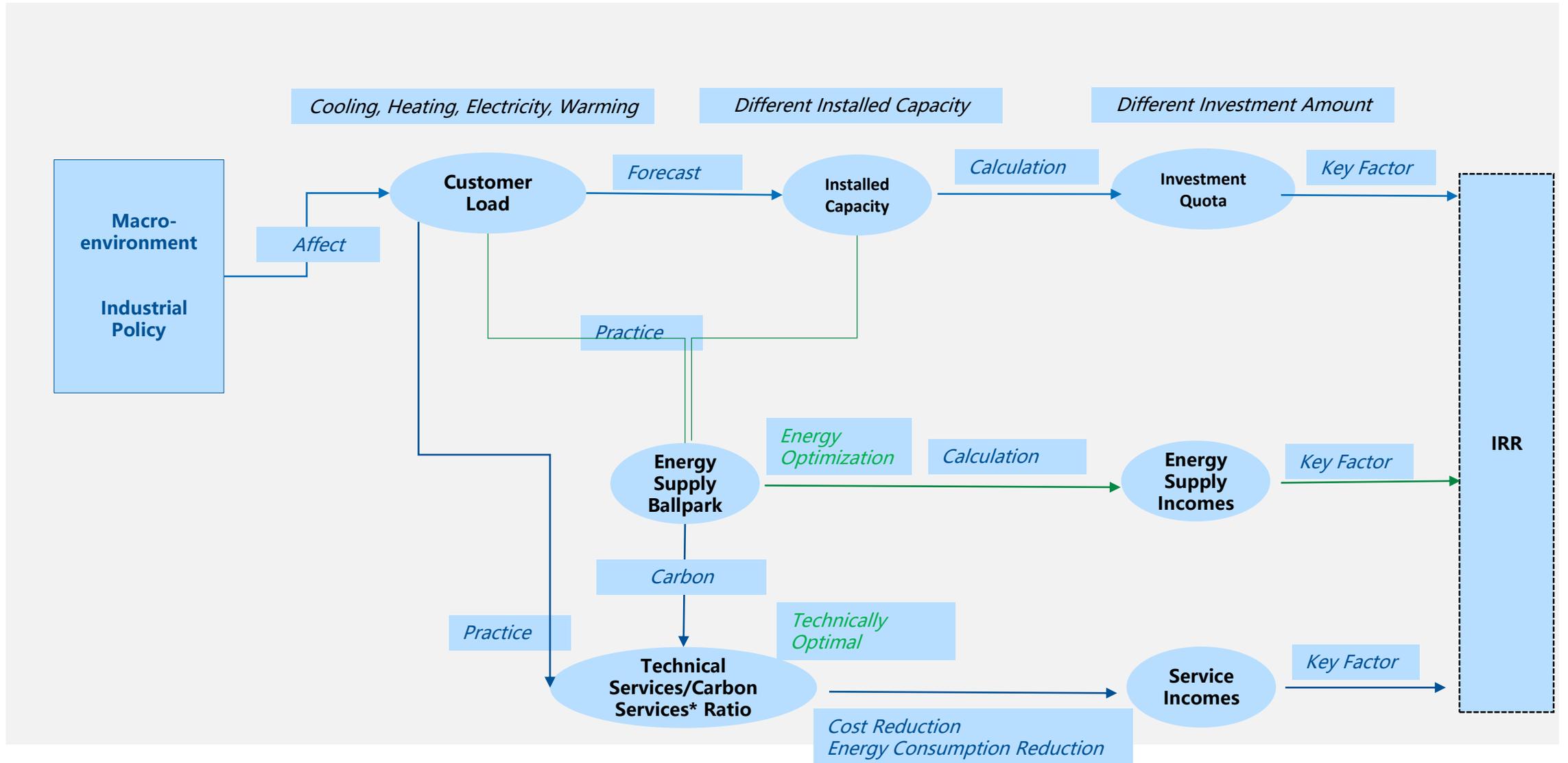
(2) Customers' pipelines and metres which are not owned by the Group are within the customers' premises and are not highlighted in this diagram.

