



2025 ENVIRONMENTAL SOCIAL AND GOVERNANCE REPORT

Zhejiang Leapmotor Technology Co., Ltd. (9863.HK)





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About This Report

This is the fourth Environmental, Social, and Governance Report (hereinafter referred to as the “ESG Report”) published by Zhejiang Leapmotor Technology Co., Ltd. It discloses Leapmotor’s ESG and sustainability strategies, policies, practices, and performance in 2025.

Preparation basis

The report is prepared with reference to the *Environmental, Social, and Governance Reporting Guide* (the “ESG Reporting Guide” for short) of Appendix C2 of the *Main Board Listing Rules* of The Stock Exchange of Hong Kong Limited (“SEHK”) and *GRI Sustainability Reporting Standards* (GRI Standards) issued by the Global Sustainability Standards Board (GSSB). This report responds to and complies with the *ESG Reporting Guide’s* reporting principles of materiality, quantitative, and consistency. It also refers to mainstream ESG rating indices such as MSCI¹, and combines the topics and disclosures of the *Guidelines No. 14 of Shanghai Stock Exchange for Self-Regulation of Listed Companies—Sustainability Report (Trial)*, the *United Nations Sustainable Development Goals* (SDGs) and the *General Requirements for Disclosure of Sustainability-related Financial Information* (IFRS S1) issued by the International Sustainability Standards Board based on the current development stage of the Company and its ESG reality.

Reporting period

This annual report covers the period from January 1, 2025 to December 31, 2025 (i.e. during the reporting period), with certain content extending to prior or subsequent years.

Reporting scope

This report defines its organizational scope based on the principle of materiality. Unless otherwise stated, the material content covered in this report pertains to Zhejiang Leapmotor Technology Co., Ltd. and its subsidiaries, consistent with the disclosure scope of the annual report.

Information sources

Unless otherwise specified, the information and data disclosed in this report are derived from the Company’s official documents, statistical reports, financial reports, or other relevant public records. The Company assures that the report is free of false records or misleading statements, and is responsible for the authenticity, accuracy, and completeness of its content.

Reference

For ease of presentation, “Zhejiang Leapmotor Technology Co., Ltd.” is referred to as “Leapmotor”, “the Company” or “we/our” in this report.

Confirmation and approval

The report was approved on April 29, 2026 by the Board of Directors after the confirmation by the management.

Disclaimer

This report is available in three language versions: Simplified Chinese, Traditional Chinese, and English. In the event of any discrepancies, the Simplified Chinese version shall prevail. Certain information contained in this report, including future development plans and targets, is forward looking in nature. Such information reflects the current expectations of the management and may be subject to uncertainties, which could cause actual results to differ materially. The Company undertakes no obligation to update any forward looking statements in this report.

Access to and Feedback on This Report

This report is published on the websites of SEHK and our company. If you would like a printed copy or wish to share your suggestions or feedback, please contact us via the following channels.

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¹ MSCI: Morgan Stanley Capital International



Board Statement

Leapmotor fully recognizes that a sound corporate governance structure and robust risk management processes are fundamental to its long-term and sustainable development. In particular the management of environmental, social, and governance (ESG) matters is regarded as a key factor in achieving sustainable development. According to the requirements of the *ESG Reporting Code* of the SEHK, the Company has established an effective ESG framework and continues to strengthen the Board's oversight of and engagement in ESG matters, thereby supporting its long-term, sustainable development through sound corporate governance.

ESG management

- The Board of Leapmotor is the highest authority responsible for the management and public disclosure of ESG matters. It oversees and reviews ESG-related policies, management, performance, goals and progress, as well as significant negative events. It also needs to review the risks and materiality of ESG-related issues, ESG strategy and objectives, and public disclosure of ESG-related information.
- The Nomination and ESG Committee sits under the Board, with the Chairman serving as its Chair. The Committee is in charge of conducting research and risk assessment on ESG-related issues, formulating and monitoring the implementation of the Company's vision, objectives, strategy and governance framework for ESG matters, providing recommendations for improvement, and reporting to members of the Board.
- The Board regularly organizes ESG training for directors, to ensure the authenticity, completeness, and timeliness of ESG disclosure while enhancing their capability to identify and manage ESG risks, with an aim to systematically enhance the Company's ESG performance.

ESG risk management

- Leapmotor values the significant impact that ESG risks may have on the Company. Based on industry ESG risks, regulatory requirements, and macro policies, we update the ESG issues base annually. Materiality assessments of ESG topics are conducted through stakeholder engagement, expert evaluations, and Board discussions.
- The Board actively engages with stakeholder to identifies ESG topics, analyzes and prioritizes the materiality of ESG topics, in order to clarify the focus of the Company's ESG risk management.

ESG goal management

- The Nomination and ESG Committee is responsible for developing ESG objectives, and submitting them to the Board for review and approval. The Board regularly reviews progress against these targets and provides recommendations on follow-up actions where necessary.

About Leapmotor

Company Profile

Founded in 2015, Leapmotor is a technology-driven intelligent electric vehicle (EV) company. Our founder, Mr. Zhu Jiangming, is an electrical engineer with over three decades of technological experience. As a technology-focused enterprise, Leapmotor pursues full in-house development of core technologies, with self-developed high-value-added components accounting for 65% of total vehicle cost. The Company has introduced industry-leading intelligent electric technologies, including the first Eight-in-One Electric Drive System, the first mass-produced Cell-to-Chassis (CTC) technology, and the first “Four-Domain-in-One” Central Integrated E/E Architecture. The newly

launched flagship D platform integrates multiple industry-leading innovations, including the largest hybrid battery exceeding 80 kWh, an integrated generator-drive system, the first 115kWh super hybrid cell, dual 8797 central domain controllers, supports VLA-assisted driving and an end-side large-model cockpit, and the first automotive-grade onboard oxygen generator. These innovations redefine the technological value of intelligent electric flagship vehicles. In 2025, Leapmotor achieved nearly 600,000 units in cumulative annual sales, representing a year-on-year growth of 103% and setting a new record for new energy vehicle manufacturers.

Brand vision

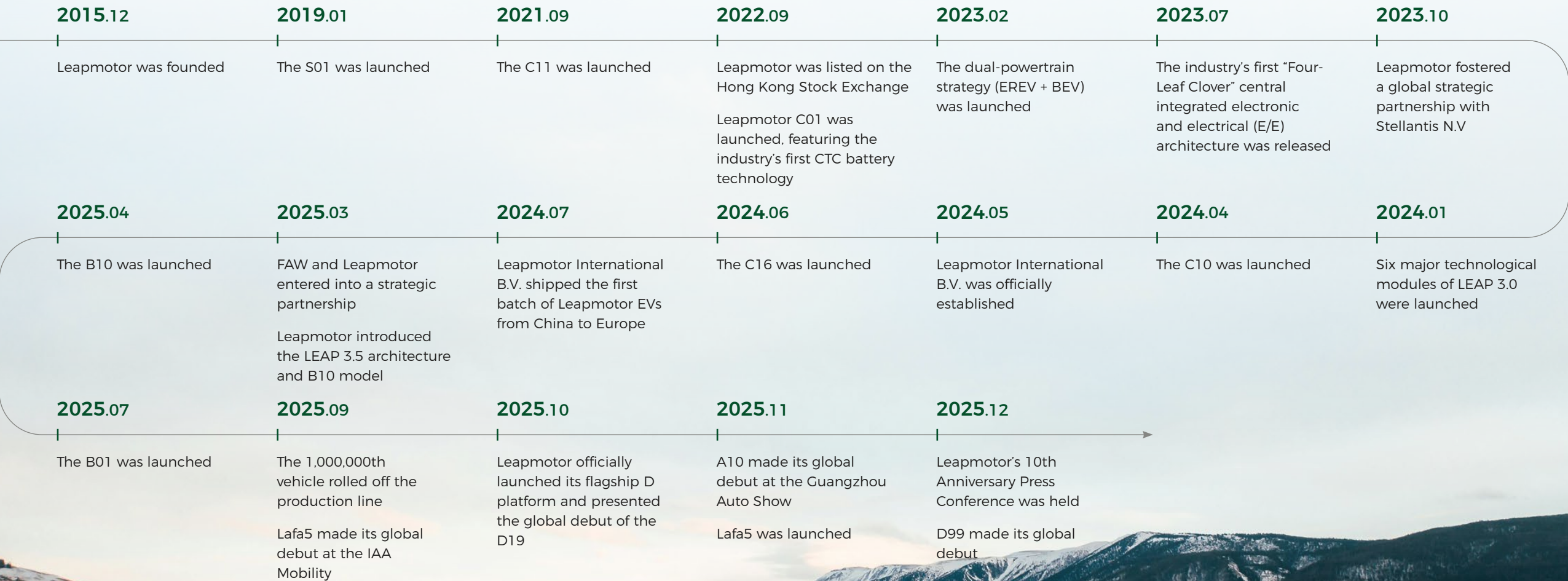
Become a respected world-class intelligent EV company

Brand mission

Dedicated to bring joy to consumer’s mobility life with smart EVs



Our Journey



ESG Highlights 2025

ESG Recognition	• AA rating by MSCI ESG Ratings • AA rating by Wind ESG • EcoVadis Silver Medal		Low-Carbon Progress and Green Innovation	• Recognized as a National-level Green Factory • Compared with 2022, water consumption per vehicle decreased by 58%, energy consumption per vehicle dropped by 13.17%, and hazardous waste emissions reduced by 30% • 100% health, safety, and environment training coverage	• Added new photovoltaic power generation capacity of 15.4 MW, with an approximate carbon emission reduction of 7,716 tonnes CO₂e; the total installed capacity reached 43.5 MW, with an annual power generation of 46.7157 million kWh • No administrative penalties related to environmental or ecological issues
Upholding Compliance to Drive Innovation on a Solid Foundation	• The Board of Directors consists of 9 members, including 3 executive directors, 3 non-executive directors (including 2 foreign directors), and 3 independent non-executive directors (including 1 female director). • 58 employee information security training sessions, totaling 14,000 training hours, with 100% of coverage rate	• No violations related to money laundering or insider trading occurred • No monopoly or unfair competition violations • No information security incidents • No user privacy leaks	Embracing Diversity and Inclusion to Co-Create a New Chapter	• Newly hired fresh graduates total 1,279 • Employed 2,641 ethnic minority employees and 207 employees with disabilities • 801,548 employee training hours in total, with 27.85 training hours per employee • 100% of employees received career or skills-related training	• 150+ festival activities and team-building activities • No incidents of child labor, forced labor, discrimination, or harassment • No occupational diseases, major work safety accidents, or administrative penalties related to work safety
Leading with Smart Innovation to Advance New Frontiers	• R&D investment increased by 47.9% year on year • 3,206 granted patents in total, and 835 patents newly granted • Zero product recall incidents	• 476,142 service training sessions offered, totaling 294,534 hours • Service NPS² reached 47, marking a 74% sequential increase • Certified under the ISO 26262 process system for the highest safety level ASIL D, covering complete vehicles and three-electric systems	Harmony and Shared Prosperity for a Better Future	• 100% component supplier certified to ISO 14001 and IATF 16949 systems • 100% signing rate of the <i>Integrity and Self-Discipline Agreement</i> by suppliers • 100% of new suppliers screened using sustainability criteria	• Supplier quality management training reached a total of 1,319 trainees, with total training hours of 1,588.

² NPS: Net Promoter Score

Honors

2025 Fortune China 500 Fortune China	2025 China's Top 500 Private Enterprises All-China Federation of Industry and Commerce	2025 China's Top 500 Manufacturing Enterprises China Enterprise Confederation	2025 National First Batch Advanced- level Smart Factory Ministry of Industry and Information Technology of the People's Republic of China
Paper accepted by the top-tier journal RAL ³ and selected for a prestigious Oral Presentation ⁴ at ICRA 2026, the leading conference in robotics RAL & ICRA ⁵	Paper accepted by AAAI ⁶ , a top-tier conference in artificial intelligence AAAI	Leapmotor C16 EREV ranked first in product reputation (NPS) in the Compact E-REV SUV segment International Automotive Quality Standardization Organization	Leapmotor C11 ranked first in product quality recommendation (NPS) in the Medium-to-Large BEV SUV segment International Automotive Quality Standardization Organization
Leapmotor B10 received a five-star rating in the Euro NCAP safety assessment European New Car Assessment Programme	Leapmotor C16 received a AGG+G rating in the C-IASI safety assessment CIRI Auto Technology and Research (Beijing) Co., Ltd.	Leapmotor C16 was recognized as one of the World's Top 10 Electric Vehicle Models Automotive Evaluation Institute	Leapmotor C10 won the 2025 China Top 10 Chassis China Automotive Technology and Research Center Co., Ltd.
Leapmotor B10 and C10 won the IDEA (International Design Excellence Awards) Business Week magazine, Industrial Designers Society of America	Leapmotor Lafa5 won the Platinum Award at the London Design Awards International Awards Associate	Leapmotor B10 won the Platinum Award at the American MUSE Design Awards American Alliance of Museums, International Awards Associate	Leapmotor C10 and B10 won the Gold Award at the French Design Awards (FDA) International Awards Associate
Leapmotor C11 won the China Design Award Taiwan Affairs Office of the State Council	National Enterprise for Product and Service Quality Integrity Commitment China Association for Quality	Leapmotor B10 and C11 were recognized as the Best Car Models at the 3rd Automotive Disciplined Innovation Award International Automotive Quality Standardization Organization	Leapmotor C16 ranked first in user satisfaction in the 2025 Mid-to-Large BEV SUV segment China Association for Quality
Hangzhou Best Employer in 2025 Zhaopin.com	Outstanding HR Contribution Award Liepin	Rising Star Employer Yupao	"The Ark of Kings" Best Employer Award BOSS Zhipin

³ RAL (IEEE Robotics and Automation Letters): An authoritative journal in the field of robotics and automation.

⁴ Oral Presentation: A formal oral presentation delivered at an academic conference. Papers selected for this format are typically recognized for their outstanding academic merit and significant innovation.

⁵ ICRA (IEEE International Conference on Robotics and Automation): The premier flagship conference in the global robotics and automation sector.

⁶ AAAI: Association for the Advancement of Artificial Intelligence

ESG Management

Leapmotor regards sustainability as the core driver of its long-term resilience. The Company prioritizes a robust ESG governance framework and maintains effective communication channels with stakeholders. By accurately addressing stakeholder expectations, we lay a solid foundation for high-quality and sustainable corporate growth.

ESG Governance

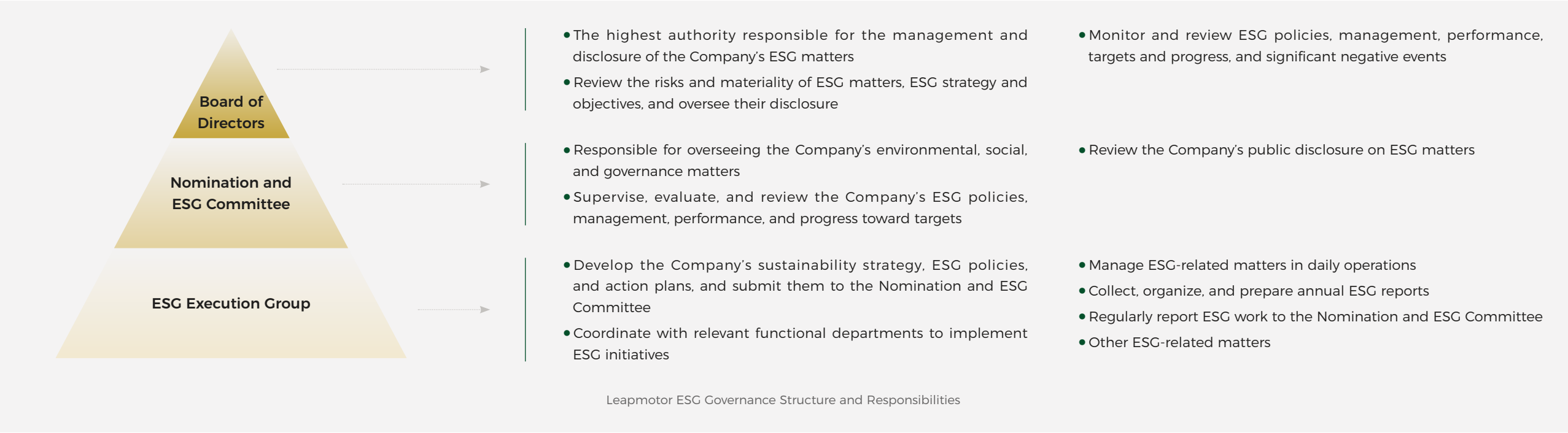
Leapmotor is anchored in an ESG roadmap focused on green design, green manufacturing, and green operations. We strive to pioneer new paradigms of technological collaboration and build a shared

ecosystem for ESG development. By deepening core technology R&D and advancing technological breakthroughs, the Company empowers its long-term sustainable growth.

A top-down, three-tier ESG governance framework has been established comprising the Board of Directors, the Nomination and ESG Committee, and the ESG Task Force. The Board oversees overall strategy the Committee provides specialized supervision, and the Task Force executes specific initiatives. With clearly defined responsibilities and cross-level synergy, this systematic governance framework solidifies our ESG foundation and ensures effective implementation of sustainability practices. Furthermore, the Company links the remuneration of Directors and senior management to core ESG performance metrics,

including environmental management, quality control, and workplace safety. This performance-driven approach reinforces leadership commitment to sustainability strategies, safeguarding the Company's long-term development.

Leapmotor places strong emphasis on the ESG culture. Specialized training is provided on material topics such as environmental management, information security, and occupational health, complemented by in-depth departmental interviews. These initiatives systematically integrate ESG principles into employee mindsets and daily business practices, building a strong consensus and mobilizing collective action to support our long-term sustainability.



Double Materiality Assessment

Aligning with cutting-edge sustainability disclosure standards, the Company has comprehensively upgraded its ESG materiality assessment methodology. We introduced a double materiality framework for the first time in 2025, encompassing both “impact materiality” and “financial materiality.” Through a three-step process—Benchmarking & Identification, Assessment & Analysis, and Results Verification—we gather stakeholder feedback to identify material ESG topics for prioritized disclosure in this report. Furthermore, we continuously refine our sustainability management practices based on these identified topics.

Our ESG materiality assessment includes the following steps:

Benchmarking & identification

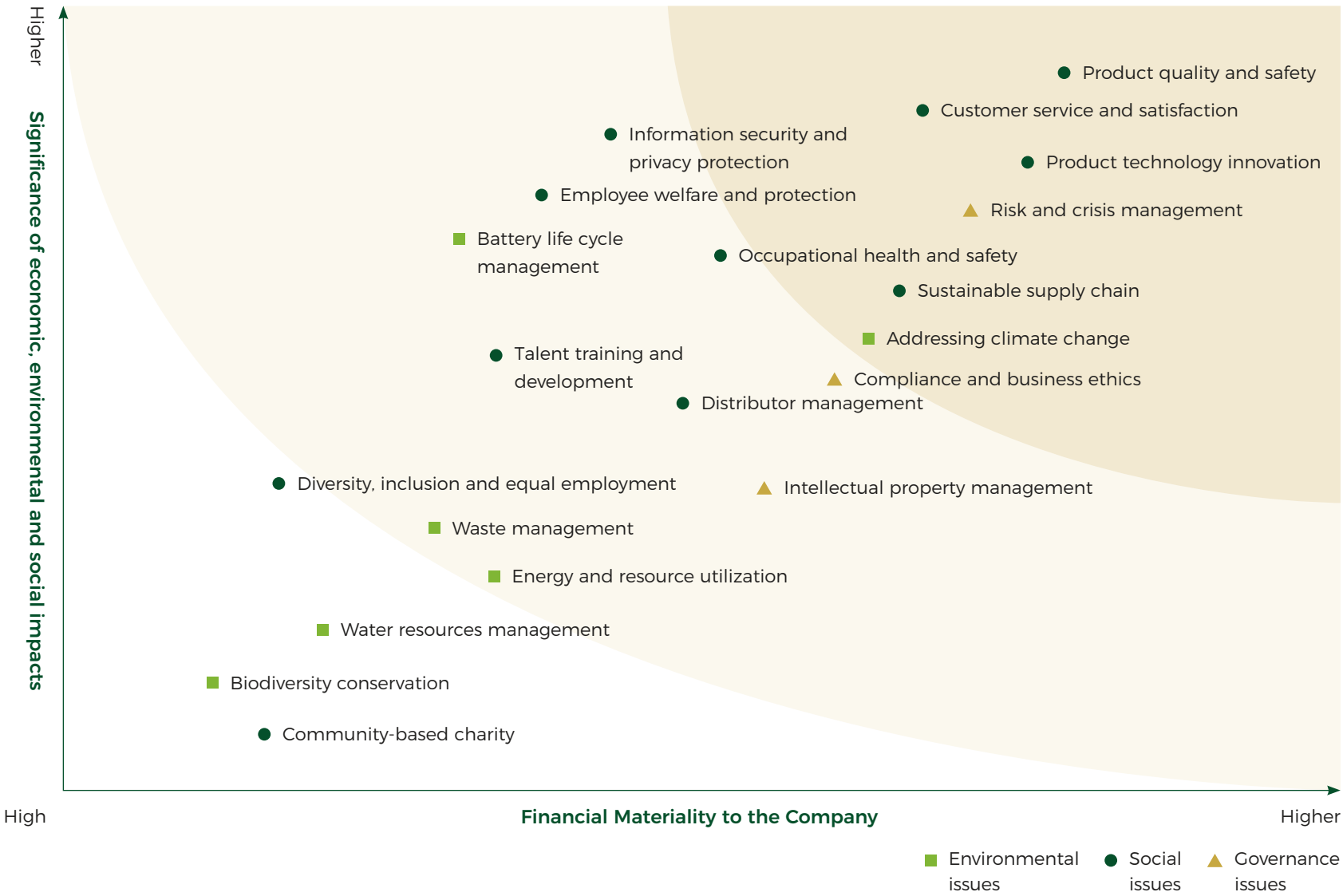
Based on the previous materiality list, we integrate Chinese and international policy trends, corporate development strategies, ESG disclosure standards, capital market ESG rating requirements, and peer benchmarking, and have identified 20 ESG topics most relevant to our business operations and stakeholders for the current reporting period.

Assessment & analysis

Through anonymous online surveys, we collect feedback from diverse stakeholders, including the management, employees, investors, users, and suppliers. Then we evaluate the 20 ESG topics from the dimensions of financial and impact materiality to map a double materiality matrix. This allow us to prioritize Leapmotor’s ESG topics and highlight the corresponding practices in this report.

Results verification

Incorporating expert advice from external third parties on the double materiality matrix, we conduct cross-departmental reviews. The Nomination and ESG Committee then reviews and validates the final assessment results to ensure objectivity and credibility.



Double Materiality Matrix of Leapmotor

Stakeholder Communication

Leapmotor values stakeholder engagement and proactively discloses comprehensive information on its production, operations, and sustainability efforts. We continuously diversify our interaction channels, actively listen to and incorporate stakeholder expectations and needs, and respond with targeted, concrete actions, working together with all parties to shape a better, more sustainable future.

Main stakeholder communication mechanism of Leapmotor

Stakeholders	Government and Regulators	Shareholders and Investors	Users	Employees	Partners	Environment	Industry associations	Media	Communities
Key Concerns	• Operational compliance • Tax compliance • Business ethics • Safety and environmental protection • Employee rights and benefits • Product quality and safety	• Business performance • Information transparency • Business ethics • Corporate governance • Risk management	• Product quality and safety • Customer service and satisfaction • Information security and privacy protection	• Legitimate rights and interests • Compensation and benefits • Occupational health and safety • Training and development • Diversity and equal opportunities	• Business integrity • Mutual benefits • Supply chain management • Dealer management	• Energy use and management • Water resource management • Emission management • Green products	• Intellectual property management • Product quality and innovation • Mutual benefits	• Operational compliance • Information transparency • Responsible marketing • Information security and privacy protection • Corporate philanthropy	• Community investment • Corporate philanthropy
Communication Forms	• Information disclosure • Supervision and inspection • Information reporting • Government-enterprise conference	• General Meeting of Shareholders • Periodic reports and announcements • Roadshows and counter-roadshows • Earnings presentations • Instant communication	• Interaction with new media • New product launch • User satisfaction survey • Market research • User's complaints and handling • Leapmotor club community	• Staff Congress • Staff seminar • Staff satisfaction survey • Regular research and feedback • Online and offline training and awareness activities • Employee care activities	• Supplier audit and evaluation • Supplier contracts and agreements • Supplier training • Supplier assessment • Dealer training	• New energy vehicle technology R&D • Environmental awareness communication • Environmental data disclosure	• Industry technology exchange • Project cooperation	• Press conference • Media conference and interview • Media experience activities	• Community engagement • Social welfare activities

Upholding Compliance to Drive Innovation on a Solid Foundation

Leapmotor embraces the business philosophy of “operate with integrity, lead with responsibility”. With stringent governance standards regulating the conduct of all employees, we are committed to fostering a fair, competitive, and transparent market ecosystem. Grounded in scientific decision-making, standardized management, and integrity-driven practices, we continuously deliver stable values to shareholders and contribute to a sustainable society.

Contribution to SDGs



1.1 Corporate Governance

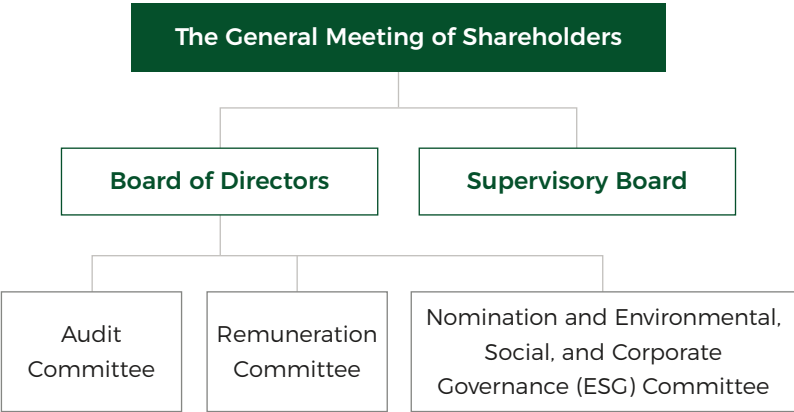
Guided by the sustainability principles, we continue to refine our internal governance structure and risk management systems, firmly safeguarding shareholders’ legitimate rights while fulfilling our corporate governance responsibilities. Through these efforts, we aim to build a modern governance framework that is responsible, transparent and efficient.

