

ZHEJIANG LEAPMOTOR TECHNOLOGY CO., LTD.

TERMS OF REFERENCE OF THE REMUNERATION COMMITTEE OF THE BOARD

CHAPTER 1 GENERAL PROVISIONS

Article 1 In order to further establish a sound remuneration management system and consummate corporate governance structure of Zhejiang Leapmotor Technology Co., Ltd. (the “Company”), the Remuneration Committee under the Board is established and these terms of reference are formulated in accordance with relevant laws and regulations, such as the Company Law of the People’s Republic of China (the “Company Law”), the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the “Listing Rules”) as well as the provisions of the Articles of Association of Zhejiang Leapmotor Technology Co., Ltd. (the “Articles of Association”).

Article 2 The Remuneration Committee (the “Committee”) is a specialized working body under the Board and is principally responsible for evaluating the remuneration strategies and policies, performance appraisal and incentive schemes and other matters regarding the remuneration of directors, supervisors and senior management, and making relevant recommendations to the Board. Upon the approval by the Board, the relevant recommendations will be proposed for consideration at the general meeting.

Article 3 For the purpose of these terms of reference, senior management means the general manager, deputy general manager, the person in charge of finance (also known as “Chief Financial Officer”), secretary of the Board and other senior management personnel specified in the Articles of Association.

CHAPTER 2 COMPOSITION

Article 4 The Committee shall consist of three directors who shall be appointed by the Board and the majority of whom shall be independent non-executive directors. The Committee shall be chaired by an independent non-executive director.

Article 5 Members of the Committee shall attend regular meetings of the Committee, and shall actively express their opinions on matters proposed at the meetings and have a thorough understanding of the roles and responsibilities of the Committee.

Article 6 The secretary of the Board or the joint company secretaries of the Company or their proxy shall be the secretary of the Committee.

Article 7 Members of the Committee shall disclose to the chairperson of the Committee the following matters:

- (I) any personal financial interest (other than as a shareholder) in any matter to be decided by the Remuneration Committee;

- (II) any potential conflict of interest arising from a cross-directorship; and
- (III) any such member shall abstain from voting on resolutions of the Committee in relation to which such interest exists and abstain from participating in discussions concerning such resolutions, and shall resign from the Remuneration Committee (at the request of the Board).

CHAPTER 3 DUTIES AND RESPONSIBILITIES

Article 8 The duties and responsibilities of the Committee shall include:

- (I) making recommendations to the Board on the Company's policy and structure for the remuneration of all directors, supervisors and senior management and establishment of a formal and transparent procedure for the formulation of a remuneration policy;
- (II) reviewing and approving remuneration proposals of senior management with reference to corporate goals and objectives as the Board may determine from time to time;
- (III) being responsible, as the Board shall direct, for making recommendations to the Board on the remuneration packages of individual executive directors and senior management, including benefits in kind, pension rights and compensation payments (including compensation payable for loss or termination of their office or appointment);
- (IV) making recommendations to the Board on the remuneration of non-executive directors (including independent non-executive directors) and supervisors of the Company, advisors to the Board (if any) and members of various committees under the Board;
- (V) reviewing and approving compensation payable to executive directors, supervisors and senior management for the loss or termination of office or appointment to ensure that it is consistent with contractual terms and is otherwise fair, reasonable and not excessive;
- (VI) reviewing and approving compensation arrangements relating to dismissal or removal of directors for misconduct to ensure that they are consistent with contractual terms and are otherwise reasonable and appropriate;
- (VII) implementing other matters stipulated by laws, regulations, regulatory documents, the Articles of Association and these terms of reference, required by the securities regulatory authorities of the place where the shares of the Company are listed and authorized by the Board.

Article 9 The remuneration plans proposed by the Committee for directors and supervisors of the Company shall be subject to approval by the Board and adoption at the general meeting. The foregoing remuneration plans shall not damage the interests of shareholders.

Article 10 The Committee shall advise on directors' and supervisors' service agreements requiring the approval of shareholders. It shall notify shareholders of whether relevant terms in the agreements are fair and reasonable, whether such agreements are in the interest of the Company and its shareholders as a whole, and shall advise on procedures for shareholders (except for shareholders who are directors and who have material interest in such service agreements as well as their associates) to vote. The aforesaid directors' service agreements requiring shareholders' approval include agreements with a service term longer than three years, agreements providing for a more than one-year prior notice shall be given or compensation or other expenses equal to the remuneration of more than one year shall be paid if the Company terminates the agreements, or agreements required by the securities regulatory authorities of the place where the shares of the Company are listed.