IE Business Model

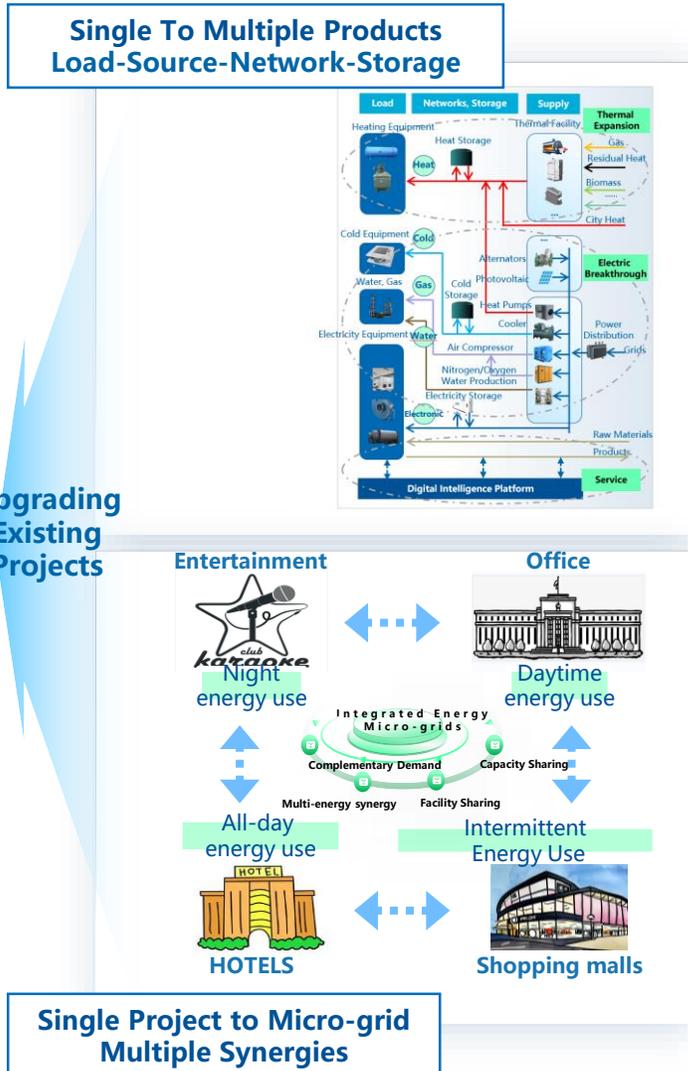
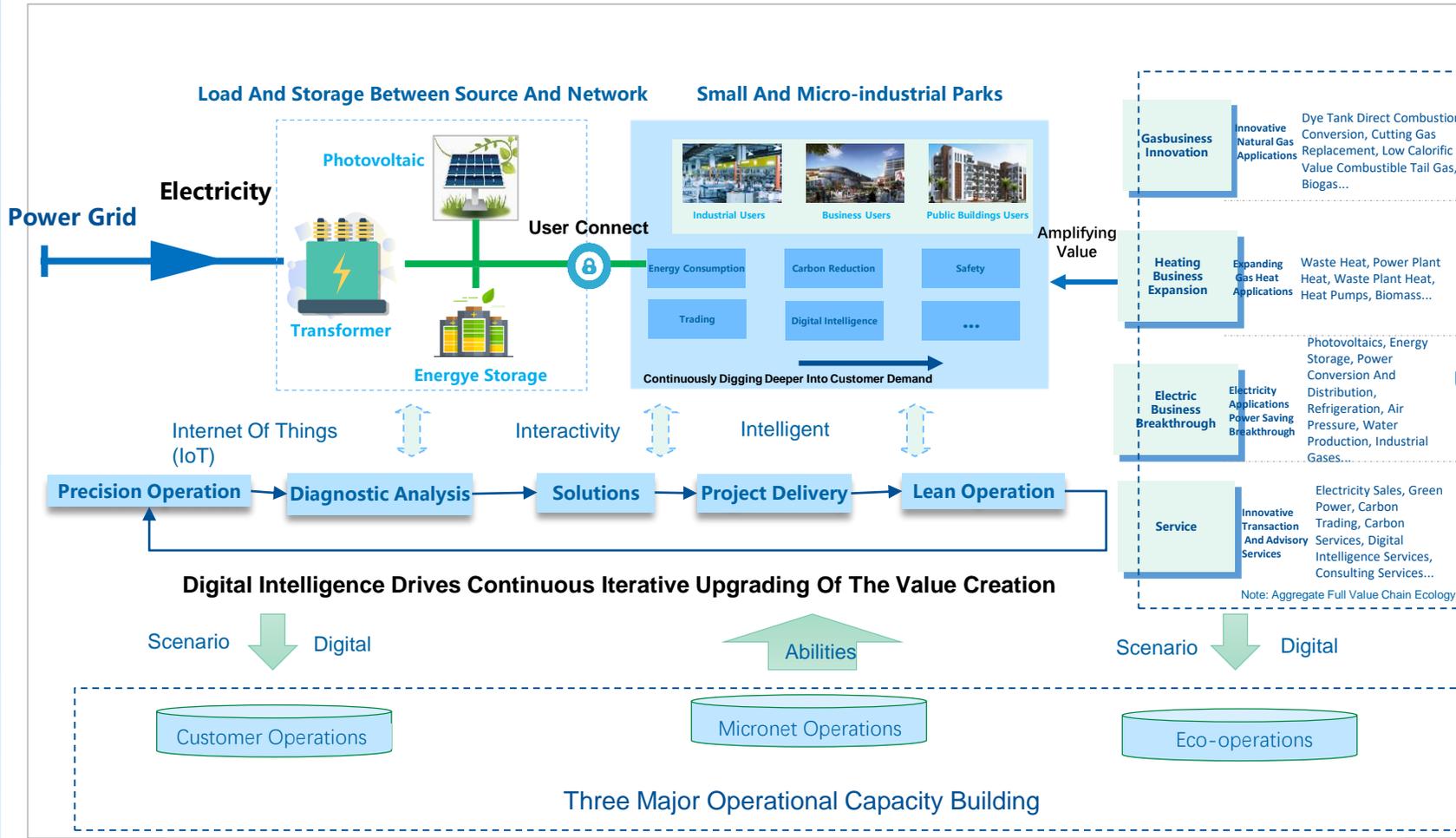
Multi-energy Coupling, Provide Load Source, Network And Storage Integrated Solutions



IE Business Logic



Integrated Energy Micro Grids Promotes Business Upgrades



Value Added Business: Linking Home, Community and Public Services Based on IoT to Innovate Services and Products

New Service



From gas service to families



From families to communities



From communities to public services



New Connection (IoT)



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