1.1.1 Governance Structure

In strict compliance with Chinese laws, including the *Company Law*, the *Main Board Listing Rules*, the *Corporate Governance Code* of The Stock Exchange of Hong Kong Limited, and other regulations, Leapmotor remains a highly efficient and well-supervised governance structure. The General Meeting of Shareholders is the highest governance authority and exercises the powers conferred by relevant laws and the Articles of Association. The Board of Directors, elected by the General Meeting of Shareholders, is the Company’s decision-making body. It is accountable to the General Meeting of Shareholders and implements its resolutions. The Supervisory Board is the supervisory body of the Company, consisting of representative shareholder supervisors elected by the General Meeting of Shareholders and employee representative supervisors elected by the Workers Congress. It supervises and inspects the Company’s business activities, financial status, directors’ and senior management’s performance of duties, and reports to the General Meeting of Shareholders.

The Board has established the Audit Committee, the Remuneration Committee, and the Nomination and ESG Committee. Their responsibilities, independence, roles and functions, rules of procedures, reporting procedures and frequency, and other key matters are clearly specified in the Working Rules of the each Committee. This framework

protects shareholders’ interests and supports stable business operations. To further protect the rights and interests of small and medium investors, the Company has also appointed independent non-executive directors.



Leapmotor’s Governance Structure



1.1.2 Board Independence

Leapmotor has established a rigorous and transparent mechanism for the selection and appointment of independent directors. In strict compliance with China’s *Company Law* and the *Articles of Association*, the Company scrutinizes candidate qualifications and verifies their independence, with candidate information disclosed to all shareholders in advance. Meanwhile, the Company ensures that independent directors are empowered to fully exercise their duties by providing sufficient information and research support, and by clearly defining their core roles within specialized committees. The chairpersons of the Audit Committee and the Remuneration Committee are both independent directors; all members of the Audit Committee are

independent directors; and independent directors constitute a two-thirds majority of seats on the Remuneration Committee and the Nomination and ESG Committee—enabling them to play leading and supervisory roles. The convener of the Audit Committee is an independent director with a Senior Accountant qualification. In 2025, the Board comprised three independent directors with complementary expertise in fields such as financial accounting and strategic management. They hold no other positions in the Company or its major shareholders, and have no relationships that could impair their independent judgment.

1.1.3 Board Effectiveness

Leapmotor selects, appoints, and dismisses directors and supervisors in accordance with the *Listing Rules* of the SEHK and the *Articles of Association*, and ensures that the Board and the Supervisory Board fully play their roles in major decision-making and business management. A Board performance evaluation mechanism has been established to uphold governance effectiveness. The Board (including its Remuneration Committee) is responsible for the performance evaluations of senior executives, while independent directors and supervisors are assessed through self-evaluation and mutual evaluation. Besides, the *Procedure for Shareholders to Nominate Candidate Directors* further stipulates that the term of directors aligns with that of the incumbent Board, which is renewed every three years to maintain Board effectiveness.



1.1.4 Board Diversity

Leapmotor has adopted a Board diversity policy. It is explicitly stipulated in the *Working Rules of the Nomination and Environmental, Social and Governance (ESG) Committee* that the Company shall review the structure, size, composition, and diversity of the Board at least once a year, including but not limited to gender, age, cultural and educational backgrounds, professional experience, skills, knowledge, and length of service, etc. Board members have experience in fields such as the automotive industry, technology R&D, business administration, accounting, communications, finance, auditing, risk management, and information security. In 2025, the Board comprised 9 members, including 3 executive directors, 3 non-executive directors (including 2 foreign directors), and 3 independent non-executive directors (including 1 female director). During the year, 9 Board meetings, 3 Supervisory Board meetings, and 2 General Meetings of Shareholders were convened.

1.1.5 Directors’ Remuneration Management

Leapmotor offers diversified compensation packages for directors and senior executives. Senior executive compensation consists of short-term and long-term incentives: short-term incentives include monthly base pay and a discretionary year-end bonus tied to the Company’s operating performance and core development indicators; long-term incentives are share-based plans covering core executives and aligned with long-term development goals. Director compensation is managed by category: non-executive directors receive no compensation from the Company; independent non-executive directors receive only director’s fees in accordance with relevant policies; executive directors receive salaries corresponding to their management roles, with no additional pay for serving as directors. To strengthen incentive constraints and align authority with responsibility, the Company has also established clawback provisions for equity and option incentives. Under the circumstances stipulated in the incentive plan, the Company may reclaim granted equity and options, safeguarding corporate sustainability and shareholder interests.



1.2 Shareholders’ Rights

At Leapmotor, we adhere to a high standard of accuracy. In accordance with the *Listing Rules*, the *Articles of Association*, and other institutional documents such as the *Information Disclosure Management System*, the *Related Party Transactions Decision-making System*, and the *Financing and External Guarantee Management System*, the Company clarifies the reporting, approval, and disclosure procedures for material information. We also conduct multi-tiered reviews through regular reports and interim announcements, ensuring the truthfulness, accuracy, and completeness of information disclosure. This effectively protects the interests of small and medium investors.

The Company has established multi-level and multi-dimensional communication channels and rapid response mechanisms. Through multiple channel such as the “Investor Relations” section on the official website, regular performance briefings, analyst meetings and reverse roadshows, investor days, General Meetings of Shareholders, special communication channels for material matters, and dedicated mailbox for investors, the Company maintains close and efficient communication with shareholders and potential investors. The clear and timely information communication effectively reduces information asymmetry, thereby fully safeguarding shareholders’ legitimate rights and interests.



1.3 Risk Prevention and Control

Leapmotor has established a sound enterprise risk management (ERM) system and continuously optimized closed-loop risk management. Based on the “three lines of defense” risk management structure, we have built a comprehensive and robust risk management system and continuously strengthened our operational resilience, laying a solid foundation for the Company’s high-quality and long-term development.

1.3.1 Risk Identification

Based on business realities and industry trends, Leapmotor conducts a thorough review of potential risk points across production and operations, and identifies core risk types throughout the business process. These risks include compliance, market, operational, channel, intellectual property, data compliance, export control, human capital, and climate change risks.

The Company has established a standardized and quantitative risk rating system to scientifically define core dimensions of risk assessment. Risk probability refers to the likelihood that a risk will materialize and

impact business operations; risk severity refers to the adverse effects on production, market presence, brand reputation, and other aspects once the risk occurs. Through comprehensive and quantitative analysis of these two core dimensions, a scientific risk rating is determined. Based on a multi-dimensional, lifecycle-oriented risk assessment, material risks include product quality and climate change response, while emerging risks encompass geopolitical conflict and the transformation and application of AI technologies.



1.3.2 Risk Management

At Leapmotor, senior executives oversee risk management efforts, guiding the overall strategic direction and system development. The Internal Audit Department is responsible for the implementation and regularly reports risk assessment results and accountability matters to the Board, ensuring a closed-loop process with clearly defined responsibilities.

In accordance with the *Rules Governing the Listing of Securities on the Stock Exchange of Hong Kong Limited (the Listing Rules)* and the *Articles of Association*, and other applicable regulations, the Company continuously enhances its risk management system in line with its operational realities. Key internal policies, including the *Risk Management System*, the *Internal Audit System*, and the *Internal Audit File Management Standards*, are fully implemented. Full-lifecycle risk management is carried out through a standardized closed-loop process covering information collection, risk assessment, strategy formulation, risk response, and follow-up supervision and improvement. Building on its “three lines of defense” framework, the Company further refines its systems and embeds risk management into all business areas. This enhances the rationality, standardization, and effectiveness of risk management practices, establishing a solid defense for stable operations.



Involves various business and functional departments and they are responsible for implementing basic risk control processes and measures, and timely identifying and controlling relevant risks.



Involves such risk management bodies as the financial, legal, quality, and process management departments. They are responsible for designing, implementing and supervising risk control systems based on risk perception and acceptance levels to ensure an effective risk management structure is in place within the Company.



Involves the Internal Audit and Supervision Department. It is responsible for building a closed-loop risk management system through audit and case investigation, as well as conducting analysis and independent assessment of whether the Company's risk control efforts are enough and effective.

Leapmotor Risk Management Framework

Risks are comprehensively identified based on information from business segments, project operations, and external markets, with relevant risk points accessed and summarized and categorized. They are then scientifically graded according to their likelihood of occurrence and potential impact severity. For risks at different levels, differentiated countermeasures and standardized communication and reporting mechanisms with the management are established, ensuring timely, proper, and efficient handling of all risk-related information.

Risk identification

We collect initial information and conduct necessary screening, extraction, comparison, classification, and combination to comprehensively identify potential risks.

Risk assessment

We quantitatively assess the identified risks in their impact, likelihood of occurrence, and triggering conditions, and implement dynamic monitoring and management of key risks.

Risk response

Based on internal control goals, we develop risk management strategies and comprehensively apply multiple measures to implement precise and differentiated effective control over business and matters, to minimize the impact of risks.

Management improvement

We regularly conduct self-inspections of risk management, promptly identify and optimize potential defects, and formulate comprehensive assessment reports which are submitted to the Audit Committee, to drive continuous optimization of the risk management system.

Leapmotor's Key Measures for Risk Management

1.3.3 Risk Audits

Leapmotor continuously advances the systematization and standardization of risk exposure reviews and risk assessments. Through annual material risk assessments, we access risk exposure, evaluate the effectiveness of risk management measures, and analyze the controllability and acceptability of residual risks. We conduct annual comprehensive risk assessment on a regular basis. In 2025, we carried out risk inspections for core departments. The material risk register and exposure assessment results are dynamically updated to ensure exhaustive risk identification across all control points and subsidiaries.

1.3.4 Risk Culture

Leapmotor organizes tiered risk management training for all employees and integrates unified risk management standards into the whole process of product R&D and service delivery, strengthening risk prevention and control at the source. A reward and punishment mechanism is also in place, using positive incentives and case-based warnings to encourage employees to actively implement risk control requirements. Through these efforts, risk management is deeply embedded in the mindset of our workforce, fostering a culture of accountability and proactive risk prevention.



1.4 Compliance and Integrity

Leapmotor continuously strengthens compliance management by improving institutional systems and standardizing business operations. We also strictly regulate the conduct of our employees, management teams, and partners, striving to foster a corporate culture that upholds high standards, business ethics and compliance. In this manner, we turn compliance requirements into development momentum, effectively prevent operational risks, and foster industrial synergies,consolidating the foundation for our sustainable development.

1.4.1 Compliant Operations

Leapmotor strictly complies with applicable Chinese laws and regulations, such as the *Anti-Unfair Competition Law* and the *Anti-Monopoly Law*, as well as the regulatory requirements of global markets. As required by the *Competition Compliance Management Regulation*, we clarify the responsibilities of business departments in the identification, accessing and responding to compliance risks across the business process, such as R&D, supply chain, production, and sales. This ensures comprehensive, full-coverage compliance management with no blind spots. We focus on key business areas—including anti-corruption, anti-unfair competition, anti-monopoly, anti-

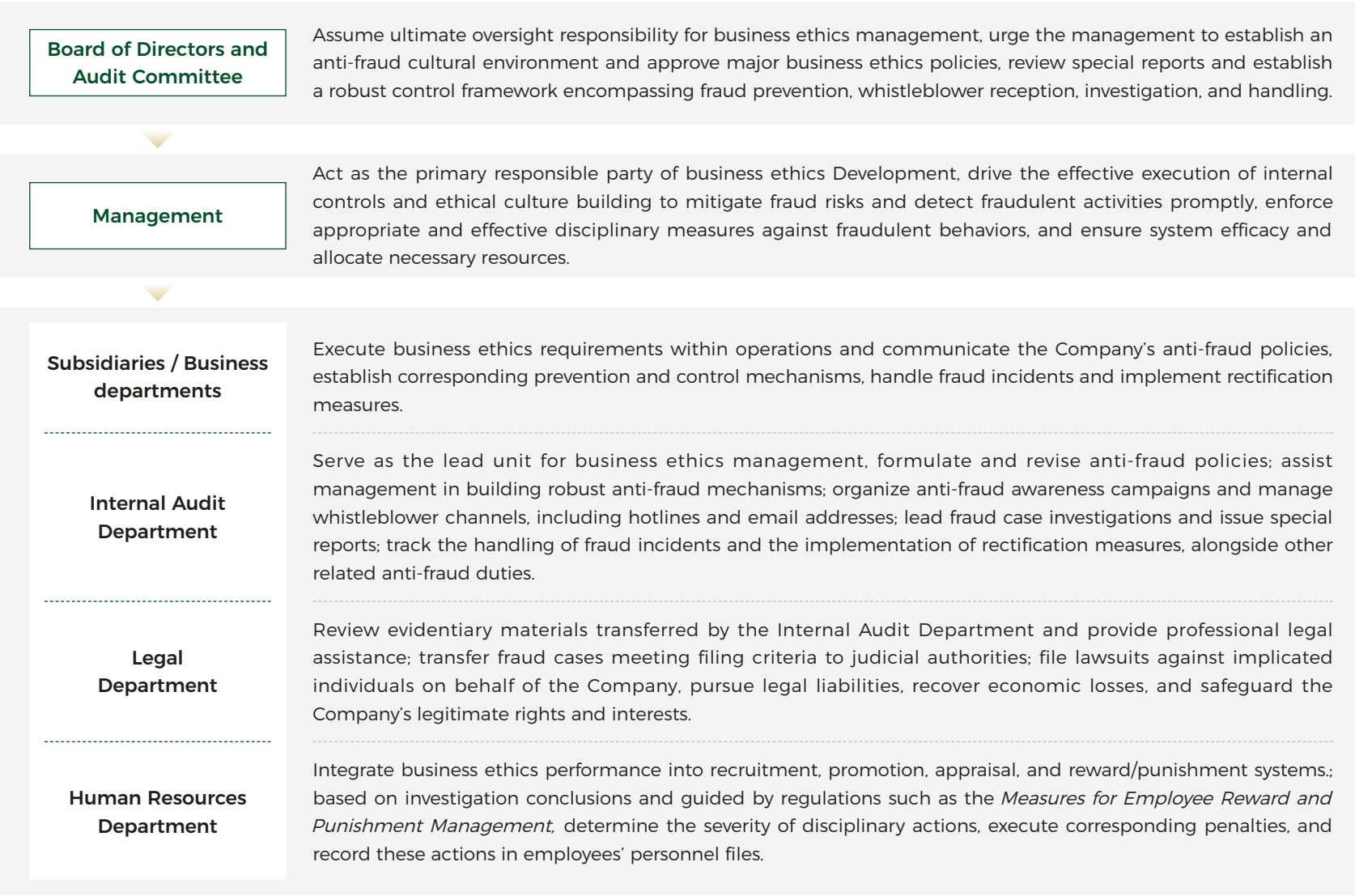
money laundering, export control, intellectual property protection, privacy and data compliance— to systematically iterate our compliance management system and develop a compliance assessment platform for “funnel-style” oversight. Our efforts will help build a solid “defense line” for operational compliance. In parallel, all-round and multi-level compliance publicity and training are organized, embedding compliance requirements into the daily practices of all employees and fostering a deeply rooted compliance culture. In 2025, the Company held two Compliance Week events and conducted 19 compliance training sessions for all employees and specific business functions.



1.4.2 Business Ethics

With a “zero-tolerance” approach to bribery, corruption, and money laundering, we have developed and published the *Code of Business Conduct and Ethics*, explicitly prohibiting any form of such misconduct. This fosters a law-abiding, ethical, and integrity-driven environment. Meanwhile, we focuses on key areas including anti-corruption, anti-commercial bribery, conflict of interest, and fair competition. Regular business ethics audits have been performed over the past three years, covering core business functions such as supply chain, R&D, manufacturing, marketing, services, finance, human resources, administration, and IT. Furthermore, we plan to complete a company-wide business ethics audit by 2027 to promote the continuous improvement of the business ethics management system. Through these integrated efforts, we systematically mitigate risks and reinforce the foundation of integrity-based operations.

The Company has structured a regulatory framework with a clear hierarchy and defined responsibilities to continuously standardize corporate business ethics. The Board of Directors and its subordinate Audit Committee assume ultimate oversight responsibility for business ethics management and approve major related policies. The management, as the primary responsible body of business ethics development, is responsible for driving the effective execution of internal controls and cultivating an ethical culture. The Internal Audit Department serves as the lead function responsible for the implementation of business ethics initiatives.



Leapmotor’s Business Ethics Organizational Structure and Responsibilities

Anti-corruption and anti-fraud

Leapmotor has established a multi-tiered anti-corruption structure: the Board holds overall supervisory responsibility, senior management oversee implementation, the Internal Audit Department serves as the dedicated lead function, and heads of business departments assume primary accountability. We have formulated the *Anti-Fraud and Whistleblowing Management System* and other related policies, forming a closed-loop process covering investigation, determination, handling, correction, and prevention. With the development of digital supervision capabilities, we digital supervision and advance the integrated “three nots” initiative—ensuring that employees “dare not

be corrupt, cannot be corrupt, and do not want to be corrupt.” These systematic and institutional measures collectively reinforce a culture of integrity across the workplace.

Integrity requirements are also extended to our supply chain and business partners. We fully implement the *Compliance Management System for Business Partners* and other related policies, incorporating anti-corruption and anti-bribery clauses into cooperation agreements. All business partners are required to sign the *Letter of Commitment to Integrity and Self-discipline* and *Integrity Agreement*, and to

strictly comply with the Company’s code of business conduct and pertinent laws and regulations. Meanwhile, key business partners are regularly informed of integrity and compliance requirements as well as whistleblowing channels through tender announcements, holiday email reminders, and other approaches. Any partner confirmed to have engaged in bribery, gift-giving, or other improper conduct will be resolutely dealt with in accordance with regulations. In 2025, all distributors and suppliers signed the *Integrity and Self-Discipline Agreement*, and 100% of new or renewed suppliers received training on our integrity policies.



| Leapmotor's key measures for anti-corruption and anti-fraud |

Institutional improvement	• We have formulated anti-corruption policies such as the <i>Anti-Fraud and Whistleblowing Management System</i> to explicitly prohibit any form of embezzlement, bribery, or improper transfer of benefits. • We have developed gift and giveaway management policies such as the <i>Business Hospitality Management Measure</i> and <i>Gift Handover Management Measure</i>, regulating employee gifting and hospitality arising from business activities and preventing against improper transfer of benefits.	Training and awareness campaigns	• We communicate anti-corruption and anti-fraud policies to employees through various channels such as posters and the Company's website. • We develop our first <i>Standardized Material Library for Integrity Education</i>, and carry out activities such as on-site warning and educational visits. Besides, 100% employees have signed the <i>Employee Integrity Commitment Letter</i>. • We organize anti-corruption training for employees, suppliers, and dealers, and launch holiday integrity initiatives.
Goal setting	• Annual business ethics and anti-corruption/anti-fraud training completion rate for employees in key positions reaches 100%. • Upon receipt of real-name whistleblowing clues via internal channels, preliminary investigation is initiated and feedback provided within 3 working days.		
Risk management	• We establish a risk management and assessment system for corruption and fraud , fully implement the <i>Internal Audit System</i> and <i>Internal Audit File Management Standards</i> and clarify risk management responsibilities of the Board, management, and each department. • We conduct an annual company-wide identification and update of the anti-corruption and anti-fraud risk. • We tap into technical instruments such as informatization and big data for real-time monitoring and anomaly alerting of business processes.	Reporting and supervision	• A whistleblower protection and reward mechanism has been established, supported by the <i>Rewards and Punishments Management Rules</i> and the <i>Management Personnel Supervision and Handling Rules</i>. Employees and external stakeholders are encouraged to report corruption and fraud behaviors anonymously or by name, with prohibition against retaliation against whistleblowers. • Posters for reporting corruption and fraud are put up at our business premises, enabling instant whistleblowing by scanning the code. • 100% of operational sites underwent internal audits/risk assessments for business ethics issues.
Special audits	• At least one annual special audit on anti-corruption and business ethics is conducted, covering all subsidiaries and all business areas. • Specialized surprise audits are conducted or audit frequency is increased as appropriate for high-risk areas or significant reported matters, such as advertising and promotion, equipment procurement, logistics management, and material account reconciliation.	Violation handling	• Employees confirmed to have committed corruption or fraud are subject to disciplinary actions, including warnings, serious warnings, demerits, demotion/salary reduction, or termination of employment. • All disciplinary decisions are formally recorded and filed, and, where appropriate, confidentially reported to necessary management levels or the Audit Committee of the Board as appropriate. Typical cases may be used for internal warning and education purposes after desensitization.

Fair competition

We remain firmly committed to fair competition. In strict compliance with applicable Chinese laws and regulations such as the *Anti-Monopoly Law* and the *Anti-Unfair Competition Law*, we explicitly specify basic principles of fair competition, anti-monopoly management requirements, operational specifications across business processes, and violation handling mechanisms in our *Competition Compliance Management Regulation*.

We continuously strengthen anti-monopoly and anti-unfair competition risk management by enhancing full-chain and full-process anti-monopoly and anti-unfair competition risk management capabilities. Specialized training and awareness campaigns on anti-monopoly laws are launched to raise anti-monopoly and anti-unfair competition compliance awareness among all employees. In 2025, no incidents of monopoly or unfair competition occurred.

Conflicts of interest

With “prevention first, active declaration, classified handling, and dynamic management” as the core principle, we have developed a full-lifecycle management system for conflicts of interest. Our *Conflict of Interest Management Measures* clearly define various situations of conflict of interest, and establish a standardized closed-loop process covering declaration, evaluation, approval, disclosure, and supervision. In 2025, the Company organized an annual conflict-of-interest declaration process for all employees. All employees signed the *Conflict of Interest Declaration*. No conflict of interest violations occurred throughout the year.

Anti-money laundering

In strict accordance with the relevant laws and regulations including China’s *Anti-Money Laundering Law*, the *Rules on Anti-Money Laundering by Financial Institutions* and the *Guideline on Anti-Money Laundering and Counter-Financing of Terrorism (For Payment and Clearing Organizations)* issued by the People’s Bank of China, we have formulated the *Internal Control Regulations for Anti-Money Laundering and Counter-Financing of Terrorism* to prevent money laundering activities related to proceeds of crimes. In 2025, no violations related to money laundering or insider trading occurred.

Related party transactions

Through self-inspection and system upgrades, we comprehensively optimize related party identification, transaction approval, information disclosure, and other procedures. By dynamically updating the list of related parties and setting up compliance interception points in our business system, supply chain systems, and financial systems, we achieve closed-loop management of the whole process of related party transactions covering pre-, in-, and post-transactions. This strictly prevents violations such as tunneling, unfair pricing, and information disclosure violations. Meanwhile, apply the arm’s length, and complete the annual compliance review of related-party transactions as well as the compliance approval for the following year’s related-party transaction quotas on schedule every year to ensure compliance.



Whistleblowing and oversight

Embracing the principle of “anti-corruption for all, oversight by all, and rewards for reporting”, we continuously improve the complaint and whistleblowing management system for all employees and stakeholders. We have established open and transparent channels for complaint and whistleblowing, including telephone, e-mail, letter and in-person conversation. Corruption and fraud reporting channels have been made public on our official website, official WeChat accounts, and tender announcements. Meanwhile, to further incentivize participation in oversight from all parties, whistleblowers have the opportunity to receive rewards ranging from RMB 1,000 to RMB 10 million. The Internal Audit Department serves as the dedicated unit with designated personnel in place to handle whistleblowing reports and conduct investigations. It is explicitly clarified that anonymous whistleblowing is allowed, and provides equal protection to both real-name and anonymous whistleblowers, fully safeguarding their legitimate rights and interests.

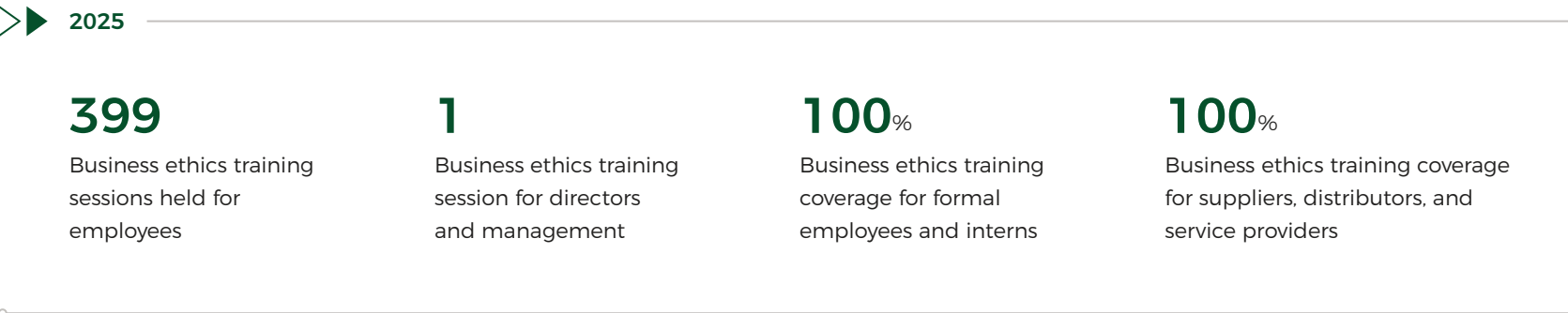
The Company strictly maintains the confidentiality of whistleblower information and prohibits any leakage during investigations. Any form of obstruction, suppression, or retaliation against whistleblowing is strictly forbidden. Individuals found to have engaged in such conduct will face disciplinary actions—including warnings, demotion, dismissal, or termination—depending on the severity of the offense. Those suspected of legal violations will be referred to judicial authorities. During the investigation process, we will maintain communication with whistleblowers via appropriate means such as email or telephone and provide feedback on the investigation results based on actual circumstancesp. In 2025, a total of 94 reports were received, 24 cases were investigated, and 24 employees were disciplined, of whom 3 were referred to judicial authorities. None of the cases resulted in any material adverse impact on the Company’s operations.

Leapmotor business ethics whistleblowing channels

Email	wbjb@leapmotor.com
Hotline	+86-18100188687
Correspondence address	Internal Audit Department, 7th Floor, Xintu Building, No. 451 Wulianwang Street, Binjiang District, Hangzhou

Business ethics training

We conduct regular business ethics training for the Board, senior executives, and all employees to raise compliance awareness and work ethic across the board. The training topics cover anti-corruption, anti-money laundering, conflict of interest prevention, corporate value communication, Employee Handbook and code of conduct, etc.