Article 11 The Committee shall be responsible for approving all disclosure statements in relation to the Remuneration Committee, including but not limited to relevant disclosure statements in annual reports, semi-annual reports and information uploaded to the websites of the Stock Exchange of Hong Kong Limited (the "Stock Exchange") and the Company and a summary of material matters relating to share schemes that were reviewed and/or approved by the Remuneration Committee pursuant to Chapter 17 of the Listing Rules.

Article 12 Subject to the Corporate Governance Code (the "Governance Code") set out in the Listing Rules, the Committee shall exercise other powers, authorities and discretions delegated by the Board to it from time to time in determining the remuneration of executive directors, non-executive directors, supervisors and senior management, as well as perform other duties and responsibilities.

Article 13 In performing its duties in accordance with these terms of reference, the Committee shall:

- (I) encourage the senior management to establish a remuneration culture which is in line with the Company's overall strategy, and which supports fulfilment of the Company's vision, mission and values, and provide competitive packages to attract, retain and motivate high caliber executive directors of the Company with reference to market practice;
- (II) consult the chairman of the Board and/or the general manager about the remuneration proposals for other executive directors and senior management. The Committee may seek independent professional advice if necessary;
- (III) determine the level of remuneration paid by the Company relative to other companies in the industry in which the Company operates, by considering remuneration paid by comparable companies in such industry, time commitment and responsibilities, and employment conditions elsewhere in the Group;
- (IV) be sensitive to market practice, including salary and employment conditions within the Company and elsewhere in the industry in which the Company operates, especially when determining annual salary increases;

- (V) ensure that the part of remuneration linked to corporate and individual performance contributes a significant portion of the total remuneration package of executive directors and senior management, in order to motivate employees, align their interests with those of the shareholders, attract and retain talent, and to facilitate each of the directors and senior management to provide the highest level of services to the Company;
- (VI) ensure that none of the directors and their associates (within the meaning of the Listing Rules) would participate in the determination of their own remuneration;
- (VII) reviewing and approving matters relating to share schemes of the Company under Chapter 17 of the Listing Rules, including but not limited to, any change to the terms of options or awards granted to any incentive scheme participant, vesting period of options or awards, performance targets and/or clawback mechanism, and that the Company's employee incentive plan is in compliance with applicable regulations;
- (VIII) work closely with other committees under the Board and communicate with other committees appropriately on a regular basis to ensure the timely supervision of the remuneration management of the Company; and
- (IX) upload these terms of reference to the websites of the Stock Exchange and the Company to explain its duties and power delegated by the Board.

CHAPTER 4 POWER

Article 14 The Committee has the right to seek adequate resources and administrative support from the senior management of the Company and has separate and independent access to the senior management of the Company.

Article 15 Senior management shall duly provide the Committee with sufficient and appropriate information required for fulfilment of its duties. The Committee has the right to request any member of senior management of the Company to promptly respond to queries raised by any member of the Committee as comprehensive as possible.

Article 16 Members of the Committee may, upon reasonable request, seek independent professional advice for their decision-making in appropriate circumstances, at the Company's expense. In the event of seeking professional advice from an external consultant, such consultant shall be appointed by the chairperson of the Committee and its opinions shall be directly submitted to the chairperson of the Committee (independent of the senior management).

CHAPTER 5 RULES OF PROCEDURE

Article 17 The Committee shall convene regular meetings at least once a year before the regular meetings of the Board in principle. Notices shall be given to all members no less than 3 business days prior to the meeting, but such notice period may be waived with the written consent from more than half of the members.

Article 18 Extraordinary meetings may be convened upon proposal by the chairperson or more than half of all members. Notices of extraordinary meetings shall be given to all member no less than 3 business days prior to the meeting, but such notice period may be waived with the written consent from more than half of the members.

Article 19 Materials and notice of the meetings of the Committee shall be issued simultaneously. Members shall fully read meeting materials prior to the meeting.

Article 20 In principle, the meetings of the Committee shall be convened by way of a physical meeting with the presence of more than half of all members. The meetings may also be convened by telecommunication means or circulation of written resolutions provided that members are able to fully express their opinions. Telecommunication means refer to the use of telephone, video and other means to participate in the meeting; circulation of written resolutions refers to the way of making decision on proposals through separate or circulated service and consideration. The quorum of the meetings of the Committee shall be two, one of whom must be an independent non-executive director.