1.5 Information Security and Privacy Protection

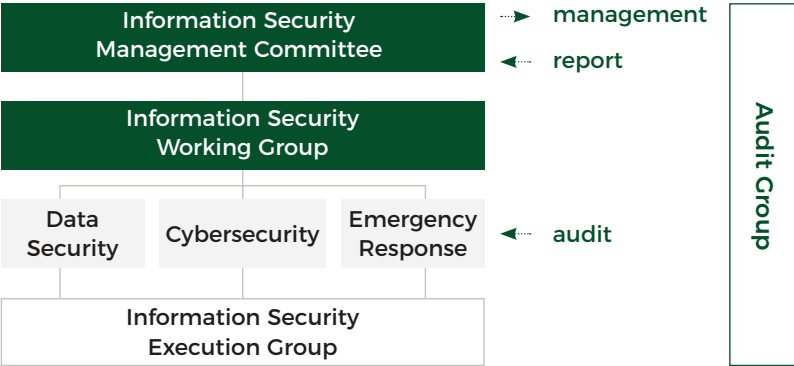
Committed to the principle of “implementing control responsibilities, mitigating security risks, ensuring business operations, and protecting user privacy”, Leapmotor has established information security management objectives focused on “ensuring the confidentiality, integrity, and availability of company information”. Focusing on building a robust digital security framework, we strive to create a trusted digital environment for our employees, customers, and supply chain partners. This approach comprehensively protects the information assets and safeguards the rights and interests of all stakeholders.

1.5.1 Information Security Management

Leapmotor continuously improves the information security management structure. Led by a Senior Vice President and Director who is experienced in information security management, the Information Security Management Committee is established to coordinate and supervise the Company’s



information security initiatives. The Information Security Working Group is responsible for implementing information security strategies and executing all security management measures. This setup supports stable business development and ensures data asset protection. Meanwhile, adhering to the principle of “managerial and user accountability,” we have clearly defined information security responsibilities at every level—assigning them to specific roles and individuals to ensure that all employees effectively fulfill their information security management duties.



Leapmotor Information Security Management Committee Framework

As a member of the Hangzhou Data Security Alliance, Leapmotor strictly abides by applicable Chinese laws and regulations, such as the *Cybersecurity Law*, *Data Security Law*, and *Personal Information Protection Law*. Benchmarking against the ISO/IEC 27001 information security management systems, the Company establishes a management system with “risk orientation and continual improvement” as the core. We regularly review and iterate our information security management system on a regular basis, alongside continuous improvement in information

security audits, data security management, vulnerability management, emergency security management, and supplier information security management.

In 2025, Leapmotor systematically advanced the development of its information security management system, revising 38 information security management policies and optimizing more than 10 security management workflows. The Company was certified to the ISO/IEC 27001 information security management systems , and passed the ITGC⁷ audit, the testing and classification under China’s Multi-Level Protection Scheme (MLPS), and the DCMM3⁸ assessment, etc. Our core internal systems all obtained the MLPS Level-3 certification. In parallel, we passed the annual surveillance audit for the UN R155/R156 international regulatory system, and completed safety regulation certifications for export models such as EU 2021/646 and UN ECE R152. Furthermore, we obtained certifications for two Chinese standards: GB 44495 (Automotive Vehicle Information Security) and GB 44496 (Automotive Software Updates). Building on our strong information security governance practices, the Company was recognized as an “Excellent Unit in Vulnerability Management” by NVDB⁹ of the Ministry of Industry and Information Technology (MIIT), and received the “Vehicle Information Security” certificate from the National Computer Virus Emergency Response Center (CVERC) under the Ministry of Public Security.

▶▶ 2025

100%

Closed-loop processing rate for information security incidents

0

Information security incidents

⁷ ITGC: Information Technology General Controls
⁸ DCMM3: Data Management Capability Maturity Model Level 3

⁹ NVDB: National Vulnerability Database

Leapmotor's key measures for information security management

Risk control and audit

- We identify data security risks across core information systems and promote regular risk assessment and rectification validation in accordance with the *Data Security Risk Assessment and Management Standards* and the *Information Security and Privacy Information Risk Management Standards*.
- Through annual internal audit, management review, third-party certification audit and routine information security risk inspection, we systematically identify potential risks and dynamically refine risk control measures to enhance system adaptability and effectiveness.
- Guided by policies such as the *Vehicle Cybersecurity R&D Management Measures*, we implement comprehensive cybersecurity initiatives to ensure compliance with domestic and international cybersecurity standards for automakers.

Vulnerability management

- In accordance with policies such as the *Information System Security Vulnerability Management Procedures* and the *Vehicle Cybersecurity Vulnerability Management Measures*, we utilize security inspections, security testing, and vulnerability management to promptly identify, track, and resolve vulnerabilities during the automotive R&D and operational phases, thereby mitigating system vulnerabilities and security risks.

Security threat monitoring and response

- In accordance with the *Vehicle Cybersecurity Incident Monitoring and Event Management Measures*, we have established mechanisms for threat intelligence collection, monitoring, response, and handling. We have built an automotive intrusion detection system and an automotive security operations center to collect external threat intelligence, conduct analysis and screening, monitor vehicle security alerts, and ensure rapid response and handling.
- In accordance with the *Emergency Management Procedures of Cybersecurity Incidents*, *Emergency Response Plans for User Sensitive Information Leakage*, and *Vehicle Cybersecurity Emergency Response Plans*, we have organized cybersecurity and data security attack and defense drills tailored to risk scenarios such as cyberattacks, virus intrusions, and data leakage.

Third-party information security management

- In accordance with the *Supplier Security Management Standard* and the *Vehicle Cybersecurity Supplier Management Measures*, the information security qualification assessment mechanism and vehicle cybersecurity access assessment mechanism is embedded in procurement and cooperation processes. Suppliers involved in data processing undergo security qualification reviews and are subject to regular security compliance inspections.
- Sensitive information may only be processed, shared, and stored after obtaining explicit authorization from third parties, including users, distributors, and suppliers, and *Data Processing Agreements* and the *Leapmotor Data Sharing Statements* shall be signed.

Leapmotor information security whistleblowing channels

The Company has established internal information security whistleblowing channels and built a rapid-response, closed-loop processing model for security incidents. This full-chain mechanism covers “reporting - verification - handling- review,” achieving the ultimate goal of controllable incidents and zero residual risk. Furthermore, individuals violating information security management regulations or bearing responsibility for security incidents face strict disciplinary actions. Penalties range from warnings and demerits to dismissal. Severe violations will be transferred to judicial authorities.

Information Security Reporting	isc@leapmotor.com
Vulnerability Disclosure	src@leapmotor.com
Open-Source Compliance Inquires	oss@leapmotor.com
Privacy Compliance Complaints	pis@leapmotor.com

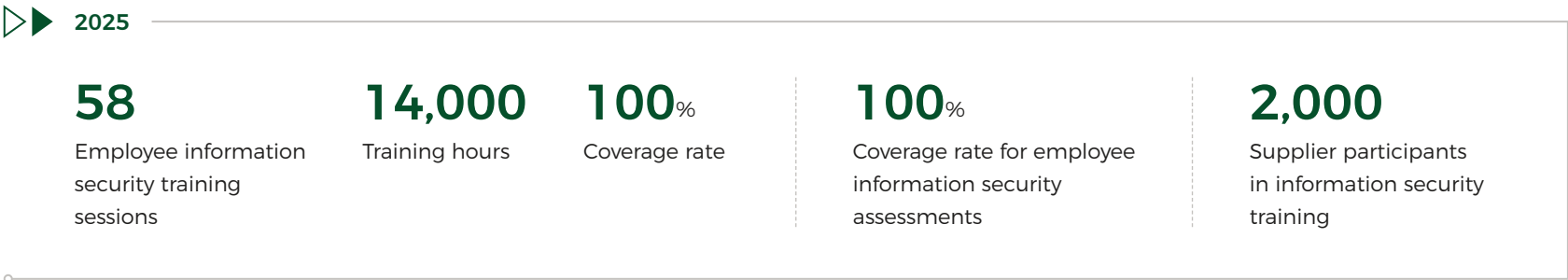


1.5.2 Information Security Training

Leapmotor has established management policies such as the *Information Security Incident Management Measures*, *Information Security Education Management Regulations*, forming an information security governance framework that champions “prevention first, rewards and penalties, and merit-based incentives”. We have developed a training system covering seven key areas—including data security, office security, and compliance management—and delivers training content effectively through a combination of online and offline formats to enhance employees’ awareness, engagement, and sense of responsibility for information security. Furthermore the Company extends its information security training efforts deep into the supply chain. By organizing specialized training sessions for suppliers, we comprehensively enhance the risk awareness and information security compliance management capabilities of both employees and supply chain partners, systematically strengthening our overall information security defenses.



In 2025, Leapmotor launched the Cybersecurity Publicity Week campaign, enhancing employee engagement through fun interactive activities and systematically communicating information security knowledge, which cumulatively reached over 16,000 employees.



1.5.3 Privacy Protection

Leapmotor strictly complies with China’s *Data Security Law*, the *Personal Information Protection Law*, and other applicable laws and regulations. The Information Security Management Committee oversees privacy protection efforts, while the legal, IT, R&D, and other relevant departments collaborate for implementation and establish a data security and privacy protection management system designed to ensure compliance across all business lines and the value chain. Privacy policies explicitly cover all business scenarios, as well as upstream and downstream supply chain partners, ensuring comprehensive implementation of privacy protection requirements. The privacy compliance management system is integrated into the enterprise risk and compliance management frameworks. We maintain a zero-tolerance policy toward privacy violations, with clearly defined disciplinary standards and procedures for each type of violation. Through these coordinated efforts, we ensure privacy compliance. As of the end of 2025, Leapmotor had obtained ISO/IEC 27701 certification, with no user privacy leakage incidents occurring.



| Leapmotor’s key measures for privacy protection |



Institutional development

We have formulated a set of policies including the *Management and Control Procedures for Personal Information Protection*, the *Personal Information Security Impact Assessment Management Regulations*, the *Management Standards for Personal Information Retention*, the *Management Standards for Safeguarding the Rights of Personal Information Subjects*, and the *Guidelines on Notification to and Consent from Personal Information Subjects*. These policies comprehensively cover the collection, transmission, use, disclosure, storage, and deletion of personal information of users, employees, and other stakeholders, enabling systematic protection throughout the lifecycle.



System/software development

We implement privacy-preserving development for systems and software, integrating user-oriented privacy protection into every stage of software and service design. Privacy policies are assessed during the development and update of information systems. A lifecycle privacy impact assessment (PIA) mechanism is established to ensure that user data processing remains lawful, legitimate, and necessary.



Third-party audits

We have established a dual supervision mechanism with internal and external audits. Besides regular internal audits of privacy policy compliance, we commission third-party professional institutions to conduct specialized audits. Through the dual reviews and comprehensive verification of the soundness and effectiveness of the privacy information management system, we effectively prevent privacy protection related risks.



Data processing by third parties

We have developed the *Third-Party Processor Management Measures* to regulate the collection and processing of personal data. We have established a robust personal information protection compliance management system, and also strict rigorous confidentiality agreements with third parties, requiring them to process personal data in accordance with applicable confidentiality and security requirements.



Sensitive information protection

Confidentiality agreements are signed with stakeholders for sensitive information. Classified information security standards and protection requirements are established throughout the full data lifecycle—covering informed consent and collection—with internal and external audits and other measures in place to ensure effective implementation.

User data security

Leapmotor strictly complies with full-lifecycle management requirements for the collection, transmission, use, storage, and deletion of users' personal data. We have formulated app-specific privacy policy documents, such as the *User Agreement*, *Personal Information Collection List*, and *Personal Information Sharing List*. For in-vehicle systems, we have implemented the *Leapmotor Privacy Policy for Connected Vehicles*, as well as application-specific privacy documents including the *Privacy Policy for Voice Assistant (Xiao Ling)*, and *Privacy Policy for Lingting*. Through technological, managerial, and institutional measures, we have built a robust information security framework. We explicitly define users' rights to access, correct, delete, and transfer their personal data to other compliant service providers, while specifying data retention periods. In 2025, the Company received zero complaints from regulators or external agencies regarding customer privacy infringements.



Requirements for the lifecycle protection of user personal information |

Data collection

- In accordance with the principles of lawfulness, fairness, necessity, and good faith.
- Collected for clear business purpose and with legal basis.
- Ensuring transparency in personal information collection.
- Following the data minimization principle.
- Obtaining explicit user consent.

Data transmission

- Meeting the purpose limitation and data minimization principles.
- Encrypted processing to ensure data transmission security.

Data use

- Ensuring user informed consent.
- Desensitization of sensitive personal information.
- Implementing technical and managerial measures to safeguard personal information security.
- Monitoring and identifying anomalies.

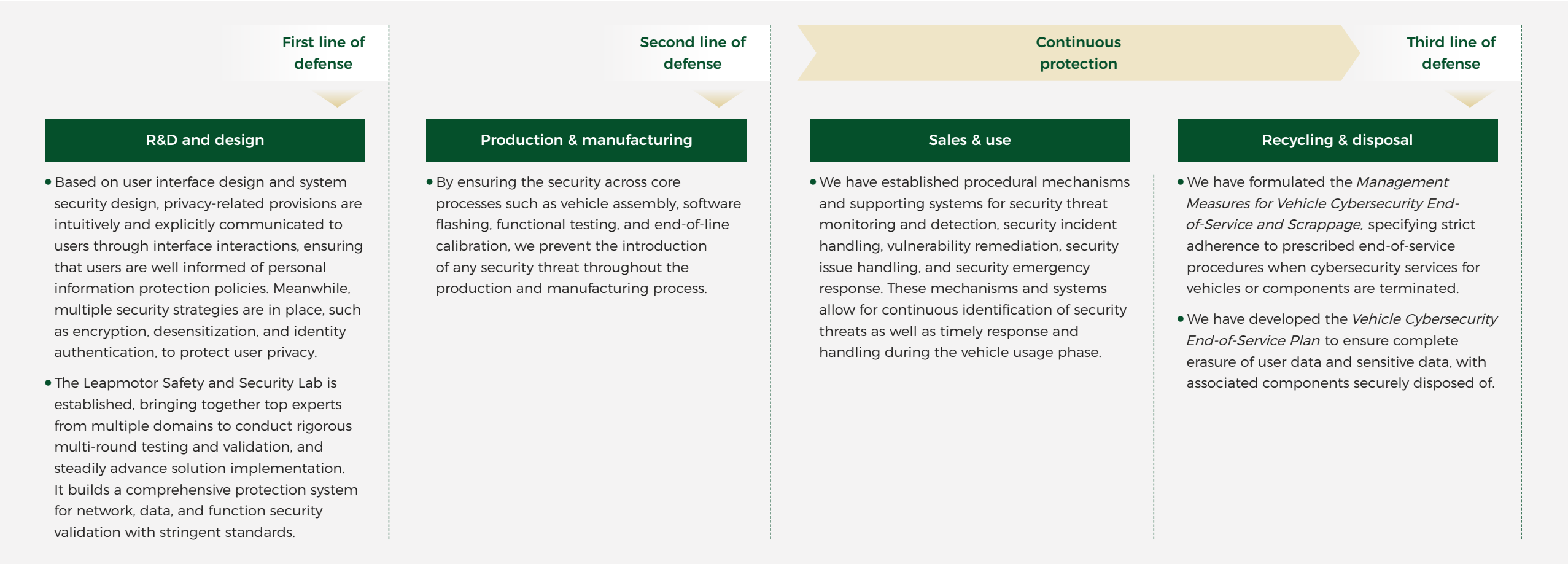
Data storage & destruction

- Retention period limited to the minimum time necessary for the intended purpose.
- Encrypted storage of sensitive personal information.
- Upon expiration of the retention period, personal data will be deleted or anonymized.

Vehicle cyber and data protection

Supported by the full-lifecycle management system for automotive products, Leapmotor has established three lines of defense across R&D, manufacturing, sales, usage, and end-of-life recycling. We dynamically control residual risks and implement rapid-response, closed-loop handling for cybersecurity incidents and vulnerabilities, comprehensively safeguarding user vehicle security. In 2025, the Company completed UN R155/R156 certification (including extension certifications) for multiple vehicle models in overseas markets. These certifications fully comply with UNECE¹⁰ requirements for vehicle cybersecurity management systems and secure vehicle design. Zero data breach incidents occurred throughout the year.

Full-lifecycle data protection for Leapmotor’s products



¹⁰ UNECE: The United Nations Economic Commission for Europe



Leading with Smart Innovation to Advance New Frontiers

Leapmotor views innovation as the core engine driving its sustainable development. We deepen independent R&D and collaborate with industry partners to push technological boundaries. By crafting reliable products through high-standard quality and safety systems, and earning user trust with genuine, premium services, we are committed to becoming a respected world-class intelligent EV company.

Contribution to SDGs



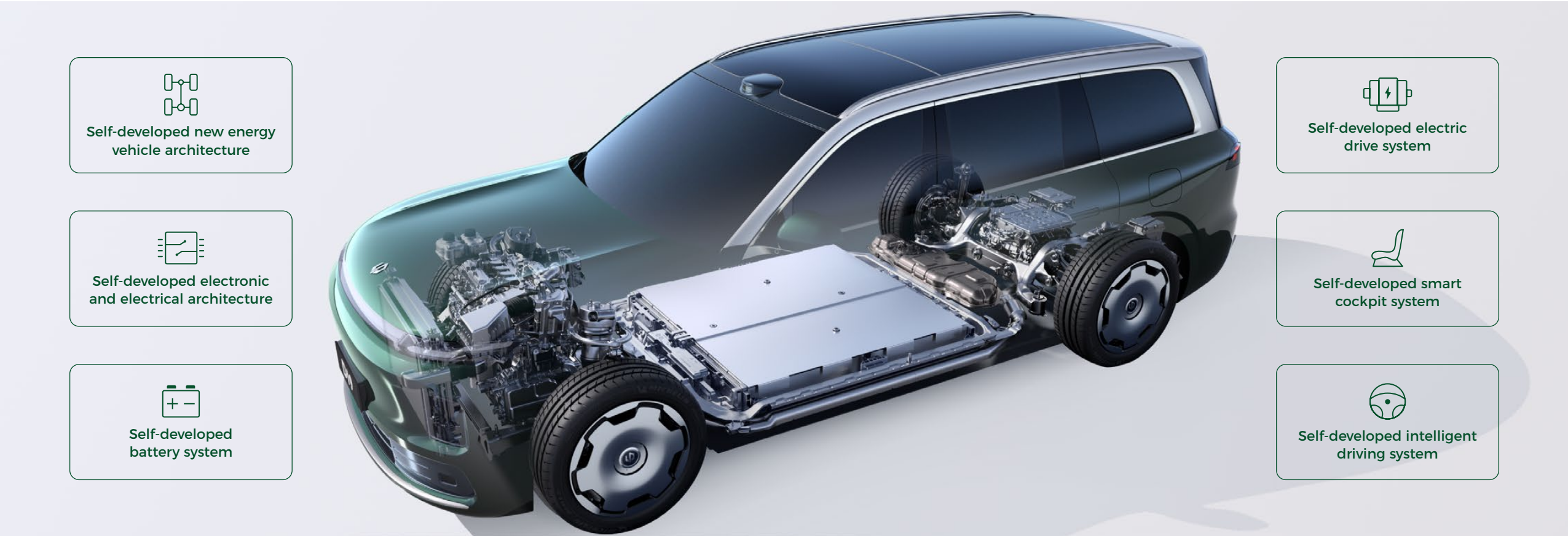
2.1 R&D and Innovation

Rooted in independent innovation, Leapmotor steadily advances its R&D strategy. We foster a robust culture of innovation that encourages employees to explore boldly. By expanding industrial synergies through open collaboration and comprehensively strengthening intellectual property right (IPR) protection, we strive for breakthrough advancements in the intelligent EV sector. Through the power of innovation, we empower future mobility and drive high-quality, sustainable development across the industry.

2.1.1 R&D Layout

After more than a decade of dedicated development, Leapmotor has forged a distinctive R&D path centered on “full-suite in-house R&D”. The Company’s technology portfolio spans new energy vehicle architecture, electronic and electrical architecture, smart cockpit, intelligent driving, battery and electric drive systems, and high-value-added core components. Leveraging modular design, intelligent empowerment, and a global perspective, the Company drives deep synergy and rapid

iteration across core technologies. Environmental protection and sustainability principles are embedded throughout the entire R&D process, thereby reinforcing the Company’s core competitiveness and building a value system that delivers comprehensive benefits to users. In 2025, the Company’s R&D investment grew 47.9% year-on-year, reflecting a sustained commitment to technological innovation that is propelling the full-scale evolution of intelligent mobility.



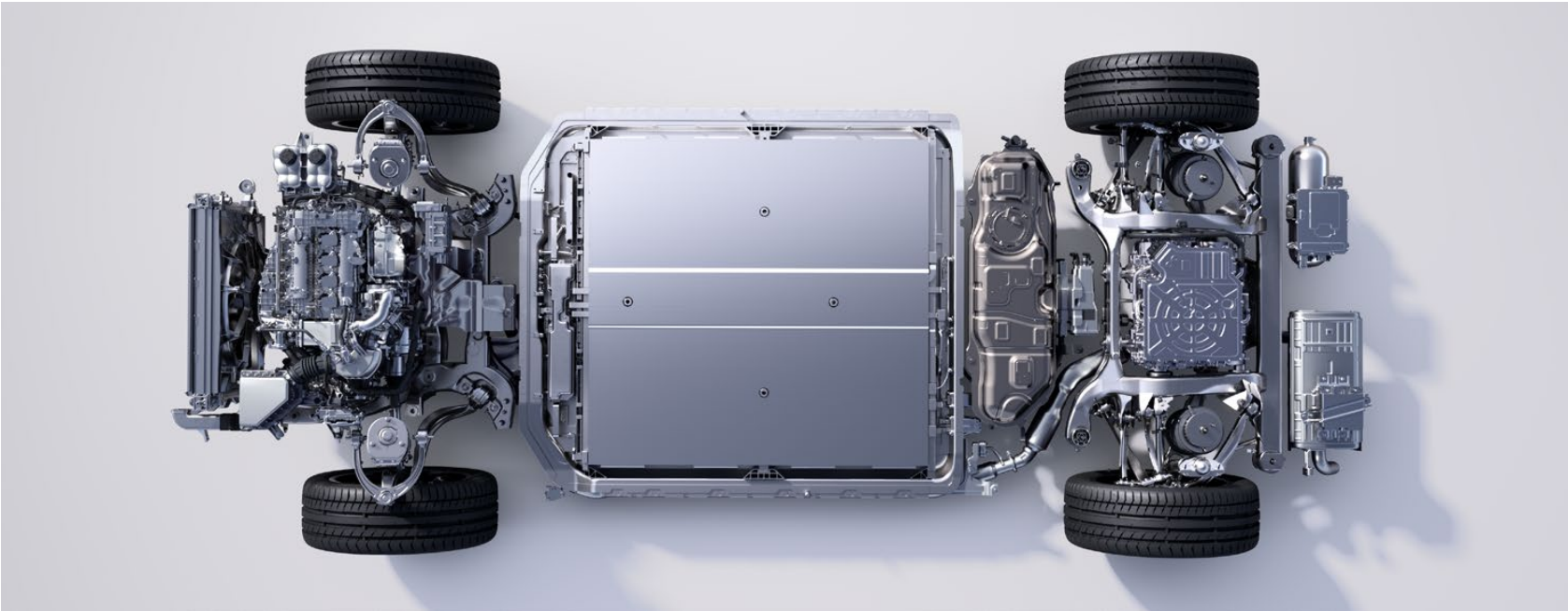
Self-developed new energy vehicle architecture

Leapmotor is committed to developing a global, highly versatile vehicle architecture. Innovatively built on a dual-power platform combining battery electric and range-extended technologies, it covers the A0- to D-segment market and supports a full range of vehicle types, including sedans, SUVs, MPVs. Powered by the industry-leading LEAP3.5 full-suite in-house R&D technology platform, we have established a modular architecture system with a component commonality rate as high as 88%. In 2025, the Company built the flagship D platform based on this architecture, with the Leapmotor D19 launching as the first tech-luxury flagship SUV under the D platform.

The platform is compatible with battery solutions for REEVs and BEVs, and can accommodate Leapmotor's industry-first CTC¹¹ battery technology for REEVs and its full-stack 1,000V high-voltage battery,

motor and electronic control system. It features dual-chamber closed air suspension, variable damping shock absorbers, and an active preview system, and is equipped with the LMC 2.0 chassis system, enabling dual-wheel blowout control and 3.6-meter radius U-turns. The platform adopts a nine-horizontal, three-vertical, four-linked cage structure, integrating 2,000 MPa hot-formed steel across 16 locations.

Through continuous technological innovation and product iteration, Leapmotor is redefining the technical standards of the global new energy vehicle market with smarter technology, comprehensive safety protection, and a superior driving experience. As of the end of 2025, the Company had obtained chassis functional safety process certification, chassis software ASPICE Level 2 certification, and low-blue-light certification for its electric ceiling-mounted display.



Self-developed electronic and electrical architecture

The electronic and electrical (E/E) architecture is the cornerstone of vehicle intelligence and connectivity, and a key determinant of overall intelligent vehicle performance. Building on its proven “Four-Leaf Clover” central integrated E/E architecture, Leapmotor is proactively advancing next-generation regional control unit technology while enhancing the core capabilities of central supercomputing units. The central domain controller consolidates computing power and enables unified data-driven decision-making. Concurrently, the Company continuously optimizes cockpit chip performance to deliver smoother and more intelligent user interactions.

In 2025, Leapmotor's electronic and electrical architecture was adapted to the industry-first dual Qualcomm 8797 chips, delivering 1,280 TOPS of computing power to support on-device large-model intelligent cockpits and VLA¹²-based driving assist functions. Deep iterations of intelligent assisted driving algorithms and comprehensive sensor upgrades further strengthen intelligent driving capabilities, while synchronized advances in network security and functional safety within the electronic and electrical architecture establish even higher vehicle safety standards.

Case An architectural revolution – from hardware integration to intelligent terminals

Leapmotor's latest-generation central integrated electronic and electrical architecture, EEA 4.0, is the core enabler of its full-suite in-house R&D technology system. Featuring high computing power, high integration, and continuous upgradability, EEA 4.0 supports rapid on-device large model response, providing robust computational backing for advanced intelligent assisted driving and smart cockpit applications. This architecture accelerates the evolution of NEVs from “functional hardware” to “intelligent terminals.”

¹¹ CTC: Cell to Chassis
¹² VLA: Vision-Language-Action Model

Self-developed intelligent driving system

Leapmotor is deeply committed to intelligent driving, and maintaining full in-house R&D of core technologies, including intelligent driving domain controllers, system software, and key algorithm modules for perception, planning and control, and positioning. These efforts continuously elevate the overall performance of the intelligent driving system. Through the deep integration of Qualcomm’s SA8650 chip, LiDAR, and self-developed end-to-end technologies, Leapmotor has successfully developed an advanced end-to-end assisted intelligent driving system. In 2025, the City Navigation on Assisted Pilot (CNAP) was officially launched and progressively rolled out across the B/ C platforms. In February 2026, the urban navigation assist function was pushed to B/C platform users for the first time across multiple cities, marking a significant improvement in the urban assisted driving experience. Meanwhile, the Company further developed an intelligent assisted driving solution that balances computing power with real-world practicality. As an industry-first solution, dual Qualcomm 8797 chips deliver 1,280 TOPS of computing power, paired with a segment-leading cockpit-driving integrated central domain control architecture and a VLA-based driving assist system, comprehensively enhancing the safety and handling of intelligent assisted driving and marking a production-ready breakthrough in intelligent assisted driving technology.

Case

Leapmotor partners with Qualcomm to launch the world’s first Snapdragon 8650 intelligent driving platform on the B10

In 2025, Leapmotor and Qualcomm Technologies, Inc. announced a deepened technology partnership to develop smart cockpit and intelligent driving solutions for the B10, the first global model in Leapmotor’s B series. Built on the LEAP 3.5 technology architecture, the B10 features the 4th-generation Snapdragon Cockpit Platform (Snapdragon 8295) and the Snapdragon Ride Platform (Snapdragon 8650). It is equipped with an end-to-end large model supporting highway and urban navigation assist, as well as an advanced voice assistant connected to cloud-based large models. This configuration maximizes cockpit-driving integration efficiency while delivering a more intelligent, personalized driving experience for global users, supporting Leapmotor’s international expansion.



Self-developed smart cockpit system

Leapmotor’s self-developed smart cockpit system is built around highly integrated interaction and deep AI integration, creating a closed-loop technology system spanning hardware architecture, operating systems, and application ecosystems. The cockpit features a 3D visual interactive interface that integrates a diverse application ecosystem with efficient intelligent voice interaction, delivering fast in-vehicle infotainment system response and smooth operation. Users can enjoy an immersive, all-scenario cockpit experience that unifies intelligent interaction, infotainment, and convenient control. Building on the cockpit-driving integrated central domain control architecture, the Company achieves high-efficiency system operation and has launched the industry’s first on-device large model intelligent cockpit function, marking a breakthrough in intelligent interaction. The Company also introduces innovative hardware and feature configurations, including a 60-inch AR-HUD and the industry’s first “Forest Oxygen Cabin” onboard oxygen-generation system. Combined with Nappa full-grain leather, zero-gravity seats, and an interior-exterior light choreography design enabled by the rear ISD (Intelligent Signal Display) interactive light curtain, the intelligent cockpit elevates the smart experience while prioritizing ride comfort and interactive versatility to better meet real-world mobility needs.



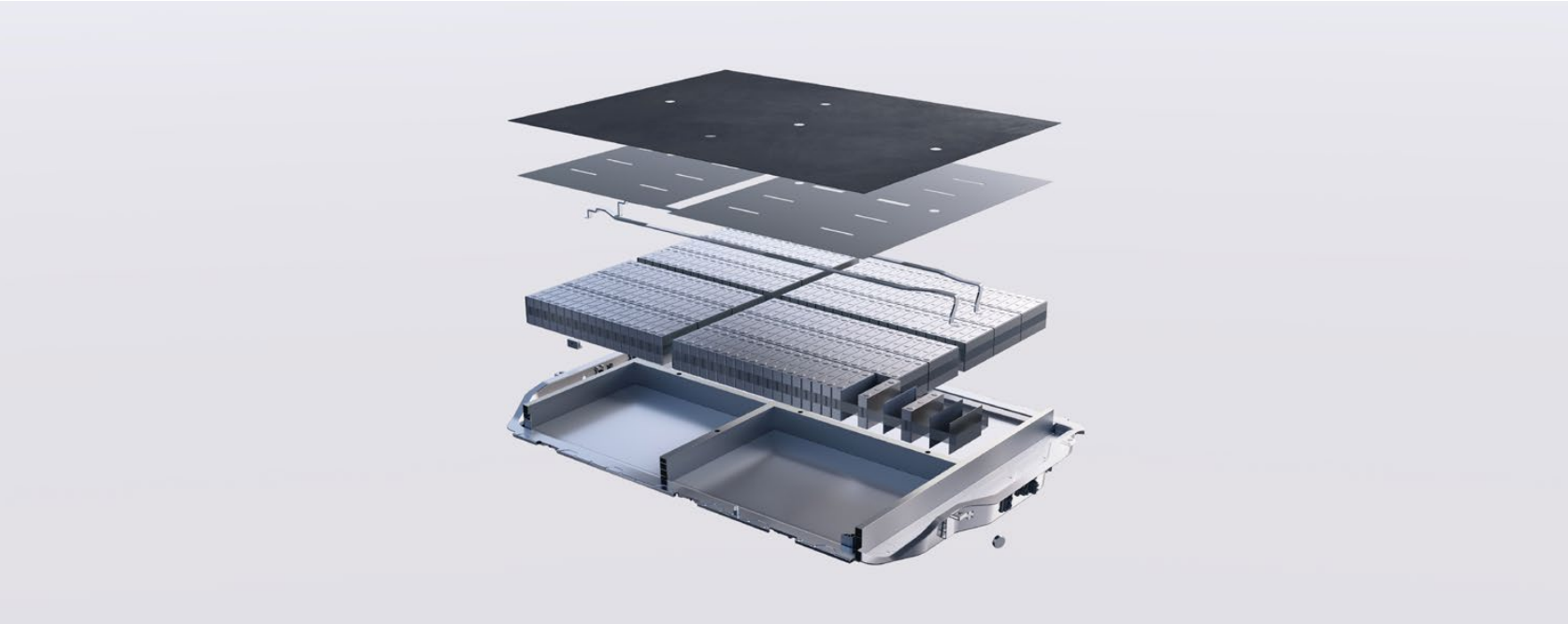
The Qualcomm SA8295P flagship smart cockpit features the all-new Leapmotor OS 4.0 Plus interaction system. Dual AI voice large models, DeepSeek and Tongyi Qianwen, can understand user intent better.

¹³ CLTC: China Light-duty Vehicle Test Cycle
¹⁴ BMS: Battery Management System

Self-developed battery system

Leapmotor continues to advance its CTC battery-chassis integration technology, driving industry innovation with the launch of CTC 2.0 Plus. The Company is actively developing next-generation battery system architectures and frontier technologies including super fast charging, solid-state batteries, immersion cooling, and lightweighting, ensuring sustained product and technology leadership. Through structural optimization and system-level upgrades, the Company has achieved comprehensive improvements in integration, safety, and energy efficiency. In the extended-range domain, Leapmotor pioneered extended-range CTC battery technology. Paired with 800V high-voltage fast charging, the technology delivers over 500 km of pure electric range. In the BEV domain, the Company introduced the industry’s first 115 kWh super hybrid cell, supported by a full-stack 1,000V high-voltage system. This configuration

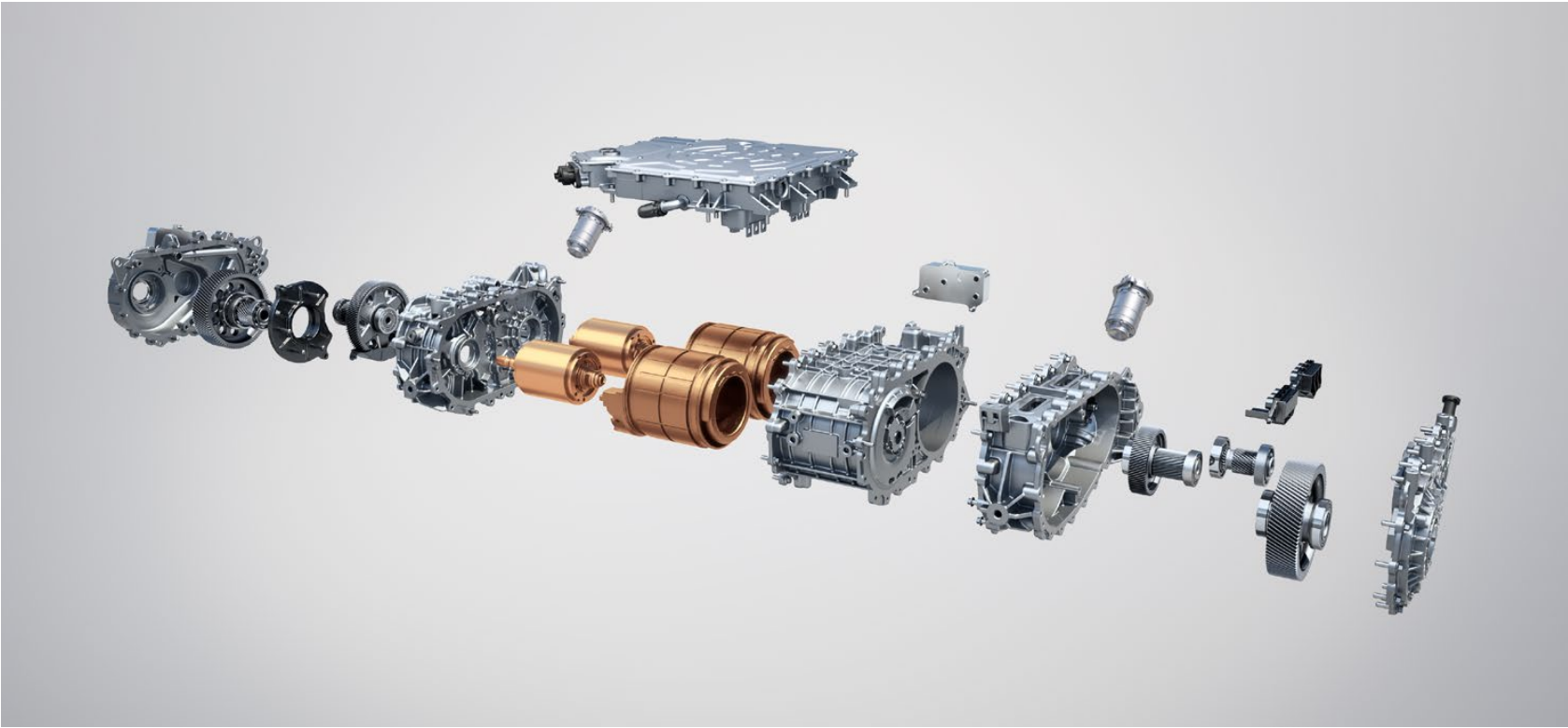
achieves over 700 km of CLTC¹³ range and replenishes over 350 km of range in just 15 minutes, delivering exceptional “long range, fast charge” performance. The battery incorporates a ten-layer safety protection system complemented by 24/7 cloud-based BMS¹⁴ monitoring, ensuring no fire or explosion within 72 hours of a short circuit. This comprehensive, multi-dimensional protection framework spans intrinsic cell-level safety, passive structural safety, and active early-warning safety, forming a holistic “hardware-plus-software” defense strategy. In 2025, Leapmotor’s Battery Testing and Validation Center received CTF¹⁵ and QTL¹⁶ witness laboratory certifications from SGS, an international authoritative certification body. The battery product line has filed a cumulative total of 719 patents, with 262 granted.



¹⁵ CTF: Customer Test Facility
¹⁶ QTL: Qualified Test Laboratory

Self-developed electric drive system

Leveraging deep integration technology, Leapmotor has completed four generations of electric drive product evolution, progressing from the first-generation multi-in-one round-wire water-cooled electric drive system to the latest-generation flat-wire oil-cooled electric drive platform. By continuously pushing the boundaries of power density, energy efficiency, and reliability, the Company has achieved step-change improvements in product performance and market competitiveness. As of the end of 2025, Leapmotor has established a full-range self-developed electric drive product matrix covering A0-B, C/D, and premium models, addressing the differentiated requirements of passenger vehicles across all segments. For its flagship models, Leapmotor has adopted a tri-motor vector control configuration capable of 0-100 km/h acceleration in around 3 seconds, delivering performance rivaling that of supercars and further underscoring Leapmotor’s technological leadership in electric drive systems.



Case

Leapmotor B10 overcomes the dual challenge of efficiency and power with a globally leading multi-in-one intelligent oil-cooled electric drive platform

Addressing the core pain points of compact to mid-size passenger vehicles, including limited packaging space and stringent efficiency requirements, Leapmotor developed the 180 Platform 7-in-1 electric drive product, which debuted on the Leapmotor B10 in March 2025 and delivers multiple industry-leading advantages:

Best-in-class weight

The highly integrated 7-in-1 design weighs just 67.5 kg, reducing overall vehicle weight by over 20 kg — a core weight metric at the forefront of its class.

Best-in-class performance

The combination of oil-cooling technology and a wide-temperature-range heat pump platform effectively resolves the industry-wide challenge of balancing low energy consumption with strong power output in compact to mid-size vehicles.

Best-in-class size

Minimum Z-direction height of just 311mm, supporting both FWD and RWD configurations while significantly reducing installation space.

2.1.2 Innovation Culture

At a critical juncture of profound automotive industry transformation and sustainability transition, Leapmotor views an innovation culture as the core driving force behind its intelligent and green development. The Company continuously gathers diverse scientific research resources, optimizes its innovation incentive frameworks, and builds an open and inclusive R&D platform. We steadfastly adhere to the value principle of “Tech for Good,” ensuring that technological advancement consistently aligns with human well-being.

Diverse teams

Leapmotor has established an innovation and R&D system characterized by clear responsibilities and efficient collaboration. The Company has brought together senior management talent with cross-disciplinary backgrounds in technology, automotive, information technology, and finance, while also deepening the integration of industry and education. It has established in-depth cooperation with 159 universities across China. Through a range of initiatives—including launching university-enterprise joint order classes, setting up dedicated scholarships at top-tier universities, and co-establishing internship training bases and joint doctoral training programs—the Company continues to bring in top innovative talent, supporting Leapmotor’s high-quality development and the long-term prosperity of its technology ecosystem. On March 20, 2026, the Leapmotor Europe Innovation Centre GmbH was officially inaugurated in Munich, Germany. The Centre brings together a diverse, multinational design team responsible for advancing Leapmotor’s new design language and developing concepts for future vehicle models. As the Company’s first overseas innovation center, its establishment marks the formal creation of a global design network anchored in Munich, Hangzhou, and Shanghai, representing a strategic leap from product export to design globalization and propelling Leapmotor’s internationalization into a new era through the strength of a culturally integrated team.

Innovation incentives

Leapmotor remains committed to driving development through technological innovation, establishing a diversified incentive framework that encompasses performance bonuses and scientific innovation awards. The Company regularizes real-time reward review processes, statistically tracking and delivers patent incentives on schedule. Simultaneously, through awards for outstanding teams, exceptional individuals, and various R&D specific projects, the Company fully stimulates employees’ enthusiasm for innovation and creative vitality, continuously strengthening their awareness and capabilities for independent innovation and steadily enhancing the Company’s overall capabilities in patent creation, application, and protection.

Tech for Good

“Tech for Good” is Leapmotor’s firm choice, a reflection of our brand’s original aspiration, and a solemn commitment to the future. Respecting differences in development across countries and regions around the world, Leapmotor has established an Information Security Management Committee and a dedicated Information Security Department. Driven by the mission of “Equal Rights to Intelligent Driving,” we integrate “Tech for Good” into the entire lifecycle of intelligent driving technology R&D, product deployment, and ecosystem construction. Relying on core technologies such as end-to-end algorithms, high-computing-power chip integration, and central domain control architectures, we continue to achieve breakthroughs in reducing the carbon footprint of mobility, safeguarding users’ safety rights, and building a compliant governance framework. thereby advancing technological innovation and sustainable development in a coordinated manner.



Leapmotor Europe Innovation Centre GmbH officially opens in Munich, Germany

2.1.3 Diverse Collaborations

Amid the wave of globalization and industrial transformation, Leapmotor is driven by innovation and guided by a strategy of openness and integration to build a diversified, collaborative industrial ecosystem. We deepen industry-academia-research-application cooperation with universities, research institutions, and industry chain partners, and join forces with strategic allies such as Stellantis and China FAW Group, pool innovation resources, develop more globally competitive products, and continuously strengthen its leadership in the evolving industry landscape.

Strategic cooperation

● Through its partnership with Stellantis Group, Leapmotor has pioneered a new collaboration model in China's automotive industry, becoming the first "reverse joint venture" centered on the export of proprietary brands and products. Leveraging the leading technological strengths and high value-for-money products, together with Stellantis' strong commercial and channel capabilities, Leapmotor International achieved annual profitability in its second year of operation. As of the end of 2025, Leapmotor's overseas business has expanded to more than 900 sales outlets across 40 international markets, in Europe, the Middle East, Africa, Asia-Pacific, and South America. Building on this foundation, the two parties are actively exploring diversified cooperation in complete vehicles and components, further deepening their global footprint and jointly advancing the integration of green mobility and sustainable industrial value chains.

● On March 3, 2025, the Company signed a *Memorandum of Strategic Cooperation* with FAW Group. Breaking traditional industry boundaries and fully leveraging their respective R&D strengths, the two parties jointly carried out new energy passenger vehicle development and component cooperation, and the first jointly developed vehicle project has already been successfully launched. On December 28 of the same year, the two parties further signed an investment cooperation agreement, marking another solid step forward in capital collaboration and laying a strong foundation for synergy across the entire industrial chain. This partnership not only deepens strategic coordination between the two sides, but also injects new momentum into China's transition from a major automotive producer to a globally competitive automotive powerhouse.

Industry cooperation

● Partnered with allies to undertake the Ministry of Industry and Information Technology's (MIIT) 2025 Future Industry Innovation Task "Open Competition Mechanism to Select the Best Candidates" project (Quantum + Intelligent Connected Vehicles).

● Undertook the 2025 Zhejiang Province Emerging Industry Cluster Supply Chain Enhancement Project ("415X" Cluster New Quality Productive Forces), deepening the integration of emerging industries and accelerating the commercialization of innovative achievements.

● As a member unit of the Zhejiang Automotive Engineering Society and the C-ICAP Intelligent Cockpit Working Group, we led the drafting and publication of three group standards, including the *Performance Evaluation Method for Immersion Thermal Management Systems of Power Batteries*, providing technical guidance for industry energy efficiency improvements and technological standardization.

● Established a joint venture with CALB (China Aviation Lithium Battery) to build a power battery intelligent manufacturing base, constructing a full-value-chain cooperation framework encompassing battery R&D, production, and recycling.

University-enterprise cooperation

● Collaborated with Zhejiang University, Hangzhou Dianzi University, and enterprise partners to jointly tackle the project "*Industrial Application of Key Technologies for Autonomous and Controllable Intelligent Driving Perception and Planning Control*," which won the First Prize for Scientific and Technological Progress from the Zhejiang Automotive Engineering Society.

● Conducted regular academic exchanges with institutions such as the Academy of Arts & Design, Tsinghua University, and Luxun Academy of Fine Arts. Reached a university-enterprise partnership with the China Academy of Art to provide international perspective guidance and recommendations for vehicle styling design.

● Expanded industry-academia-research cooperation in the Artificial Intelligence sector with Tsinghua University, Shanghai Jiao Tong University, Shandong University, and Zhejiang University, jointly undertaking core technological innovation breakthroughs.

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2.1.4 IPR Protection

Leapmotor strictly complies with relevant laws and regulations, including China's *Patent Law*, *Trademark Law*, and *Copyright Law*. Focusing on standardized and systematic development, we have formulated the *Trademark Management Standards* and *Copyright Management Standard*, and revised the *Patent Management Measures* alongside other specialized protocols. We continuously iterate and perfect our intellectual property right (IPR) management system and successfully passed the GB/T 29490-2013 Intellectual Property Management System certification. This solidifies the institutional foundation for the full-dimensional protection of the Company's IPRs.

According to our *Intellectual Property Risk Management Measures*, we deeply integrate risk screening into the entire R&D and innovation process. By establishing a collaborative linkage mechanism with external professional agencies, we have built IPR risk prevention and control system featuring internalexternal collaboration and closedloop management. It helps us continuously optimize management mechanisms, achieving the timely identification and effective resolution of hidden patent risks. In addition, through regular training on IPR protection awareness, value cognition, risk mitigation, and trade secret protection, we cultivate an IPR protection ethos among all employees and elevate their professional literacy. In 2025, the Company organized 22 IPR training sessions, covering over 1,300 participants.

Case

Leapmotor implements high-value patent portfolio strategy, hitting a record high in invention grant rate

In 2025, Leapmotor systematically built a high-value patent portfolio framework and synchronously updated and released the *Patent Management Measures*. This document established standardized control specifications for enhancing patent quality and digging value, further reinforcing the IPR protection efficacy of our full-suite in-house R&D strategic achievements. In 2025, the Company's invention patent grant rate reached 70%. Additionally, we completed the first IPR system certification across three core domains—electronics, battery, and electric drive.



2025

835

Newly granted patents

199

New overseas patent applications filed

3,206

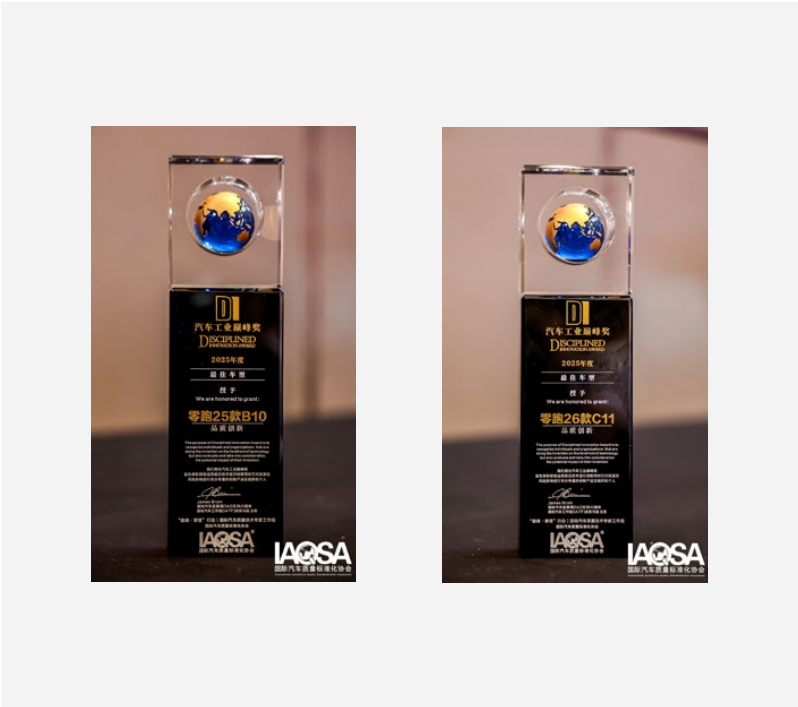
Granted patents in total

40.2%

Percentage of invention patent applications

2.2 Quality and Safety

Anchored in user value, Leapmotor targets the creation of high-quality products and services as its core objective. By perfecting quality and safety standard systems, implementing full-lifecycle quality management, and cultivating a deep-rooted quality culture, we continuously refine our product quality control capabilities and service professionalism. We aim to make worry-free and enjoyable mobility a standard experience for every user.



Leapmotor B10 and C11 won the “Best Model” at the 3rd Disciplined Innovation Award by the International Automotive Quality Standardization Association (IAQSA).

2.2.1 Quality Management System

Leapmotor strictly complies with quality-related laws and regulations. We have established a Quality Management Committee, directed by the Company’s Senior Vice President and comprising heads of various business domains. The Committee is responsible for formulating quality and safety strategies, making decisions on material quality and safety matters, and guiding the construction of the Company’s safety architecture. Operating under this Committee, the New Energy Quality and Safety Working Group executes these strategies, coordinates resources to build the safety system, and continuously elevates product safety standards.

In 2025, Leapmotor conducted internal audits of its Quality Management System (QMS) to promptly identify risks during operational processes. By performing root cause analyses on audit findings and formulating corrective and preventive measures, we effectively mitigated risk impacts. Concurrently, the Company was recognized as a “National Enterprise with Commitment to Integrity in Product and Service Quality.”

Well-established systems

Anchored in the strategic goal of “zero defects, zero complaints, and building the quality benchmark for NEVs,” we have established and dynamically optimized 467 multi-tiered system documents covering key processes such as manufacturing, delivery, and non-conforming product control.

System certifications

All Leapmotor factories have achieved 100% certification under both the ISO 9001 and IATF 16949 Quality Management Systems, covering the full range of Leapmotor products across the end-to-end stages of R&D, production, and delivery.

Risk prevention

We have established a full-process “monitoring-analysis-testing-optimization” preventive testing mechanism. To address emerging quality or safety issues in the industry and market, we strengthen preventive testing and variation point monitoring, prioritizing the automated upgrade of inspection alerts and the digitalization of quality control.

Internal audits

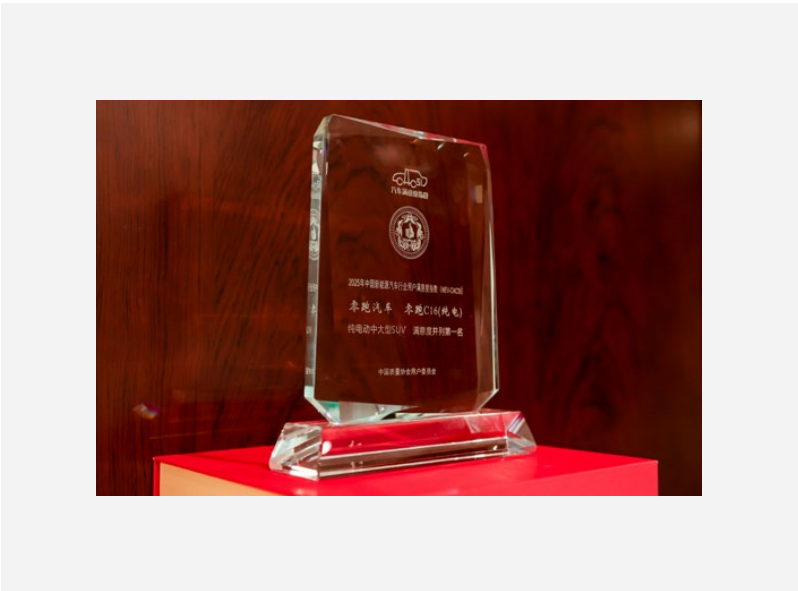
We conduct internal audits of the QMS to accurately identify potential operational risks. We perform root cause analyses on audit findings and implement systematic corrective and preventive measures to effectively minimize risk impacts.