Article 21 The chairperson of the Committee shall preside over meetings of the Committee. In the event that the chairperson of the Committee is unable to attend, another member (independent non-executive director) may be designated to preside over the meetings. If such designation is not made, more than half of the members being present shall select a member (independent non-executive director) to preside over the meetings.

Article 22 Members of the Committee shall attend the meetings in person. In the event that a member is unable to attend, he/she may authorize another member in writing to attend and vote on his/her behalf. The proxy who attends and votes at the meeting shall submit the power of attorney to the chairperson of the meeting before the meeting begins. The power of attorney shall set out the name of the principal, name of the proxy, matters delegated, voting instructions on matters proposed at the meeting (for or against), scope and validity period of authorization, and shall be signed or sealed by the principal. The proxy shall exercise the right within the scope of authorization. The principal who authorizes other members to attend the meeting on his/her behalf shall be solely liable to any decisions made by the proxy within his/her scope of authorization.

Article 23 Votes at the meetings of the Committee shall be conducted by a show of hands, by voice or by disclosed ballot, and every member shall have one vote. Resolutions made at the meetings shall not take effect unless they are passed by more than half of all members (including members unable to be present). Members of the Committee shall give express votes, either for or against, and may not abstain from voting.

Article 24 Representatives of the Human Resources Department shall usually attend the meetings of the Committee to provide assistance. At the request of the Committee, it may invite non-members of the Committee such as directors, supervisors, relevant members of senior management and head of relevant departments to be in attendance at some or all of the meetings of the Committee. Prior approval from the chairperson of the Committee shall be obtained for the list of such persons in attendance at the meeting.

Article 25 In the process of evaluating the directors, supervisors and senior management and discussing their remunerations, any member who is involved and his/her associates shall abstain from attending the meetings. If a non-executive director or an independent non-executive director is a member of the Committee, his/her remuneration shall be determined by other members of the Remuneration Committee.

Article 26 Full records of the meetings of the Committee shall be kept. Minutes of the meetings of the Committee shall sufficiently record the matters considered and decisions reached by the Remuneration Committee in detail, including any concerns raised by the members or dissenting views expressed. Members attending the meetings shall sign on the final version of the minutes of the meetings of the Committee.

Article 27 Members of the Committee and persons in attendance at the meetings are liable to keep all considered matters confidential and shall not disclose such relevant information without approval.

CHAPTER 6 REPORTING PROCEDURES

Article 28 All minutes of the meetings prepared by the Committee in accordance with the Article 26 of these terms of reference shall be kept by the secretary of the Remuneration Committee and be available for inspection at any reasonable time on reasonable notice by any director.

Article 29 The Committee shall regularly report to the Board on matters set out in these terms of reference, including the work of the Committee and any material issues in relation to the remuneration system of the Company, and shall consider other topics as defined by the Board, unless it is prohibited by laws or regulatory rules.

CHAPTER 7 ANNUAL GENERAL MEETING

Article 30 The chairperson of the Committee shall attend annual general meetings of the Company and be prepared to answer any shareholder's questions in relation to the affairs of the Remuneration Committee.

Article 31 If the chairperson of the Committee is unable to attend an annual general meeting of the Company, he/she shall arrange for another member of the Committee to attend in his/her place. Such person shall be prepared to answer any shareholder's questions in relation to the work of the Committee at the annual general meeting.

CHAPTER 8 EFFECTIVE DATE AND AMENDMENTS

Article 32 These terms of reference shall take effect from the date of the initial public offering of the overseas listed foreign share (H Share) and listing on the Main Board of the Hong Kong Stock Exchange subject to consideration and approval by the Board. Where it is necessary to amend these terms of reference in light of changes in actual situations, the amendments shall be proposed by the Committee and submitted to the Board for consideration and approval.

Article 33 Matters not covered by these terms of reference shall be handled in accordance with the requirements of relevant state laws and regulations, the Listing Rules and the Articles of Association; in case that there is any inconsistency between these terms of reference and any future state laws and regulations, the Listing Rules or the Articles of Association amended by lawful procedures, the relevant state laws and regulations, the Listing Rules and the Articles of Association shall prevail and these terms of reference shall be amended accordingly subject to the approval of the Board.

Article 34 These terms of reference shall be interpreted by the Board.

Zhejiang Leapmotor Technology Co., Ltd.
September 2, 2022