Digital intelligence empowerment

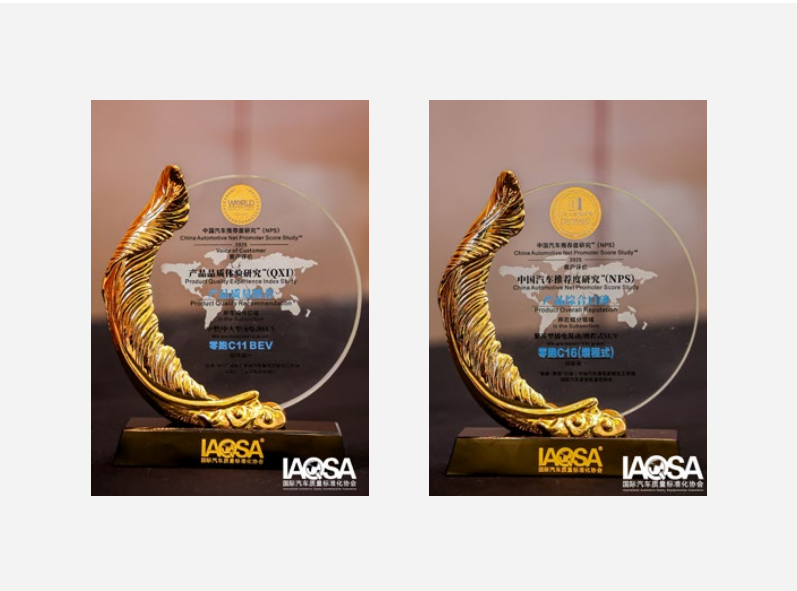
Leveraging remote monitoring platforms, we have established a big data early warning system for quality, enabling proactive identification, rapid response, and closed-loop resolution of market quality issues. Furthermore, we have developed a Business Intelligence (BI) dashboard integrating over 300 quality metrics to achieve fully visualized health analyses, providing robust data support for root cause analysis and the formulation of long-term optimization strategies.

2.2.2 Full-lifecycle Quality Management

Leapmotor rigorously adheres to the quality policy of “Steadfastly crafting premium products with an exceptional quality-to-price ratio and pioneering the ultimate mobility experience.” Guided by protocols such as the *Quality Objectives Management Procedure*, we have comprehensively integrated standards including the ISO 9001 and IATF 16949 QMS. We built a quality management model framed by the Integrated Product Development (IPD) process, covering the entire product lifecycle from conceptualization to after-sales service. Simultaneously, focusing on areas with a high incidence of quality issues, we regularly conduct specialized initiatives such as “Operational Observations,” “Specialized Audits for Missing or Incorrect Assemblies,” and “Process Audits.” We continuously strengthen full-lifecycle control efforts—encompassing R&D quality control, end-to-end supplier management, and incoming material inspection—systematically elevating our capabilities in preventing, identifying, analyzing, and resolving quality issues in a closed-loop, thereby solidifying the foundation of product excellence.



Leapmotor C16 ranked No.1 in Satisfaction among Mid-to-Large BEV SUVs by the China Association for Quality in 2025.



Leapmotor honored by IAQSA with “No.1 Net Promoter Score (NPS) for Product Quality in the Mid-Size/Mid-to-Large BEV SUV Market” and “No.1 Comprehensive NPS Reputation in the Compact EREV SUV Market.”



| Key initiatives and achievements in Leapmotor’s full-lifecycle quality management |

R&D quality management	• In accordance with institutional frameworks including the <i>IPD¹⁷ Vehicle Product Development Manual</i>, <i>Vehicle Trial Production Management Procedures</i>, and <i>Historical Issue Avoidance Procedures</i>, the Company provides comprehensive and detailed standards to ensure product safety and reliability. • The Company systematically conducts process quality testing and validation activities to ensure that product designs fully meet predetermined quality targets. • The Company has established the <i>Vehicle Functional Testing Issue Management</i> Process to standardize the management of functional testing issues, enabling iterative optimization and quality improvement across both new and existing models.	Quality management	• Complying with requirements in the <i>Production Process Management Measures</i>, <i>Equipment Management Procedures</i>, and <i>Power Facility Management Procedures</i> to construct a multi-tiered standard system, building a solid defense for production and delivery quality. • Setting up 5 major professional inspection lines with over 2,600 inspection items and achieving closed-loop, full-process monitoring through routine and periodic specialized inspections.	After-sales quality management	• Formulating protocols such as the <i>Market Quality Issue Rapid Response Management Standard</i>, <i>Improvement Procedures for Market Quality Problems</i>, and <i>Complaint Handling Management Procedures</i>; establishing a “0 IPTV¹⁸” (Incidents Per Thousand Vehicles) rapid response and improvement mechanism to enhance root-cause resolution and prevent personal injury or property loss caused by product quality issues; and achieving a 100% closed-loop resolution rate for product quality and safety complaints in 2025. • Optimizing the remote monitoring platform to build big data early-warning models, enabling the proactive identification and resolution of quality issues. In 2025, zero complaints were reported regarding major assembly errors or missing parts in the market. • Compiling the <i>Owner’s Manual</i> and establishing user quality feedback channels via the official website and the Leapmotor App; publicly displaying 400-toll-free numbers, email addresses, and forums for inquiries and complaints, providing vehicle owners with convenient and transparent feedback and communication pathways.
Supplier quality management	• Enforcing the requirements of institutional documents like the <i>Supplier Quality Management Manual</i> to strengthen full-lifecycle supplier quality management and safeguard supply chain product quality. (For details, please refer to the section “5.1.1 Supply chain management system”.)	Vehicle inspection management	• Establishing protocols such as the <i>Vehicle Inspection and Management Procedures</i> and the <i>Vehicle Confirmation Inspection Management Procedure</i>. • Leveraging the cloud inspection platform to streamline functional testing logic built upon existing electrical testing capabilities, and enabling remote and highly efficient functional testing by developing corresponding diagnostic commands and connecting vehicles to the cloud platform via wireless networks.		
Incoming inspection management	• Establishing and implementing institutional procedures such as the <i>Incoming Inspection Management Procedure for Outsourced Components</i> to mitigate the risk of using counterfeit parts and raw materials. • Strictly controlling incoming inspection tasks to guarantee a 100% qualification rate at the intake end. In 2025, there were 0 material anomalies detected during incoming inspections and 0 quality issues caused by material changes in production or the market. • Conducting verification and testing on components for temperature resistance, material integrity, durability, anti-corrosion, and waterproofing at the incoming inspection laboratory, guided by green and eco-friendly principles.	Service quality management	• Building an end-to-end standardized service system to ensure that service operations are standardized and structured. (For details, please refer to the section “2.3.1. Customer service guarantee”.)	Product recall management	• Formulating the <i>Market Recall Management Specification</i> and <i>Overseas Market Recall Management Process</i>, and establishing an automotive recall historical case library, compiling approximately 1,260 recall cases for reference. • Launching the “Leapmotor Quality” official WeChat account to disseminate quality concepts and build a co-created and shared quality culture among all employees. • Achieving zero product recalls due to quality or safety issues for five consecutive years.

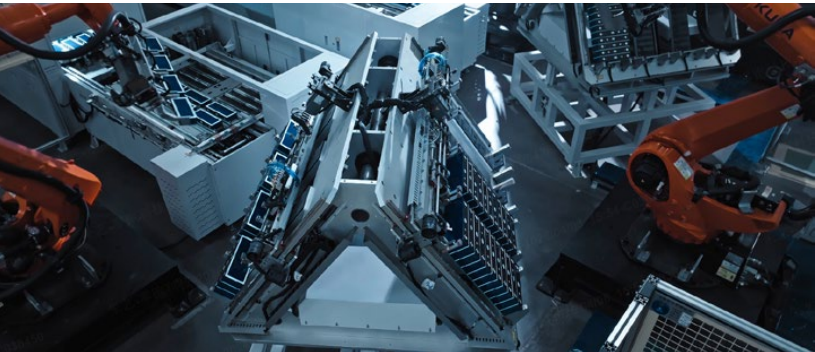
¹⁷ IPD: Integrated Product Development
¹⁸ IPTV: Incidents per Thousand Vehicles

2.2.3 3E Quality System

Leapmotor strictly follows to IATF 16949 and ISO 9001 standards to continuously optimize the quality management system in the “3E” domains. This comprehensively covers key lifecycle nodes—including R&D, supply chain, manufacturing, and marketing services—for electric drive, electric battery, and electronic products, forming an interlocking closed-loop quality management framework. This continuously elevates product safety, reliability, and technological leadership. Concurrently, the Company deeply integrates intelligent and digital capabilities into its quality management system. This drives a comprehensive shift in quality decision-making from an “experience-driven” approach to a “data- and intelligence-driven” model, advancing quality control from “post-event inspection” to “in-process prevention.”

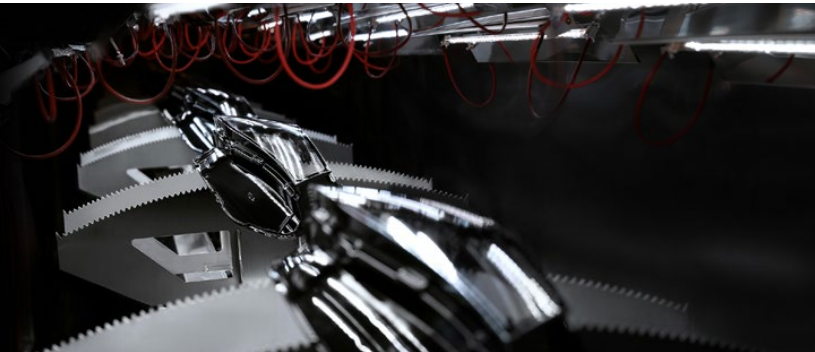
Battery product line

- Deploying the “Galaxy Watch” quality AI cluster, improving information extraction and issue management efficiency by over 400% and shifting quality decision-making from an experience-driven approach to a fully data- and intelligence-driven model.
- Introducing cutting-edge real-time monitoring technologies in critical processes to enable real-time early warnings and interception of manufacturing defects.
- Establishing a full-process automated visual inspection system to ensure “zero defects” in product appearance.
- Implementing an automated error-proofing inspection mechanism to ensure the continuous accuracy and effectiveness of measuring equipment.



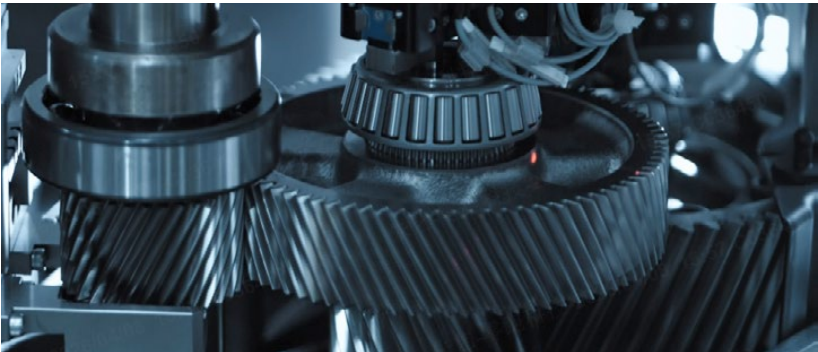
Electronic product line

- Through the MOM¹⁹ platform, manufacturing, quality, engineering, warehousing, and planning functions collaborate seamlessly. Combined with digital twin technology, the platform enables fully automated operations from raw material receiving to finished goods dispatch, driving lean production and green supply chain development.
- The Company is restructuring its end-to-end value chain by digitizing quality processes across all business functions and embedding closed-loop management. A full-chain quality traceability system is in place, and open post-incident reviews are conducted for major quality issues to eliminate recurring defects at the root.
- The Company is standardizing its incoming material analysis laboratories to strengthen inspection capabilities for dimensional tolerances, functional reliability, and performance parameters. This reinforces the front-end quality defense across the supply chain and prevents non-conforming materials from entering production.



Electric drive product line

- The Company is building a quality management system centered on customer needs with a zero-defect target. R&D, manufacturing, quality, and supplier functions are aligned end to end, with D/PFMEA²⁰ fully synchronized and mutually interlocked across customer requirements and both internal and external suppliers to deliver systematic zero-defect quality management.
- For critical materials, in-process characteristics, and outgoing quality, the Company implements full-chain controls. Through dedicated planning and lean quality practices, it aims to achieve zero defects in manufacturing.
- The Company is developing a global service quality platform capable of 24-hour rapid response, aiming to exceed customer expectations and achieve zero complaints.
- A digital quality management platform is being built to enable enterprise-wide digital monitoring and prevention. This lays the foundation for future AI-driven capabilities and supports the execution of the zero-defect strategy.



¹⁹ MOM: Manufacturing Operations Management
²⁰ D/PFMEA: Design and Process Failure Mode and Effects Analysis

2.2.4 Cultivating a Quality Culture

Centered on the philosophies of “Quality is Designed In” and “Zero Defects through company-wide Governance,” Leapmotor continuously perfects its digital and intelligent quality culture platform. We institutionalize special quality improvement initiatives and conduct “Quality Month” thematic activities on a regular basis. We have systematically built a targeted and multi-tiered quality training system covering quality cost management, automotive product defect identification and determination, and the interpretation of automotive recall regulatory systems to empower employees. Furthermore, we empower quality personnel to transition into process experts and professional coaches, embedding them within business teams to drive professional empowerment and ensure the effective execution of universal quality governance. In 2025, the quality training coverage rate for employees reached 100%.

Training category	Quality training content
New employee onboarding boot camp	Quality awareness; IATF 16949/CCC (China Compulsory Certification) red-line requirements; case studies of common preventable errors (e.g., missed torque fastening/inspection items).
Transfer/rotation skill enhancement workshop	Pre-assignment theoretical and hands-on training to ensure output quality following role transitions.
Professional skills intensive camp	Real-world quality improvement case studies; one case per session with practical problem-solving approaches and best-practice sharing.
Navigator transformation program	Targeted training to enhance management personnel’s managerial effectiveness and quality management capabilities.

“Quality Month” series activities



Leapmotor launched the “Quality Month” campaign themed “Cultural Foundation, Benchmark Leadership, and Win-Win Excellence.” Notably, participation in the quality knowledge competition surged by 6.5 times year-on-year.

Quality empowerment training



Leapmotor delivers quality empowerment training covering quality awareness, quality improvement tools and statistical process control, to directly strengthen on-site quality control and continuous improvement in production.

Dual-track quality training



Leapmotor conducted dual-track quality training featuring “Theoretical Foundation + Case Study Empowerment,” with over 30 course-sharing sessions.

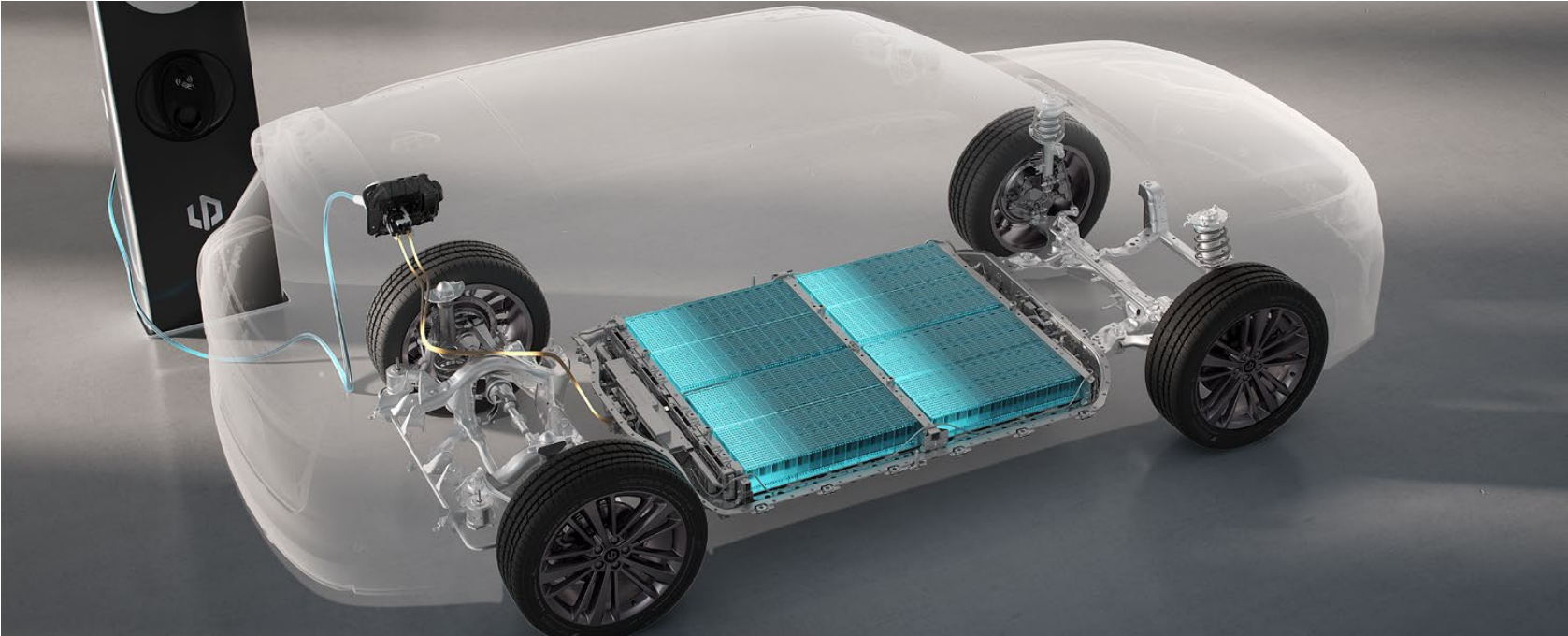
Supplier quality training



Leapmotor synergized with supply chain partners, deeply integrating suppliers into quality enhancement engineering.

2.2.5 Safeguarding Mobility Security

“Safe journeys for every ride.” Leapmotor steadfastly upholds the principle that users’ life safety comes first. We strictly benchmark against authoritative safety standards such as C-NCAP²¹, C-IASI²² and Euro NCAP²³. We strengthen core areas including batteries, vehicle bodies, intelligent driving, and healthy cabin spaces. By focusing on comprehensive safety—encompassing collision, active, fire, health, functional, privacy, and charging safety—we continuously iterate our safety technologies to ensure that every journey is guarded and secure. In 2025, Leapmotor passed third-party certification for the ISO 9001 and IATF 16949 Quality Management Systems, covering 100% of its full product lineup.



Battery safety

Adhering to the closed-loop philosophy of “technological innovation, risk identification and verification, and optimization,” Leapmotor has built a full-lifecycle battery safety development system. Guided by specifications such as the *System Safety Design Checklist*, *General Specifications for the Safety Design of Power Battery Systems*, and *Freeze and Review Methods for Power Battery System Design*, we continuously elevate product safety performance across multiple dimensions, including system thermal safety, electrical safety, mechanical safety, and functional safety, striving to minimize battery safety failure rates. In 2025, the Company’s battery products passed over 1,000 rigorous real-world tests and some CTC-enabled projects were among the first to pass testing under the new national standard, *Electric vehicles traction battery safety requirements*, achieving certification one year ahead of schedule.

| Key initiatives for ensuring battery safety at Leapmotor |

Risk control

- Implementing a full-lifecycle management process for system safety development. We establish a clear pathway for safety design risk identification and control to enhance the reliability of battery safety design.
- Building an operating-condition database encompassing meteorological, geographical, climatic, and road status information across domestic and international markets, covering more than 47 countries and 131 major cities.

Technological innovation

- Adhering to a multi-tiered technological innovation roadmap spanning “Materials - Components - Systems - Vehicles” to comprehensively elevate battery product safety performance.
- Clarifying component and material requirements based on system safety needs and safety failure mechanisms, and working closely with industry suppliers to develop innovative solutions.
- Ensuring battery thermal safety across four levels: intrinsic battery safety, thermal runaway protection design, safety strategies, and thermal runaway early warning systems.

Testing & verification

- Through R&D testing under extreme full-scenario operating conditions, we continuously explore product safety boundaries to close the loop on safety design.
- Formulating enterprise standards that are stricter than national standards and closely aligned with real-world scenarios, encompassing over 50 rigorous testing items.
- Employing a combination of in-house and third-party laboratories to guarantee verification quality and efficiency.

²¹ C-NCAP: China-New Car Assessment Programme
²² C-IASI: China Insurance Automotive Safety Index

²³ Euro NCAP: European New Car Assessment Programme

Vehicle body safety

Leapmotor regards the vehicle body as the bedrock of safety. Utilizing cutting-edge simulation technologies, we conduct tens of thousands of virtual collisions and strictly benchmark against global safety standards such as C-NCAP, Euro NCAP, and C-IASI. We have completed real-vehicle tests including small overlap impacts, multi-angle pole impacts, frontal crashes, and offset crashes. While comprehensively safeguarding occupants, we equally prioritize pedestrian protection, ensuring that peace of mind comes standard with every journey.

Vehicle structure

Innovatively adopting a high-strength “cage” frame design featuring a “nine-horizontal, three-longitudinal, four-interlocking” structural architecture. Paired with a precise formulation of various high-performance materials, the synergistic effect of different material strengths achieves the core objective: “ensuring the cabin zone firmly resists deformation during a collision to better protect occupants.”

Occupant protection

Steadfastly utilizing high-performance products from mainstream suppliers. Through multiple rounds of restraint system optimization and comprehensive safety configurations, it ensures the safety of occupants in the event of a collision.

Pedestrian protection

Leveraging a high-precision Autonomous Emergency Braking (AEB) system with millisecond-level responses to avoid pedestrian collisions. In the event of an unavoidable impact, simulated cushioning materials and meticulously designed crush zones minimize pedestrian injuries, ensuring their safety.

Case

Leapmotor B10 validates high safety standards with top Euro NCAP scores

Among the 108 vehicle models evaluated in the 2025 Euro NCAP assessments, the Leapmotor B10 ranked among the top performers with outstanding results: 93% in Adult Occupant Protection (ranked 6th), 93% in Child Occupant Protection (8th), 85% in Safety Assist (10th), and 84% in Vulnerable Road User Protection (13th).



Case

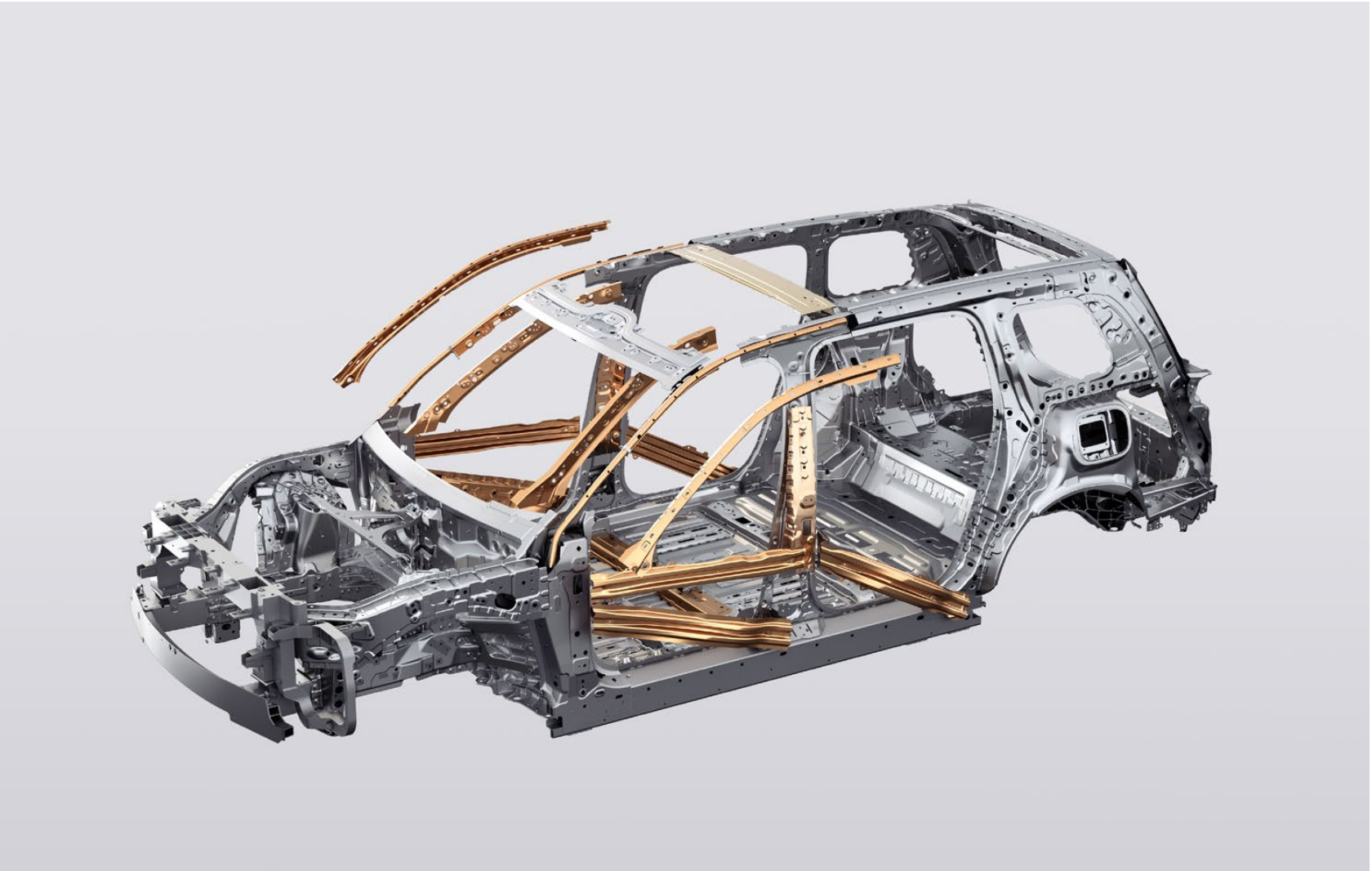
Leapmotor D19 guards visible safety with invisible “armor”

As the flagship NEV-exclusive platform born from Leapmotor’s decade of full-domain independent R&D, the Leapmotor D19 was developed under the dual “Five-Star” core certification systems of C-NCAP and C-IASI. Featuring a “nine-horizontal, three-longitudinal, four-loop” cage body design and incorporating 2,000 MPa five-layer steel A-pillar technology, the D19 provides comprehensive protection for occupants and pedestrians in both severe collisions and everyday scrapes. It helps reduce safety risks and vehicle use costs, ensuring peace of mind on every departure and safe returns every time.



Leapmotor B10 received the Euro NCAP 5-Star Safety Rating

Leapmotor C16 received the C-IASI ACG+G Safety Rating



Driving safety

Supported by the LEAP3.5 technology architecture and the QNX Safety²⁴ operating system, Leapmotor leverages proprietary technologies—such as LMC²⁵ integrated motion fusion control and intelligent ADAS—to achieve intelligent and proactive dynamic vehicle control. This accomplishes a leapfrog upgrade from “single-point early warnings” to “full-scenario intelligent protection,” building a closed-loop safety system encompassing driving, parking, and human-vehicle interaction. It effectively addresses extreme weather, avoids parking scrapes, and reduces driving collision risks, adapting to diverse mobility scenarios. We continuously drive the evolution of automotive safety from traditional “passive protection” to “proactive prevention,” building a strong safety defense for users across all mobility scenarios. In 2025, Leapmotor successfully passed the ISO 26262 ASIL D process system certification, the highest safety integrity level under the standard widely recognized as the “technical passport” to the global automotive market. This achievement positions Leapmotor at the international forefront of functional safety and makes it one of the few Chinese automakers with demonstrated full-lifecycle safety management capabilities. To date, the Company has built a comprehensive development and management system covering the entire vehicle and “3E” systems, fulfilling the highest functional safety requirements.



²⁴ QNX Safety: Operating System for Safety
²⁵ LMC: Leapmotor Motor Control

Addressing extreme weather

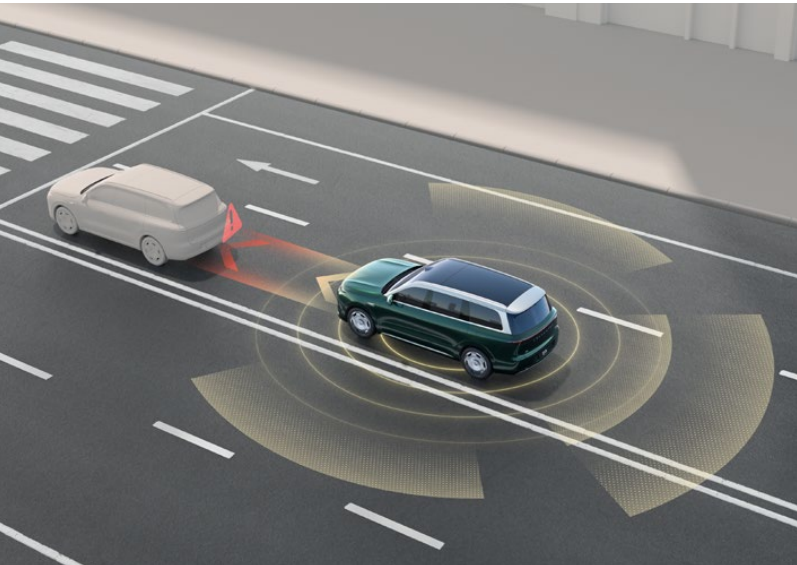
Leapmotor pioneered the use of a LiDAR with a 300-meter detection range in the RMB 150,000 vehicle segment. Coupled with a 140° ultra-wide field of view and high-precision point cloud perception, it enhances perceptual capabilities in extreme weather conditions such as rain and fog.

Avoiding parking scrapes

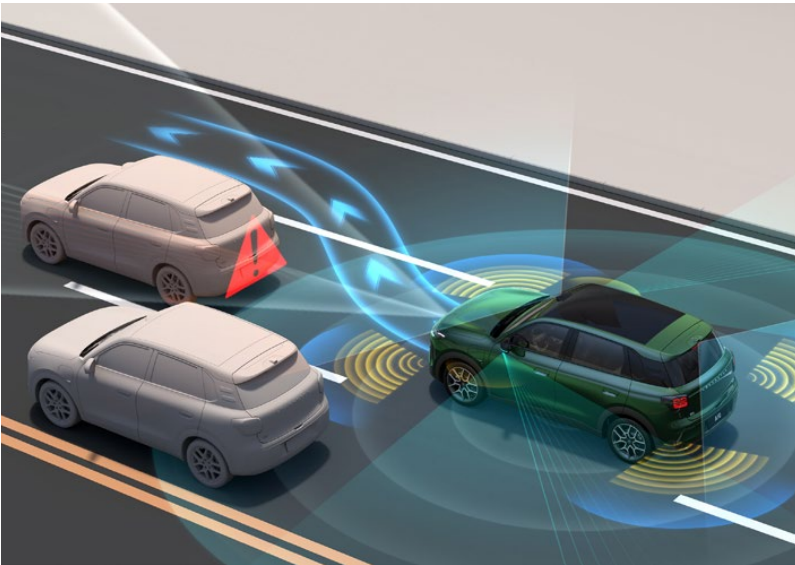
The parking system supports the recognition of various parking spaces (perpendicular, parallel, and diagonal), adapting to complex parking scenarios like narrow spaces and dead-end roads. Integrated with 360° panoramic imaging and ultrasonic radar fusion perception, it effectively mitigates the risk of scraping during parking.

Reducing driving collisions

The AEB (Leveraging a high-precision Autonomous Emergency Braking) and AES (Autonomous Emergency Steering) systems incorporate LMC integrated motion fusion control technology. Through multi-sensor collaborative monitoring, it responds rapidly to collision risks involving pedestrians, vehicles, non-motorized vehicles, and general obstacles, executing timely and efficient emergency braking.



4-130 km/h Active AEB (Automatic Emergency Braking)



80-130 km/h Active AES (Automatic Emergency Steering)

Healthy cabin space

Always prioritizing user health, Leapmotor integrates the health standards of “Zero Formaldehyde, Zero Odor, and Zero Noise” into the entire R&D, design, and manufacturing processes of its full vehicle lineup. Through stringent in-car air quality control and the application of eco-friendly technologies and materials, we ensure every user enjoys a safe-breathing, quiet, and comfortable driving experience within our mobile spaces.

During the product development phase, we established two dedicated departments for materials and environmental protection. Controlling material quality from the source, we prioritize low-emission and low-odor eco-friendly materials, building the first line of defense for in-car air health. Concurrently, we conduct multiple rounds of rigorous testing on the entire vehicle. These tests cover not only the room temperature conditions mandated by national regulations but also simulate real-world scenarios such as high-temperature environments and air conditioning operations, ensuring products meet health and environmental standards under all usage conditions.

Upon entering the mass production phase, we regularly conduct odor tests on complete vehicles and components to maintain consistent in-car air quality. Furthermore, we formed a specialized odor evaluation team to conduct normalized monitoring and control of the odor characteristics that customers care about most. This ensures that every delivered vehicle provides users with a fresh, safe, and premium cabin breathing experience.



Leapmotor C16 awarded the “Five-Star Healthy Car” title by the Automotive Health Joint Research Center.



Leapmotor Lafa5, B01, and B10 awarded the “Zero Formaldehyde” Vehicle title by CATARC Data.

Zero formaldehyde

- Utilizing low-odor water-based damping pads and water-based adhesives to effectively adsorb and reduce the emission of harmful substances.
- Employing silicone fabrics which, due to the unique properties of silicone resins and specific manufacturing processes, render the finished products non-toxic, harmless, hypoallergenic, and extremely low in VOCs (Volatile Organic Compounds).
- Utilizing bamboo charcoal fiber fabrics for seats to adsorb harmful components and dust in the air, maintaining a healthy cabin environment.

Zero odor

- Establishing a professional odor laboratory and forming an odor evaluation team to implement full-process control over cabin odor attributes.
- Introducing the “Golden Nose” air quality management system to track, monitor, and control the odor and VOCs of interior materials and key vehicle components.
- Adopting an anti-mold air conditioning mode that automatically inhibits the growth of mold spores, completely eliminating musty odors.

Zero noise

- Executing dedicated ultra-quiet optimization engineering for the entire vehicle.
- Leveraging the systematic design of professional acoustic packages to comprehensively cover key noise transmission paths across the vehicle body.

2.3 Customer Service

Upholding the value proposition of “User-Centricity,” Leapmotor continuously optimizes its user service system and adheres to responsible marketing. By building communication bridges with users through diverse community activities, we are committed to delivering a more brilliant mobility experience, ensuring that every departure is filled with anticipation and pleasant surprises.

2.3.1 Safeguarding Customer Service

Leapmotor continues to improve its marketing and after-sales service architecture. We attentively polish every detail, refine service touchpoints, and highlight service excellence, delivering an all-encompassing and heartwarming experience to our users.

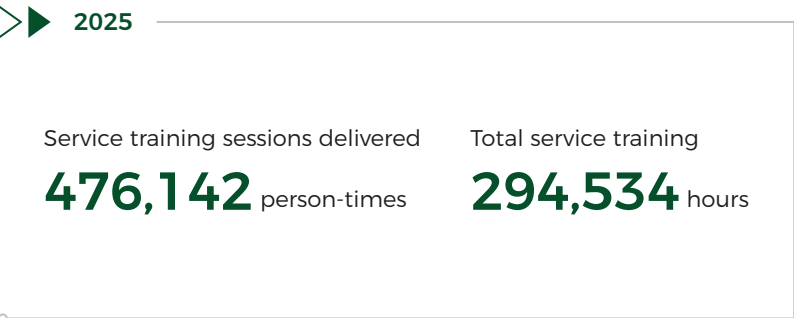


User service philosophy

Starting from the user’s perspective, Leapmotor upholds a service philosophy centered on “Comprehensive, Swift, Excellent, and Cost-Effective” operations—meaning swift repairs, rapid responses, fast supply, time-saving, and worry-free experiences. Guided by technology, we utilize refined content operations and experience-driven product designs to gain insights into and satisfy user needs across different stages and scenarios. This provides users with reassuring, intelligent services throughout the entire vehicle lifecycle, forging a brand value filled with warmth.

Standardizing services

Leapmotor has established seven specialized service modules, including technical support, parts management, service operations, regional service, after-sales complaint handling, and owner operations. With clear responsibilities and close coordination, these modules cover key after-sales functions such as technical support, parts logistics, store operations, complaint handling, safety and emergency management, and owner engagement, providing a strong organizational foundation for standardized service delivery. The Company also emphasizes service training, offering tiered training programs based on store needs to continuously strengthen employees’ professional capabilities.



The Company has established and implemented a full-process standardized service system covering dealer operations, after-sales resolution, and emergency response, ensuring that all service tasks are strictly regulated and executed. In 2025, we publicly launched the “Four Major Service Commitments.” Centered on the “Four Ones,” we accurately respond to core user demands, build differentiated brand advantages, and fully forge a brand image of high-quality service.

承诺一

假日出行无忧 一路守护

春节、五一、国庆假期免费提供
全场景道路救援和异地送车服务

承诺二

预约保养 一步到位

预约并准时到店基础保养
1小时内完成服务

承诺三

维保电子工单 一目了然

服务项目、维保进度及消费明细等
零跑App内在线清晰可查

承诺四

星夜服务 一心等待

延长服务营业时至20:00
更好满足零居夜间维保需求

Leapmotor’s “Four Major Service Commitments”

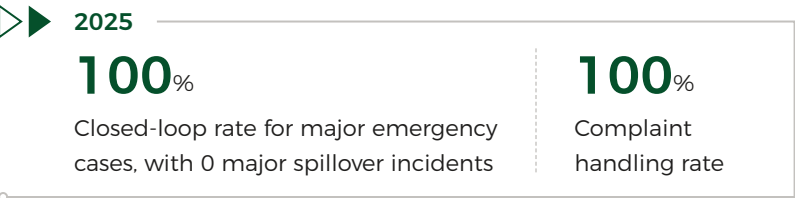
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Managing after-sales services

Leapmotor has built an omni-channel user voice collection system, gathering user feedback through 400 hotlines, the Leapmotor App, communities, steward groups, physical stores, and public relations channels to ensure rapid response and resolution. Concurrently, we established a “Daily Clearance Meeting” mechanism for customer complaint risks. By reviewing potential complaint users daily, we adopt proactive management measures, continuously reducing the complaint rate.

Centered on the core objective of “rapidly and effectively closing the loop on customer complaints,” the Company continuously perfects its complaint management system. We formulated and iterated a series of management policies and business improvement workflows, such as the *Six-Dimensional Customer Complaint Management Indicators* and the *Post-Sales Complaint Handling Management Process (Version 3.0)*, standardizing complaint management. In 2025, addressing emergency handling for major accidents, the Company-level Market Emergency Management Committee revised the *Vehicle Major Accident Emergency Management Process*, further enhancing emergency response efficiency and handling standardization, thus fortifying the user safety defense line.

Furthermore, regarding after-sales services in the European market, the Company strictly benchmarks against local regulatory standards. We built an after-sales information query platform integrating technical data, repair manuals, and technical consultation resources, supporting dealers in conveniently accessing vehicle after-sales information. The after-sales manual is provided in over 16 languages, backed by a local European technical team offering frontline support. This ensures highly efficient, seamless after-sales communication and a borderless service experience.



User satisfaction

Centering on user needs, Leapmotor continuously drives the construction of the “1+N+X” full-touchpoint user experience operational system. We built a multi-dimensional full-lifecycle user experience measurement framework—including NPS, specialized metrics, and real-time metrics—covering core stages such as test drives, product delivery, after-sales service, and vehicle usage. This ensures we can promptly and accurately pinpoint user feedback. Furthermore, leveraging the “Leap Owners’ Voice” platform, we collected more than 60,000 user feedback entries via the Leapmotor App in 2025. By consolidating and analyzing top feedback monthly across all scenarios, including pre-sales, sales, and after-sales services, vehicle features, App functionalities, official events, and mall services, we accurately pinpoint user needs and pain points.



Key practices for enhancing customer satisfaction at Leapmotor in 2025

Achieving full coverage of electronic work orders

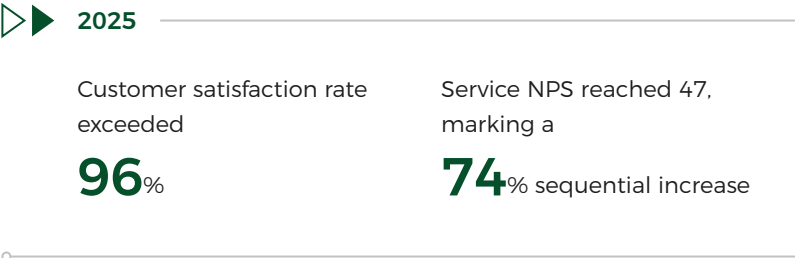
We accelerated the development of digital repair capabilities and continuously drove service quality improvements. We implemented electronic work orders across 100% of stores, achieving information interoperability among customers, dealers, and Leapmotor, allowing users to authorize repairs and check progress with one click.

Faster parts fulfillment

The Company upgraded its parts warehouse network to a “1+7” hub layout, improving order response times for service stores. The share of next-day deliveries increased by nearly 15 percentage points.

Developing intelligent cloud diagnostics

We built a “Perception - Early Warning - Intervention - closed-loop” proactive service system that safeguards every journey of our users 24/7. Based on AI model analysis of historical faults and real-time operating conditions, the early-warning system automatically triggers work orders and notifies the 400-hotline and “Service Stewards” to proactively contact customers, promptly providing thoughtful support and professional advice to ensure peace of mind at all times.



2.3.2 Store Service Management

Focusing on the dimensions of service quality enhancement, operational compliance standardization, and channel efficiency optimization, Leapmotor continuously refines its sales and service management system. The Company drives the standardization of sales services and management operations, as well as service professionalism, to ensure the customer experience. As of the end of December 2025, Leapmotor's sales and service network had covered 295 cities, an increase of 31 cities year-on-year. We have cumulatively deployed 950 sales stores (including 407 Leapmotor Centers and 543 Experience Centers) and 526 service stores.

In terms of sales-related customer complaint management, the Company built a full-process control system from prevention to governance, requiring all stores nationwide to sign a “Zero Customer Complaints” letter of commitment, continuously enhancing their overall customer service awareness. We conduct routine monitoring during the complaint handling process, focusing on driving rectification and improvements at under-performing stores. In 2025, the 2-hour response rate for customer complaints at stores reached 84.6%, and the 72-hour closed-loop rate achieved 94.3%. Meanwhile, we implemented an extended “9 AM to 10 PM” service schedule to accommodate the vehicle viewing and purchasing needs of working professionals, further extending our service touchpoint hours. Concurrently, we upgraded the “at-home test drive” to a “Mobile Experience Cabin” service, standardizing the pre-drive requirement confirmation and post-drive follow-up processes. This ensures equal emphasis on service standardization and personalization, dedicated to allowing customers to enjoy a more convenient and considerate vehicle purchasing experience.



2.3.3 Dealer Management

Focused on channel ecosystem health and mutually beneficial manufacturer-dealer integration, Leapmotor strives to build a sustainable dealer management system characterized by “faster store openings, better locations, lower costs, higher efficiency, and optimized processes.”

Optimizing dealer cooperation models

The Company promotes an intensive development model, implementing the “1+N” strategy and the “fewer dealers, multiple stores” principle. We rationally plan the number of regional dealers to prevent vicious competition. The Company executes a parallel strategy of benchmark leadership and targeted assistance, focusing on cultivating “Gold and Silver Seed” investors and high-star benchmark stores. By awarding honors, optimizing privileges, and tilting resources, we ignite the leading role of these benchmark partners. Focusing on service inclusivity, we advance asset-light channel expansion into lower-tier markets and diversify our layouts. This breaks geographical barriers, providing broader customer bases with convenient access to high-quality NEV mobility services and comprehensively popularizing a green lifestyle.

Elevating dealer service capabilities

The Company has built a comprehensive training and empowerment system, establishing the “Leapmotor Coach” ecosystem. Through internally certified coach teams, we conduct role certification training to comprehensively elevate the professional capabilities of our dealer teams. We perfected the “Case Bank” mechanism, systematically collecting and publishing excellent practical cases online to create a shared learning platform for all employees. Through the rapid replication and promotion of benchmark cases, we effectively enhance the sales skills and service levels of frontline personnel, thereby optimizing the customer service experience. In 2025, a cumulative total of 268 practical cases covering key sales and service scenarios were published online.

Leapmotor coach program



The Company operates a three-tier training system spanning headquarters, regional offices, and stores. Headquarters-certified coaches serve as the core, delivering pre-certification training for sales roles. Headquarters provides the initial training content, and certified coaches then cascade it to frontline teams through on-site retraining and skill reinforcement, enabling stores to sustain training capabilities independently and deliver a better customer experience. In 2025, the Company trained 143 Star-rated Coaches and supported 1,239 coaches in completing Experience Engineer L1 certification, strengthening the professional foundation of the training organization.

Through this three-tier system, the Company also ensures rapid, full-coverage rollout of new product training. During the year, training was completed for seven new models with 100% coverage, equipping all store staff with up-to-date product knowledge and raising frontline sales and service professionalism.

2.3.4 Responsible Marketing

Leapmotor strictly complies with the *Advertising Law of the People’s Republic of China*, the *Anti-Unfair Competition Law of the People’s Republic of China*, and other applicable regulations, taking multiple measures to protect consumer rights.

On the marketing side, the Company has established a full-process content quality management mechanism with clear decision-making protocols and workflow standards for media plans, content, and channels. Marketing campaigns, promotional materials and commercial policies are rigorously reviewed prior to release. False or misleading commercial claims are strictly prohibited, ensuring that true and accurate information is delivered to users. On the sales side, the Company has built a structured training system that promotes fair marketing practices across all sales and delivery touchpoints. Sales channel management is tightly regulated to keep pricing transparent and contract execution fair. Bundled selling, overpromising, and any conduct that compromises consumers’ right to informed choice are strictly prohibited, ensuring that customers make purchasing decisions in a clear and equitable environment. On the operations side, the Company upholds a strict compliance baseline and enforces brand and reputation management. Issues and concerns, once identified, are addressed promptly to safeguard brand integrity and healthy market conditions.



2.3.5 Heartwarming Community Operations

Embracing the philosophy that “Mobility is Life,” Leapmotor continuously upgrades the full-lifecycle user experience through an innovative, three-in-one service ecosystem.

Interactive communities

Leapmotor continuously perfects the construction of its user interaction community, building an active and diverse user ecosystem. Through initiatives such as launching 207 interactive events on the Leapmotor App, rolling out the “Leapmotor Clover” project, publishing the Green Mobility User Report, and establishing the “Leap Owners’ Voice” feedback channel, we effectively boosted user engagement and stickiness. In 2025, the Leapmotor App achieved an average monthly satisfaction score of 86.

User co-creation

Leapmotor deeply links user needs with product development, integrating user wisdom into the full value chain of R&D, service optimization, and brand co-building. With an open posture, we invite users to participate in the entire process from product definition to experience upgrades. We ensure that every piece of authentic feedback becomes a core driving force for technological innovation, service enhancement, and brand growth.

Case

United Leap owners, co-creating the future

In December 2025, coinciding with its 10th brand anniversary, Leapmotor hosted the 3rd Leap Owners Advisory Panel event in Hangzhou. We invited user representatives, including national car club presidents, vehicle owners, and “owner-product managers,” to engage in deep co-creation. Focusing on the product requirements and marketing scenarios for the A and D platform models launching in 2026, the event extensively gathered user feedback. Users proposed practical suggestions regarding official personalized modification schemes, in-car social functions, and lightweight, low-pressure interactive activities. This provided authentic reference points for product R&D, brand marketing, and community operations.



In April 2025, Leapmotor’s first international Owner Engineer made an appearance at the Auto Shanghai 2025.



In November 2025, 30 “Owner Engineers” across all vehicle series shared car selection advice and usage experiences with guests.

The car owner ecosystem

Leapmotor is committed to building a vibrant and interactive platform that promotes mutual growth for its users. The Company enables every user to actively engage, foster a strong sense of belonging, and share common values. This ensures that mobility goes beyond mere transportation and becomes an extension of a better lifestyle.

▶▶ 2025

68

urban car owners' clubs nationwide in cumulative total

91

Online car owner community events

446

Offline car owner community events

Case

A decade together, building the Leapmotor home

In December 2025, taking the opportunity of the 10th brand anniversary, Leapmotor hosted the 2nd Leap Owners Conference in Hangzhou, inviting 200 user representatives from across all vehicle series. The Hangzhou club formed a volunteer team to provide airport pickup services for users nationwide. The 100-person Leap Owners Banquet and the co-creation gala were entirely hosted and performed by users themselves, while user fan groups passionately cheered at the 10th-anniversary press conference. Meanwhile, 682 stores nationwide hosted local Leap Owners Banquet events, gathering a cumulative 9,222 new and veteran owners to celebrate the brand's birthday. This series of events, with users as the core protagonists, strengthened emotional connections among car owners, effectively elevated community cohesion and word-of-mouth dissemination, and continuously built a heartwarming Leap Owners ecosystem.



Low-Carbon Progress and Green Innovation

Facing the global push for low-carbon development and the industry's green transformation, Leapmotor stays true to its vision of green development. We empower environmental protection through technological innovation and have built an environmental management system that spans the entire value chain. By embedding low-carbon principles into R&D, manufacturing, supply chain, and operations, we are committed to reducing the carbon footprint across the entire value chain. We earnestly fulfill our environmental responsibilities, propelling the new energy vehicle (NEV) industry toward a greener and more sustainable future.

Contribution to SDGs



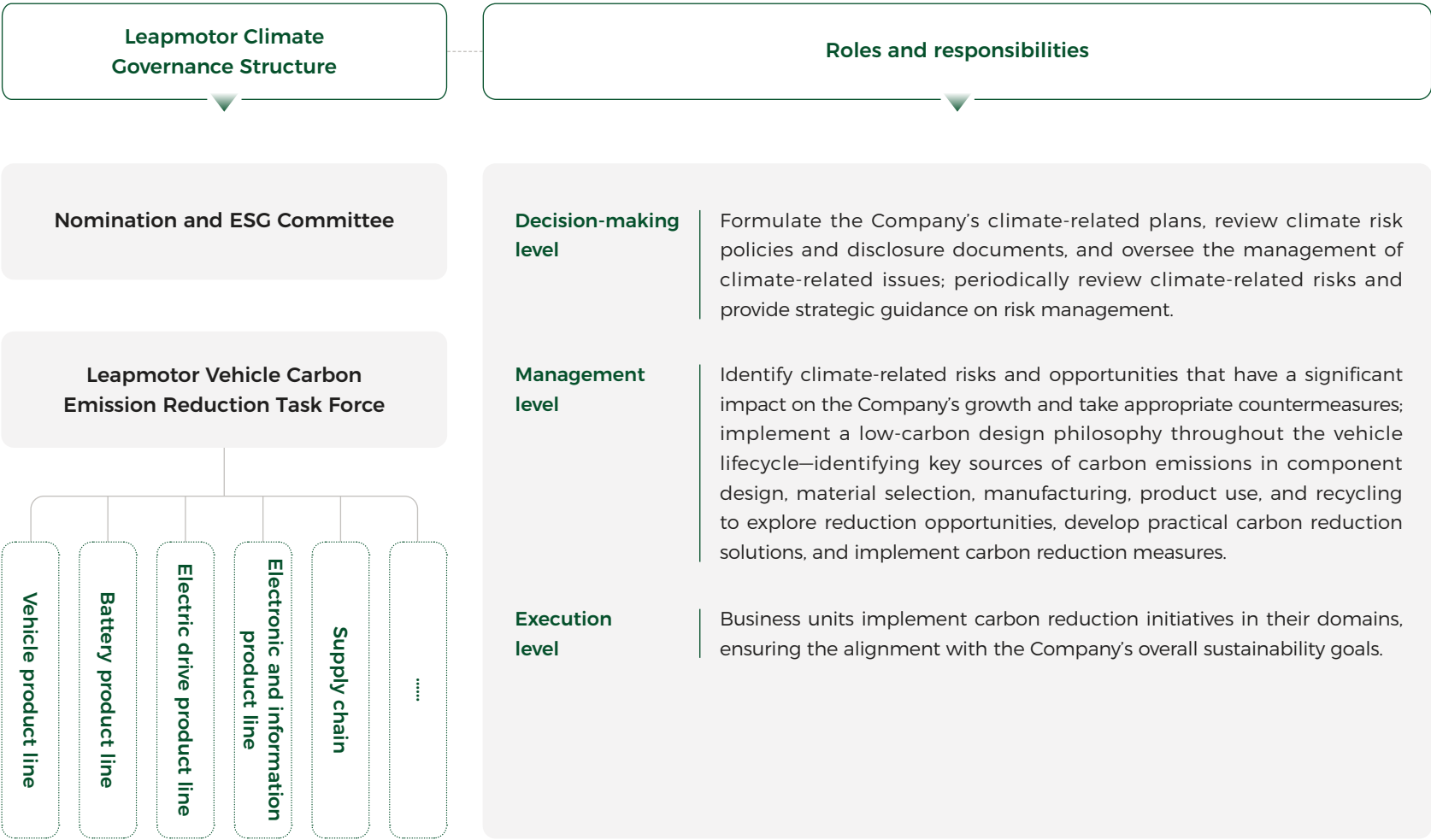
3.1 Climate Change Response

Leapmotor recognizes the systemic challenges and transitional opportunities brought by climate change, integrating climate risk management and deepening low-carbon transformation into its long-term development strategy. Referencing the *Implementation Guidance for Climate Disclosures under HKEX ESG Reporting Framework* and the Task Force on Climate-related Financial Disclosures (TCFD) framework, the Company continuously refines its climate-related initiatives across four core pillars: governance, strategy, risk management, and metrics & targets. We have formulated practical risk prevention measures and emission reduction targets.

3.1.1 Governance

In response to challenges of climate change, Leapmotor has integrated climate-related functions into its ESG governance framework. We have clearly defined the responsibilities of the Board and the management, establishing a top-down, tiered management system with the Nomination and ESG Committee as the top decision-making body. This underscores our commitment to green and sustainable development.

The Board places strong emphasis on climate governance and green development topics and provides expert support for climate-related strategic decisions, risk control, and sustainable development. Concurrently, the Company continuously provides the Board with specialized climate training and external consulting support. This steadily reinforces directors’ expertise and decision making capacity in climate governance and low-carbon transition, ensuring effective oversight and scientific decisions on climate-related issues.



3.1.2 Strategy

To systematically manage climate-related risks and seize transitional opportunities, Leapmotor has established a regular monitoring and analysis mechanism. We continuously track Chinese and international climate policy and regulatory trends. Referencing industry characteristics and best practices, we assess their potential short-, medium-, and long-term impacts on our business, strategy, and financial performance. Accordingly, we formulate and dynamically adjust response measures through cross-functional synergy. Our goal is to enhance the resilience against both transition and physical risks while proactively exploring new growth avenues brought by low-carbon development. Looking ahead, we will further deepen forward-looking research, such as climate scenario analysis, to continuously elevate Leapmotor’s climate resilience and strategic robustness.

| Leapmotor’s climate-related risks and countermeasures |

Risk type	Identified risks	Risk description	Impact duration	Potential financial impact ²⁶	Management and response measures
Transition risks	Policy and legal risks	• The implementation and refinement of policies such as the EU Carbon Border Adjustment Mechanism (CBAM) further impose stricter compliance requirements on product exports—introducing carbon taxes and fees on high emission products and setting emission allowances for companies. • The EU has postponed some provisions of <i>the New Batteries Regulation</i>, but the timelines for core environmental protection requirements such as digital battery passports and recycled material content remain unchanged. Products still face export compliance requirements. • With the continuous updates to China’s 30 · 60 Decarbonization Goal and related policies and regulations, the Company may face more explicit and stringent emission reduction requirements.	Short-to long-term	Increased operating costs Increased revenue	• Conduct forward-looking policy research and proactively plan carbon asset management and clean technology reserves. • Control full-lifecycle carbon emissions of products and collaborate with value chain partners to reduce the carbon footprint. • Track carbon credit prices and execute sound carbon asset planning.
	Technology risk	• The transition to low-carbon and energy-saving technologies continuously raises requirements for manufacturing equipment, production processes, and R&D, bringing significant capital expenditure pressure. Frontier R&D inherently carries ROI uncertainties. • Frequent extreme weather can degrade onboard sensor performance and cause misdetections/ missed detections in perception algorithms, requiring sustained R&D investment to enhance the reliability of intelligent driving system in complex scenarios. • Developing high-computing-power intelligent driving controllers and large data centers will increase short-term energy consumption, creating a certain contradiction with the goal of carbon neutrality. • New technologies and processes required for low-carbon production will accelerate equipment replacement, posing asset impairment risks to the Company.	Short-to medium-term	Increased operating costs	• Increase R&D investment, engage in industry-academia-research cooperation with universities and tech firms to drive green technological innovation, and enhance innovation incentives. • Recruit R&D talents, strengthen the cultivation of employees’ innovative capabilities, and engage in industry-academia-research cooperation. • Update and iterate algorithmic technologies to improve the intelligent driving system’s ability to handle comprehensive driving conditions. • Optimize production processes to unearth energy-saving and emission-reduction opportunities.
	Market risk	• The scarcity of new energy-related resources and energy will directly impact product and service costs and prices. Tight supply of low-carbon materials may disrupt production schedules and, in severe cases, lead to supply chain shortages.	Medium-to long-term	Increased operating costs	• Establish a low-carbon database to identify key vehicle components and materials, collect their carbon emission data, and implement tiered management within the database. • Establish a green supplier rating system to prioritize cooperation with low-carbon partners. • Integrate supplier GHG emission requirements into supplier admission and risk assessment standards.

²⁶ Financial impacts: primarily include the current and projected effects of climate-related risks and opportunities on the company’s financial position, financial performance, and cash flows.

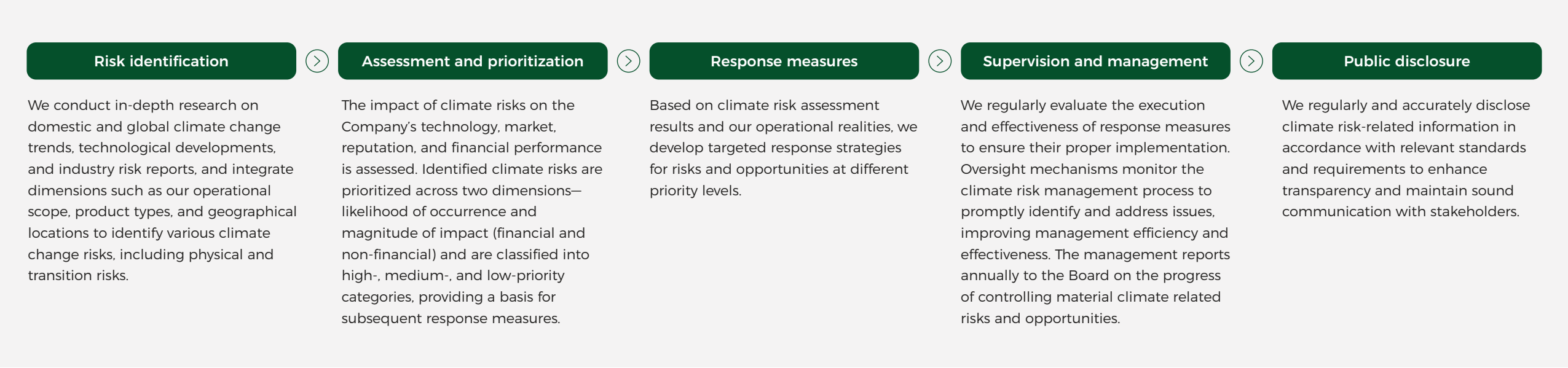
Risk type	Identified risks	Risk description	Impact duration	Potential financial impact	Management and response measures
Transition risks	Reputation risk	- External stakeholders are increasingly focused on climate regulations. Responsible enterprises must lead by example to support the low-carbon transition and avoid ecological damage; otherwise, it may adversely impact brand reputation. - Compliance loopholes or negative incidents regarding GHG emissions and environmental management among suppliers can trigger a chain reaction, posing potential spillover risks to the Company's reputation and sustainability image.	Medium- to long-term	Increased operating costs Decreased revenue	- Deepen collaborative practices in environmental philanthropy. - Communicate climate progress and carbon reduction target achievements through information disclosure and ESG ratings. - Streamline stakeholder communication channels and conduct regular dialogues.
	Acute risk	Increasing frequency and severity of extreme weather events—such as typhoons, rainstorms, and floods—may impact manufacturing bases and offices, leading to production disruptions, equipment damage, and loss of life and property.	Short- to medium-term	Increased operating costs Decreased revenue	- Build a disaster contingency plan system, with a focus on protection against meteorological disasters and extreme temperatures. - Refine emergency rescue response mechanisms and hold regular drills.
Physical risks	Chronic risk	In response to the long-term changes such as the average global temperatures rise and water resource shortages, businesses must increasingly rely on electricity and natural gas to operate cooling and heating systems, ensuring a comfortable workplace and safeguarding employee health. This results in higher operational costs.	Long-term	Increased operating costs	- Formulate employee health protection plans. - Continuously conduct energy-saving technological transformations to reduce energy consumption per unit of product.

| Leapmotor's climate-related opportunities and countermeasures |

Opportunity type	Opportunity description	Impact duration	Potential financial impact	Management and response measures
Resource efficiency	Continuously enhancing resource and energy efficiency, reducing raw material and energy waste, and promoting circular economy development.	Short- to medium-term	Reduced production costs	- Drive the development of energy-saving projects and technologies. - Research and increase the use percentage of recycled materials, enrich the supply of low-carbon and circular raw materials. - Follow a full-lifecycle philosophy, emphasize Extended Producer Responsibility, and build a comprehensive circular recycling system.
Energy sources	Expanding the application ratio of renewable energy, reducing reliance on fossil fuels, mitigating the environmental impact of manufacturing processes, and saving energy costs.	Short- to medium-term	Reduced production costs	- Develop distributed photovoltaic (PV) projects. - Explore energy storage technologies and innovate in energy storage solutions.
Products and services	The continuously growing demand in the NEV market provides vast space for NEVs and supporting services such as charging, battery swapping, intelligent connectivity, and fleet management.	Medium- to long-term	Reduced operating costs Increased revenue	- Continuously drive NEV technological innovation through full-domain independent R&D. - Proactively benchmark against mainstream international green standards and market access requirements, steadily advance layouts in Europe and other overseas markets, effectively elevate brand international influence and global competitiveness, and facilitate overseas channel expansion and continuous market share growth. - Integrate resources through strategic alliances to provide integrated solutions across the full vehicle lifecycle.

3.1.3 Climate Risk Management

Leapmotor has comprehensively integrated climate-related risks into its risk management framework, with the management and ESG-related departments assuming responsibilities at different levels. The Company dynamically updates its climate risk and opportunity inventory based on industry trends, policy changes, market conditions, and strategic priorities. We systematically review and assess climate related risks and opportunities, continuously enhance and implement management measures.



3.1.4 Metrics and Targets

Leapmotor adheres to a low-carbon development philosophy throughout the full vehicle lifecycle, integrating carbon reduction measures across every stage, including component design, material selection, manufacturing, product use, and recycling and reuse. Each year, the Company conducts regular carbon inventories and product carbon footprint accounting to comprehensively grasp its GHG emission status. On this basis, the Company carries out in-depth analysis of its emissions structure, systematically identifies emission reduction opportunities across three key areas—vehicle energy consumption, vehicle components, and power batteries—and formulates and implements targeted carbon reduction plans. The Company systematically identifies emission reduction opportunities across three key areas: vehicle energy consumption, vehicle components, and power batteries. We formulate and implement targeted

carbon reduction plans and advance key carbon emission reduction projects, achieving comprehensive carbon reduction across our vehicles. According to statistics from the China Automobile industry chain carbon publicity platform (CPP), by the end of 2025, the proportion of our vehicle models receiving the Level-1 label reached 85.1%. In the 2025 Automotive Industry Enterprise Carbon Management System Evaluation, Leapmotor was awarded a “Four-Star” honor.

Leapmotor has established a comprehensive measurement system for vehicle fuel efficiency and carbon emissions in line with regulatory requirements across major global markets. For models sold in the EU, and China, the Company strictly certifies them according to local statutory test cycles and standards, ensuring data compliance and comparability.



Leapmotor’s GHG emissions statistics

Indicator	Unit	2025
Scope 1 GHG emissions	tCO ₂ e	19,813
Scope 2 GHG emissions	tCO ₂ e	93,806
Total GHG emissions	tCO ₂ e	113,619
GHG emission intensity	tCO ₂ e/RMB 10,000 revenue	0.02

3.2 Green Products

Leapmotor is committed to identifying key factors affecting full-lifecycle carbon emissions across every stage—from product design and material selection, manufacturing and logistics, to vehicle use and end of life recycling. We scientifically map out carbon reduction pathways, embedding low carbon principles throughout the product lifecycle and continuously exploring emission reduction measures. These efforts contribute to the green transformation of the automotive industry.

3.2.1 Green Design

Leapmotor strictly adheres to the principles of “full-lifecycle green design, easy disassembly, and easy recycling.” We comprehensively integrate low-carbon, eco-friendly, and sustainability considerations into the end-to-end development of vehicles, electric drives, batteries, and electronic products. Centered on lightweighting, efficient energy management, and intelligent thermal management, we implement systematic green design initiatives to continuously elevate product energy efficiency and environmental performance. In the design phase, we move beyond the linear “take-make-dispose” model. Through platform based and standardized design, components such as lighting fixtures, steering wheels and interior door handles, are incorporated into a unified architecture, enabling product components and materials to be recycled multiple times.



Case

Leapmotor C10 BEV secures the world’s first international EPD certification for a BEV passenger car

The Leapmotor C10 BEV successfully completed the International Environmental Product Declaration (EPD) certification, becoming the world’s first BEV passenger car to receive this credential. By publishing the EPD for this model, Leapmotor clearly demonstrates the product’s full-lifecycle environmental impact to stakeholders, enhancing consumer trust and recognition. Simultaneously, we accurately identify key environmental impact nodes, providing support for targeted environmental risk mitigation and product sustainability optimization.



International EPD for the Leapmotor C10 BEV

| Self-developed low-carbon technology |

Vehicle products

Product lightweighting

- Integrated structures and lightweight materials are adopted, such as CTC (Cell-to-Chassis) integration, aluminum-magnesium alloys and composite materials, achieving a 4%-7% reduction in product weight.

Low aerodynamic drag design

- The low-drag exterior styling reduces aerodynamic drag by 11%. If the vehicle is equipped with active features such as AGS²⁷ and air suspension, aerodynamic drag under high-speed conditions can be reduced by 9%.
- Optimized tread designs, rubber compound matching, and high tire pressure solutions lower rolling resistance by 0.5%. Drag torque is reduced through low-drag brake designs.

Energy management

- We maximize energy recovery through an electro-hydraulic matching strategy for coasting regeneration, based on a speed threshold matching design that balances comfort and maximum energy efficiency.

Thermal management

- Through our proprietary highly integrated heat pump system and intelligent thermal management control software, we achieve refined control at the component level, energy efficiency optimization at the system level, and multi-source energy synergy at the vehicle level—fully utilizing electrical energy with energy savings of 100-300W.

Battery products

Product lightweighting

- In the battery tray lightweighting project, the Company has innovatively applied polymer-based filling technologies, enhancing molecular-level structural strength and optimizing energy dissipation mechanisms. This approach significantly improves the system’s resistance to extreme mechanical impacts. Under rigorous testing conditions, it achieved a 7% reduction in overall battery tray weight while maintaining adequate safety margins.
- The adoption of zero-pressure cell module integration technology reduces the number of components by 45% and lowers overall weight by 5% compared with traditional module designs.
- The use of an innovative aluminum hot-formed tray achieves a 16% weight reduction, effectively balancing structural strength and lightweight performance.

Integration

- The newly launched BMS+BDU super-integrated control system utilizes a multi-dimensional topology architecture and compact layout, reducing volume by 40% compared to conventional solutions. We adopt a simplified overall layout to reduce total mass by 18.5%.

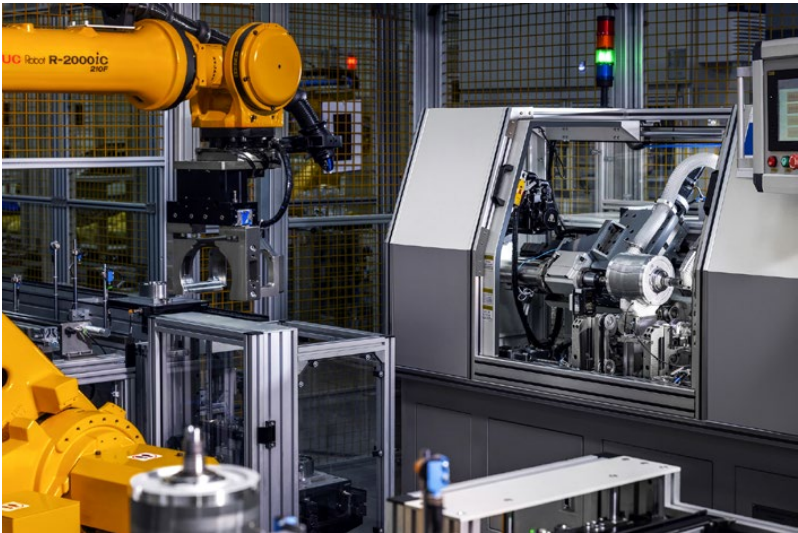
Electric drive products

Product lightweighting

- The 220-platform “Four-in-One” integrated electric drive product covers a peak power range of 160-320 kW and achieves a peak wheel-end torque of 4,000-5,000 Nm, weighing only 75 kg.

Energy efficiency

- The new hybrid transmission technology and three-level inverter control technology have entered the engineering validation stage and are expected to improve the CLTC overall efficiency of the electric drive system by 1.5 percentage points, thereby reducing vehicle energy consumption.



²⁷ AGS: Active Grille Shutters

3.2.2 Green Materials

Promoting and increasing the use of low-carbon materials is one of Leapmotor’s core carbon reduction initiatives. The Company prioritizes the R&D and application of bio-based materials, clean energy materials, and recycled materials (for more on recycled materials, see [Section 3.3.4 Resource circularity](#)). Leapmotor actively promotes the substitution of traditional steel with lightweight materials such as magnesium and aluminum alloys, effectively reducing vehicle weight and vehicle energy consumption, thereby achieving carbon reduction at the material source. The Company continuously explores the use of environmentally friendly materials, including low-carbon aluminum from clean energy sources and bio-based plastics, with plant-based hemp fiber already applied in the seatback panels of the D19 model. In addition, Leapmotor has established a carbon footprint monitoring system to regularly assess the carbon impact of design and material choices, continuously optimize design strategies, increase investment in low-carbon technology R&D, and actively expand applications for green and innovative materials.

Development and promotion of eco-friendly/low-carbon materials



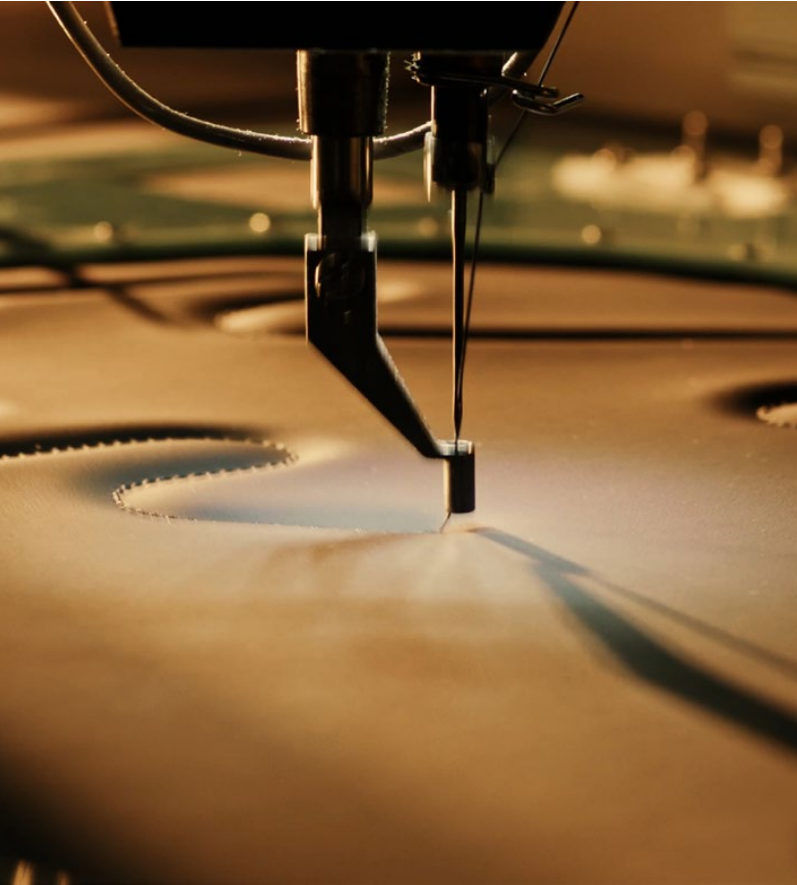
We introduce a range of environmentally friendly materials, including silicone-based leather, bamboo charcoal fiber fabrics, leather formulated with eco-friendly flame retardants and plasticizers, and chrome-free semi-aniline leather infused with tea polyphenols, to reduce the use of hazardous chemicals at the source.



We comprehensively promote the use of water-based coatings to replace traditional solvent-based paints. The painting process emits no irritating odors and drastically reduces volatile organic compound emissions. This has been fully rolled out across all model painting scenarios.



We extensively adopt degradable wood substitutes in rigid model structural components to minimize the use of ABS in internal structures. This material is non-deforming, easy to process, and naturally degradable after disposal. It has been widely applied across various rigid model skeletons and structural parts, effectively lowering the full-lifecycle environmental impact of models.



3.2.3 Green Procurement

Leapmotor integrates environmental requirements into its supply chain assessment framework, including suppliers’ low-carbon capabilities among its core admission and evaluation criteria. We conduct comprehensive assessments across dimensions such as carbon emissions, low-carbon organizational architecture, professional staff competencies, and low-carbon technology development capabilities. Low-carbon and eco-friendly partners that provide localized supply and utilize NEV transportation are prioritized, continuously elevating the overall low-carbon performance and green operational standards of our supply chain.

Establishing a low-carbon database

We identify core vehicle components and key materials, and evaluate the carbon management performance of our key suppliers—collecting carbon footprint data for key components, and applying tiered controls where needed.

Through deeper collaboration with raw material suppliers, we are building a material database that includes circular options such as recycled steel, aluminum, and plastics. This allows us to stay ahead on low carbon technologies and green materials, and make informed choices in new model development.

We also apply a tiered certification system for low carbon circular materials based on recycled content, and conduct classification management, steadily expanding the use of eco-friendly materials, such as high proportion recycled steel, aluminum, and plastics.

3.2.4 Green Manufacturing

Leapmotor is dedicated to building intelligent, green, lean, and flexible modern automotive manufacturing bases. By embedding green development into the core of our manufacturing processes, we comprehensively advance energy structure optimization and energy efficiency enhancement, while continuously increasing the share of clean energy in our operations.

▶▶ 2025

Leapmotor Jinhua Base approved as a National-Level Green Factory

Leapmotor is progressively replacing traditional fossil fuels with clean, renewable energy—such as solar power and ground source heat pumps—across its industrial parks. Adopting a “self generation for self consumption, with surplus power fed into the grid” model, the Company continues to increase the share of clean energy in its operations, reducing carbon emissions at the source. As of the end of 2025, a distributed photovoltaic (PV) system with an installed capacity of 43.5 MW has been put into operation at Leapmotor’s Jinhua manufacturing base, generating approximately 46.7157 million kWh of electricity annually, equivalent to a reduction of about 27.1418 million tonnes of carbon dioxide emissions²⁸. In 2025, our newly installed PV capacity reached 15.4 MW, with an annual carbon reduction of approximately 7,716 tons of CO₂ equivalent.

Throughout production and operations, the Company systematically evaluates, upgrades, and optimizes equipment and processes. We actively promote the use of eco-friendly refrigerants, gradually replace CO₂ fire extinguishers, and lead the retrofitting of environmental protection facilities. In parallel, we adopt low carbon processes—such as low nitrogen combustion for pollutant purification—and promote high efficiency energy saving technologies like heat pumps. Through the development of benchmark green production lines, we systematically reduce GHG emissions across our operational activities.

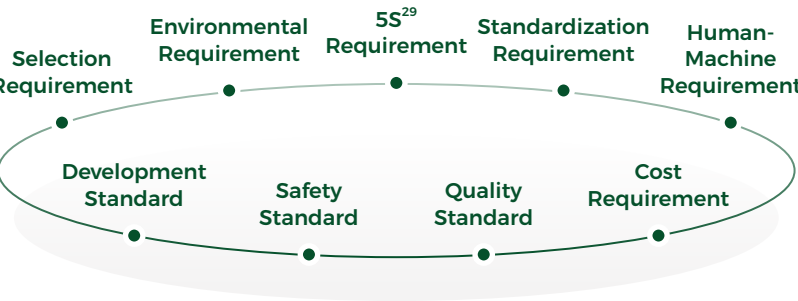


PV system installation at Leapmotor facilities

²⁸ Calculated in accordance with the standards such as the *Notice on the Release of 2022 Power Sector Carbon Dioxide Emission Factors* issued by the National Bureau of Statistics and the Ministry of Ecology and Environment

3.2.5 Green Packaging

Leapmotor is building a green packaging management system. Our *General Packaging Technical Standards* establish requirements for packaging types and materials across nine categories. By setting universal specifications—such as pallet dimensions and turnover box sizes—we ensure packaging adaptability across multiple component types, significantly improving load efficiency and reducing logistics and transportation costs. Concurrently, a fully closed-loop “produce–use–recover–reuse” system has been developed, replacing single use packaging with reusable standard metal boxes, plastic boxes, and pallets—reducing material consumption at the source. In 2025, through continuous efforts to drive suppliers’ transition to circular packaging, the Company supported 126 suppliers in completing packaging improvements and achieved circular packaging upgrades and quality improvements for 830 components. The overall circular packaging application rate reached 89%, with coverage for large components reached 99%. This systematically reduces the environmental footprint across the supply chain.



Promoting the use of circular packaging for outsourced components at all factories according to packaging standards, with the incoming circular packaging ratio exceeding 90%.



Developing a packaging management system to refine online packaging development workflows, and leverage the system to achieve packaging standardization, lean logistics, data transparency, and cost optimization.



Enhancing product protection and reducing packaging costs, with 478 packaging improvement initiatives implemented.



²⁹ 5S: SEIRISEITON, SEISO, SEIKETSU, SHITSUKE. Its aim to ensure safety, improve efficiency, reduce costs, ensure quality, make the working environment clean and orderly, and make prevention the main cause of poor quality and failures

3.2.6 Green Logistics

Leapmotor proactively advances the green and intelligent upgrade of its logistics and warehousing operations. Through measures such as recycling and reusing turnover consumables, deploying battery electric vehicle (BEV) models, and optimizing transportation routes, we continuously reduce carbon emissions from warehousing and logistics, supporting the green development of the full product lifecycle.



Collaboration with logistics carriers to develop a new energy heavy-duty truck fleet

In partnership with carriers, we have deployed 25 new energy heavy-duty trucks to build a “zero-emission” logistics fleet. As of 2025, battery electric vehicles account for 20% of the fleet, contributing to an estimated annual carbon reduction of approximately 71 tons, with continued efforts to expand the deployment of electric vehicles.

Optimized warehouse layout

We prioritize bridge-and-tunnel direct-to-factory schemes in warehousing layouts, complemented by electric tow tractors within the plant—reducing carbon emissions at the source.

Promoting supplier localization

We promote supplier localization to significantly shorten transportation distances. As of 2025, over 50 suppliers in the Jinhua region have fully localized their production.

Promoting logistics resource integration

In 2025, the Company advanced doorstep pickup services, optimizing logistics resources to improve transportation efficiency and reduce energy consumption.

Implementing circular pickup and digital management

Leveraging WMS³⁰ and LES³¹ systems along with BeiDou monitoring, the Company enables end-to-end visibility and in-transit management of circular pickups, creating a fully digitized logistics chain.

³⁰ WMS: Warehouse Management System
³¹ LES: Logistics Execution System

3.3 Environmental Management

Leapmotor deeply integrates green and sustainable principles into its strategy and operations, with a clear understanding of the close connection between corporate activities and the natural environment. We actively fulfill our environmental responsibilities by focusing on key areas such as energy and resource efficiency and waste management. Committed to working with all stakeholders, we strive to minimize our environmental footprint and jointly advance a green, low carbon, and sustainable development path.

3.3.1 Environmental Management System

The Company strictly complies with relevant laws and regulations, including the *Convention on Biological Diversity*, China's *Environmental Protection Law*, *Atmospheric Pollution Prevention and Control Law*, and *Water Pollution Prevention and Control Law*. Based on our well-structured environmental management mechanism, we also continuously refine multiple specialized environmental management protocols. In 2025, no administrative penalties related to environmental or ecological issues occurred.

We have achieved 100% coverage of environmental risk assessments across all operational sites. Through systematic identification, analysis, and full-process control of key environmental factors and pollution sources, feasibility control preventive measures are established to ensure safety and environmental targets are met while continuously enhancing management performance. At present, the Company has passed the ISO 14001 Environmental Management Systems certification.

Business coverage of Leapmotor's environmental management system

Production operations	<i>Environmental and Occupational Health and Safety Management Manual</i> <i>"Three-Simultaneity" Management System for New, Upgraded, and Expanded Projects</i> <i>EHS Operation Management Procedures</i>
Equipment & facilities	<i>Environmental Protection Facilities Operation Management System</i>
Environmental impact	<i>Hazard and Environmental Factor Identification and Control Procedures</i> <i>Environmental Protection Management System</i> <i>Environmental "Three Wastes" Emission Monitoring Management System</i> <i>Emergency Response Plan for Environmental Incidents</i>
Waste management	<i>Air Pollution Control Management System</i> <i>Water Pollution Control Management System</i> <i>Noise Pollution Control Management System</i> <i>Solid Waste Management System</i>
Emergency management	<i>Emergency Response Plan for Environmental Incidents</i> <i>Environmental Risk Assessment Report</i> <i>Environmental Emergency Resource Survey Report</i>
Stakeholders	<i>Leapmotor's Work Safety and Environmental Management Agreement</i> and stakeholder breach-of-contract assessment standards

Environmental emergency management

The Company has established a robust environmental emergency management system, supported by an Environmental Protection Leading Group and a dedicated emergency management organizational structure. The Safety and Environmental Protection Department executes daily environmental management to systematically control environmental risks. Following pollutant discharge permit requirements, we implement self-monitoring and environmental risk source inspections to comprehensively identify and assess environmental factors. Accordingly, we update the environmental factor inventory, and apply targeted control measures to significant topics. This ensures end-to-end, refined environmental risk prevention.

Under our regular third-party testing mechanism, qualified external agencies are regularly commissioned to test key environmental indicators, including exhaust emissions, wastewater disposal, soil quality, and noise control, ensuring full oversight of critical environmental management processes. Concurrently, the Company continuously optimizes its environmental emergency response mechanism. In strict accordance with the *Emergency Response Plan for Environmental Incidents*, we maintain adequate emergency supplies. Key equipment and facilities include emergency containment pools, fire water tanks, rainwater isolation valves, emergency pumps, gas masks, and eyewash stations. Regular emergency training and drills are conducted to enhance employees' incident response capabilities. In 2025, the Company prioritized drills for scenarios such as "hazardous waste leakage" and "substandard wastewater discharge." These exercises effectively honed the emergency response team's rapid reaction and collaborative handling skills, ensuring prompt mitigation of environmental impacts. Through these actions, we fulfill our corporate environmental safety responsibilities. Additionally, employee participation in environmental protection and health & safety training reached 100%.

3.3.2 Energy and Resource Management

Leapmotor regards the circular economy as a core pathway to sustainable development. We strictly implement the Extended Producer Responsibility system and continuously build an efficient, standardized resource recycling system covering the entire product life cycle.

Energy

In compliance with related laws and regulations, such as, China’s *Energy Conservation Law* and *Renewable Energy Law*, the Company has established a three-tier “Factory-Workshop-Team” energy management network with supporting incentive mechanisms. Energy management documents across multiple levels are also continuously refined. These integrated approaches ensure systematic and standardized system operation. Notably, our Jinhua manufacturing base has obtained the ISO 50001 Energy management systems certification. Compared with 2022, the Company reduced per-vehicle energy consumption by 13.17% in 2025, having exceeded the predetermined targets.



| Leapmotor energy management measures |

Advancing energy management system

We published the first editions of the *Production Energy Supply Management Regulations* and *Energy Supplier Quality Evaluation Regulations* on January 1, 2025. These documents serve as baseline guidelines from source review to execution.

Strengthening energy target management

We cascade company-level targets into quantifiable, assessable annual energy consumption indicators for each manufacturing base and establish a regular supervision and execution mechanism. Supported by systematic energy audits, we accurately identify major energy-intensive processes, thereby formulating and continuously updating annual specialized plans for energy-saving retrofits and clean energy substitution.

Establishing the energy management system

We have built an intelligent energy management system. We also have independently developed and optimized the power automation system, and deployed power and electricity monitoring platforms for precise, real-time tracking. We apply BI tools to build a data analysis reporting ecosystem, supporting energy diagnostics and better energy conservation.

Expanding the green energy proportion

We continuously scale up distributed photovoltaic power generation. While achieving self-generation and self-consumption of clean electricity, we steadily promote the integration of surplus power into the grid. Meanwhile, we actively explore the economic feasibility of energy storage technologies.

Improving energy efficiency

We systematically advance key energy-saving technological retrofit and major energy efficiency improvement projects, unlocking deeper energy-saving potential across manufacturing processes. We strengthen energy consumption oversight through regular energy audits and routinely hold dedicated energy-saving meetings to drive continuous improvement initiatives. In 2025, we implemented 66 energy cost-reduction initiatives, effectively improving economic performance.

Launching energy-saving training

We roll out specialized training for energy management personnel across all departments. Topics include policy communication, life cycle assessment, and carbon footprint standards. These trainings have comprehensively elevated professional knowledge and awareness. In 2025, we completed a total of XX hours of related training.

| Leapmotor statistics of energy use |

Indicator	Unit	2025
Direct energy use		
Natural gas	m ³	9,326,949
Total renewable energy consumption	MWh	46,314.98
Direct energy use density	MWh / RMB 10,000 revenue	0.02
Indirect energy use		
Purchased electricity	MWh	195,024.74
Indirect energy use density	MWh / RMB 10,000 revenue	0.03
Total energy consumption	MWh	334,785.41

| Selected energy-saving and efficiency-enhancing initiatives of Leapmotor |

Energy-saving retrofit projects	Key initiatives and achievements
Waste heat recovery from air compressors	High temperature compressed air from air compressors is passed through a heat exchanger to heat water for the boiler use, reducing boiler operating time. This project is estimated to save 727,000 m ³ of natural gas annually, cutting greenhouse gas emissions by approximately 1,573.85 tons of CO ₂ e.
Desiccant dryer upgrades	The adoption of blower heated desiccant dryers—which use heated indoor air for regeneration instead of compressed air—has reduced annual electricity consumption by 329,378.4 kW, cutting CO ₂ e emissions by approximately 187.85 tons.
Boiler economizer retrofits	High efficiency heat exchangers are used to transfer heat from flue gas to feed water, saving 202,900 m ³ of natural gas annually—cutting CO ₂ e emissions by approximately 439.25 tons.
Waste heat recovery from painting workshop RTO ³² system	Heat exchange is utilized to reduce boiler load, thereby lowering natural gas consumption, saving 180,000 m ³ of natural gas annually, equivalent to reducing approximately 390 tons of CO ₂ e emissions.



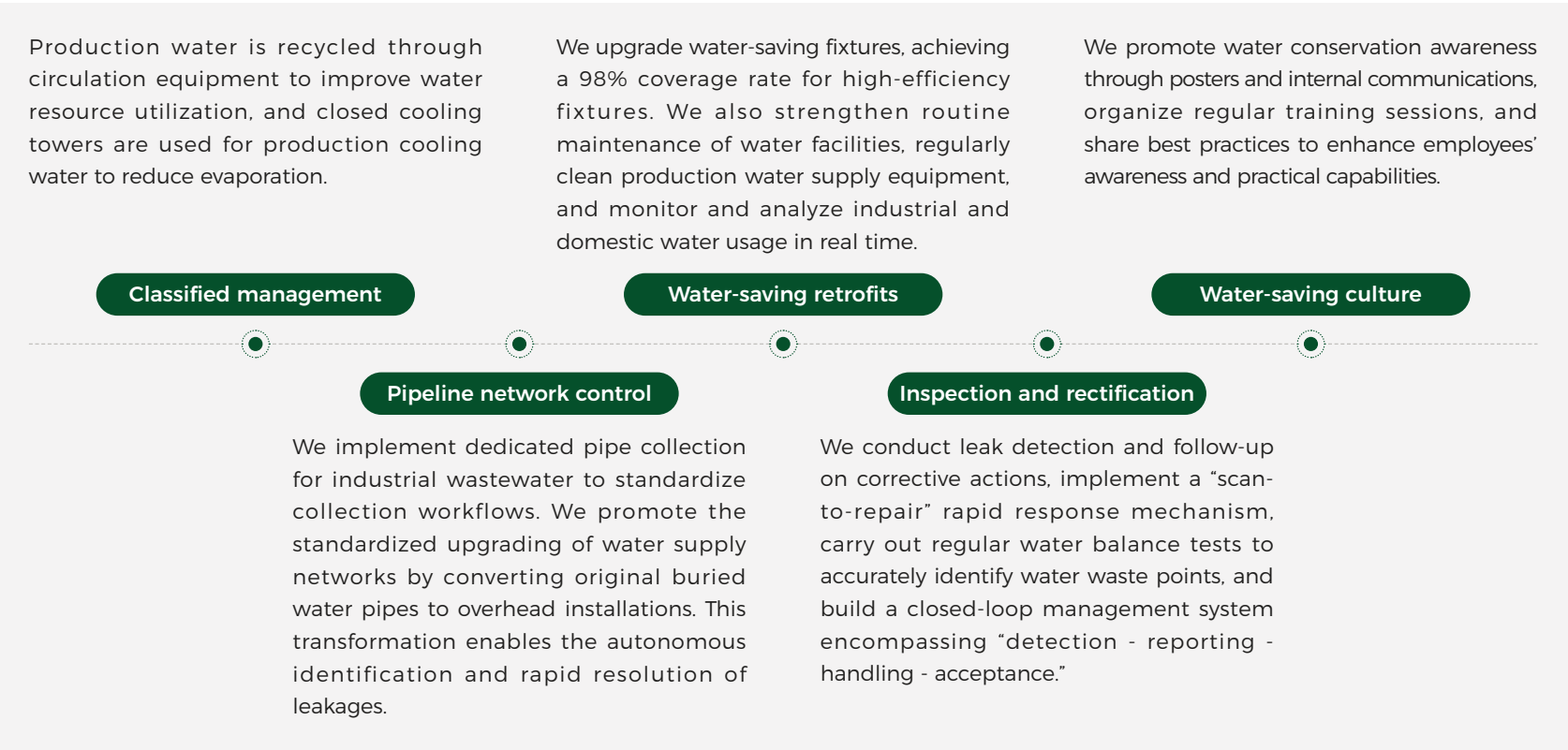
³² RTO: Regenerative Thermal Oxidizer

Water

Strictly abiding by China's *Water Law* and related laws and policies, the Company fully integrates water stewardship into the broader energy management framework. We prioritize the ecological protection of water source areas and strictly limit the impact of operational activities on these areas. By establishing effective water management systems, standardizing full-process water usage behaviors, and formulating dedicated water-saving plans, we scientifically coordinate water

resource allocation. A full-chain management mechanism—from water use control to water-saving optimization—has been deployed to elevate water efficiency and sustainability. Compared with 2022, the Company reduced per-vehicle water consumption by 58% in 2025, having exceeded the predetermined targets, and no adverse incidents caused by improper water use occurred during production and operations.

Leapmotor water stewardship measures



Leapmotor statistics of water consumption

Indicator	Unit	2025
Total water consumption	ton	1,107,716
Water consumption density	ton/ RMB 10,000 revenue	0.17



3.3.3 Pollutant Management

The Company strictly complies with China's laws and regulations, including the *Environmental Protection Law* and the *Law on the Prevention and Control of Environment Pollution Caused by Solid Wastes*. We rigorously execute our internal management rules, such as the *Solid Waste Management System*, *Environmental Three Wastes Discharge Management System*, and *Hazardous Chemicals Safety Management System*. Focusing on the control of wastewater, exhaust gas, solid waste, and noise, we have formulated targeted pollution

prevention plans alongside environmental emergency response plans. Guided by the principle of source control, we continuously minimize waste generation during production and implement effective full-process control over exhaust gas, wastewater, and noise, ensuring all pollutant emissions meet national and local standards. In 2025, the compliance rate for the "three wastes" emissions remained at 100%. No environmental pollution accidents or environment-related administrative penalties occurred.

Waste

The Company strictly complies with regulatory frameworks, including China's *Law on the Prevention and Control of Environment Pollution Caused by Solid Wastes*, the *National Catalogue of Hazardous Wastes*, the *Standard for Pollution Control on Hazardous Waste Storage*, the *Technical Specification for Setting Identification Signs of Hazardous Waste*, and the *Measures for the Management of Hazardous Waste Transfer*. Accordingly, we formulated the *Solid Waste Management System* to standardize the full-process control of waste collection, classification, storage, treatment, and recycling. We strive to minimize the ecological impact of our manufacturing operations, ensuring all processes remain legally compliant and traceable.



Hazardous waste

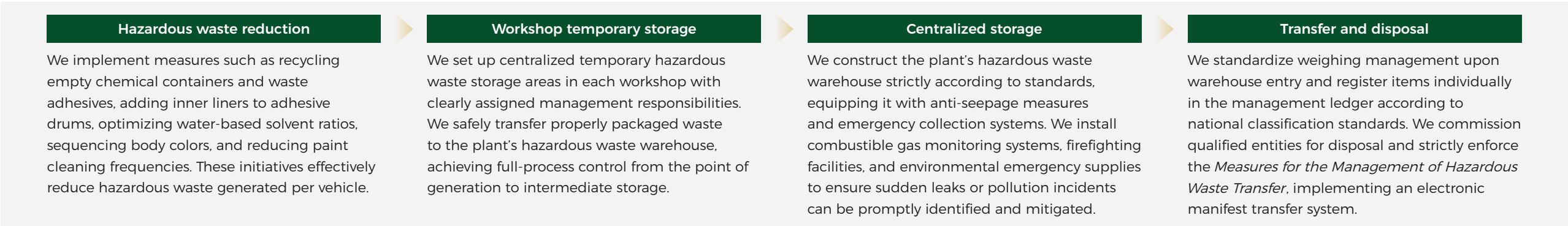
The Company strictly adheres to national standards such as *GB/T 30512 Requirements for Prohibited Substances on Automobiles* and *GB/T 19515 Road Vehicles - Recyclability and Recoverability Rate - Calculation Method*, alongside international directives including EU 2000/53/EC (ELV³³ Directive) and 2005/64/EC (RRR³⁴ Directive). Guided by the *Control Process for Vehicle Hazardous Substances and Recyclability*, the Company enforces end-to-end hazardous substance management. This encompasses target setting, monitoring and measurement, design and development, procurement, supplier management, and continuous improvement. We continuously refine and strictly execute the ELV and recyclability forward development management system. To support overseas market expansion, the Company has further upgraded its forward-design and development framework for overseas vehicle recycling. This fully supports compliance requirements such as RRR system certification and product RRR&R certification. We ensure product designs strictly meet the six restricted substance standards, REACH³⁵ regulations, POPs³⁶, BPR³⁷, and other international regulations. Furthermore, our designs comply with the *Interim Measures for the Management of Recycling and Comprehensive Utilization of Power Batteries of New Energy Vehicles*, fulfilling the design requirements for low toxicity, easy dismantling, and recyclability of power batteries.

The Company maintains management ledgers for various hazardous wastes, including waste adhesives, contaminated wastes, and empty chemical containers. Leveraging the government’s hazardous waste declaration system, we implement electronic inbound and outbound inventory management. In parallel, strict internal inspections are enforced. Through the environmental protection department’s “Solid Waste One-Stop” platform, we execute full-process control over hazardous waste—from collection and classification to centralized storage and effective disposal. Qualified third-party professional agencies are regularly commissioned to conduct harmless treatment, fully actualizing our environmental responsibilities and compliance management. We ensure a 100% full-category disposal rate for all hazardous wastes and are actively collaborating with industry institutions to identify technologies to replace hazardous substances. Compared with 2022, the Company reduced hazardous waste emissions by 30% in 2025, having exceeded the predetermined targets.

In accordance with the *Regulations on the Safety Management of Hazardous Chemicals*, the *Catalogue of Hazardous Chemicals (2022 revised edition)* and other regulations, the Company has formulated and strictly executes the Hazardous Chemicals Safety Management System.

We comprehensively review the hazard classifications, maximum storage capacities, and usage volumes of chemicals, dynamically updating the hazardous chemical control inventory. Chemical safety labels are visibly and clearly displayed on site, alongside valid Material Safety Data Sheets (MSDS). Explosion-proof cabinets meeting safety standards are installed for chemical storage. We also strictly enforce a registration system for hazardous chemical inventory access, designate dedicated personnel for warehouse management, and establish harmless disposal workflows for packaging materials to ensure full-process traceability and control. We routinely conduct basic chemical management training covering classification and identification, MSDS and labeling, storage requirements, safe usage, and waste disposal. Routine specialized chemical inspections and emergency drills are executed to establish standardized operating procedures, continuously elevating personnel safety competencies and on-site risk management capabilities. For chemicals such as carbon tetrachloride and cleaning agents used in electronic manufacturing, compliant and grounded explosion-proof cabinets are deployed for dedicated storage. Operators strictly implement protective measures, and outer chemical packaging is disposed of harmlessly in accordance with hazardous waste specifications, ensuring the entire process remains compliant and controllable.

| Leapmotor Hazardous waste management |



³³ ELV: End-of-Life Vehicle

³⁴ RRR: Reuse, Recycling and Recovery

³⁵ REACH: Registration, Evaluation, Authorization and Restriction of Chemicals

³⁶ POPs: Regulation (EU) 2019/1021 on Persistent Organic Pollutants

³⁷ BPR: Biocidal Products Regulation (EU) No 528/2012

Non-hazardous waste

The Company classifies non-hazardous waste generated during production and operations according to environmental protection standards, uniformly delegating compliant disposal to qualified third parties. By prioritizing process innovation, optimization, and refined consumable management, we enhance raw material utilization efficiency. We actively collaborate with professional circular economy partners to recycle and reprocess general industrial solid wastes generated within the industrial park, such as industrial slag, offcuts, and waste packaging, converting them into reusable raw materials or products. Starting from waste generation and disposal, we elevate disposal efficiency and reduce waste output, thereby driving the realization of our “zero landfill” target and highly efficient resource circulation.

Leapmotor statistics of waste discharge

Indicator	Unit	2025
Hazardous waste		
Total hazardous waste	ton	4,160
Discharge intensity of hazardous waste	ton/ RMB 10,000 revenue	0.0006
Total hazardous waste recycled	ton	134.22
Non-hazardous waste		
Total non-hazardous waste	ton	38,487.59
Discharge intensity of non-hazardous waste	ton/ RMB 10,000 revenue	0.01

Wastewater

The Company strictly complies with local laws and standards, including China’s *Water Pollution Prevention and Control Law*, the *Marine Environmental Protection Law*, and the *Action Plan for Prevention and Control of Water Pollution*. We have formulated regulations such as the *Water Pollution Control Management System* to ensure domestic sewage meets the *Comprehensive Wastewater Discharge Standard* and other local discharge requirements. For wastewater generated from production and daily operations, we have constructed independent, dedicated sewage treatment stations within the plant. Utilizing mature treatment technologies that combine physical-chemical and biochemical processes, we enforce internal discharge control standards stricter than national requirements. After systematic quality-enhancement upgrades to the sewage treatment stations, we guarantee the compliant disposal and discharge of production, maintenance, and domestic wastewater. In 2025, the Company’s wastewater discharge indicators consistently met internal controls and national standards, achieving stable and compliant discharges.

To strengthen process control, we have installed a comprehensive online wastewater monitoring system and entrust professional agencies for routine maintenance. This enables real-time monitoring, data tracking, and anomaly alerts for discharged water quality. Concurrently, professional engineers conduct manual sampling and testing hourly, while the online monitoring devices continuously upload real-time data to the environmental management platform. This closed-loop management

systematically guarantees the stable operation of wastewater treatment facilities and the effective mitigation of discharge risks.

The Company has systematically built a water resource recycling ecosystem. By reusing treated reclaimed water in production processes, we effectively reduce fresh water withdrawal. We continuously advance water equipment upgrades and water-saving technological transformations, comprehensively optimizing processes to elevate water use efficiency.

Leapmotor statistics of wastewater discharge

Indicator	Unit	2025
Ammonia nitrogen	ton	4.57
Total phosphorus	ton	0.04
COD	ton	62.52
Total wastewater discharge	ton	244,966
Wastewater discharge intensity	ton / RMB 10,000 revenue	0.04



Exhaust gas

The Company strictly complies with and proactively benchmarks against national and local environmental laws and regulations. Core compliance encompasses, the *Atmospheric Pollution Prevention and Control Law*, and the *Standard for Fugitive Emission of Volatile Organic Compounds (GB 37822)*. Closely monitoring policy guidelines such as the *Comprehensive Governance Plan for Volatile Organic Compounds in Key Industries*, we have formulated and implemented the *Air Pollution Control Management System* and the *Environmental “Three Wastes” Emission Monitoring Management System*. Through regular review and update mechanisms, we ensure these management systems remain both compliant and forward-looking. To address exhaust gases

generated during operations—which contain major pollutants such as chemical oxygen demand (COD), ammonia nitrogen, total phosphorus, volatile organic compounds (VOCs), and particulate matter—the Company implements targeted treatment measures to guarantee compliant emissions and prevent negative atmospheric impacts. In parallel, according to our self-monitoring plans, we commission qualified third-party agencies to conduct manual on-site monitoring of pollutant factors on a monthly, quarterly, semi-annual, and annual basis. We implement refined closed-loop management over full-process exhaust gas emissions. In 2025, our compliance rate for all exhaust gas emissions reached 100%.

Leapmotor statistics of waste gas emissions

Indicator	Unit	2025
Sulfur oxide (SO _x)	ton	1.58
Nitrogen oxide (NO _x)	ton	10.85
VOC	ton	8.50
Particulate matter	ton	9.09
Total waste gas emissions	ton	30.02
Waste gas emissions intensity	ton / RMB 10,000 revenue	0.0000046



Source reduction

- We fully adopt the B1B2 painting process in the coating stage. We utilize low-VOC waterborne paints and two-component high-solid clear coats to reduce VOC generation at the source while simultaneously lowering energy and paint consumption.
- We employ primerless and compact coating processes, to shorten workflows and reduce energy consumption and emissions.

Strict process control

- We enhance the fugitive emission control during production operations, and execute enclosed retrofits or negative pressure collection for processes including paint mixing, delivery, spraying, drying, and wax injection.
- We strictly standardize operating procedures for material storage, transfer, and transport to ensure exhaust gases are fully captured without fugitive leaks. We also routinely inspect and repair prone-to-leak points.

End-of-pipe treatment

- We deploy welding fume extractors and cartridge dust collectors to treat welding fumes and rework dust.
- VOCs generated from painting and drying processes are treated using an advanced “Zeolite Rotor + RTO (Regenerative Thermal Oxidizer)” system, achieving a VOC removal rate of 95%.

Empower via supervision

- Qualified third party agencies are engaged to conduct regular manual monitoring, and a real time online exhaust gas monitoring system has been established to ensure that all emission data remain transparent, controllable, and compliant.

Noise

During production and operations, the Company strictly adheres to national noise emission standards. We have formulated the *Noise Pollution Prevention and Control Management System* and implemented pollutant discharge permit management. For source control, we employ vibration-damping foundations, select low-noise equipment, implement fully enclosed acoustic enclosures with sound-absorbing insulation for our press line, and equip air compressors with sound-absorbing and silencing devices. Concurrently, within our final assembly workshop, we conduct targeted remediation of pneumatic

tools and comprehensively replace them with low-noise alternatives, thereby mitigating noise generation at the source. To interrupt noise propagation pathways, we upgrade our welding operations from manual arc welding to automated robotic welding to achieve physical noise isolation through enclosed work cells. Furthermore, we precisely control and maintain stable operations through our process parameters to effectively reduce noise fluctuations and limit the scope of transmission.

Through systematic process and equipment upgrades, we effectively mitigate the noise impact in production areas. Quarterly self-monitoring of noise levels is conducted to ensure plant boundary noise complies with discharge standards. Furthermore, the Company routinely conducts occupational health awareness campaigns to guide employees in the correct use of protective earplugs. We organize occupational health check-ups for employees in noise-exposed positions and establish personal health monitoring records, comprehensively safeguarding employees' occupational health rights.



3.3.4 Resource Circularity

Vehicle recyclin

In 2025, Leapmotor officially launched its test vehicle recycling business. By implementing full-lifecycle management—spanning design, production, usage, and recycling—we minimize resource consumption and environmental impact. We are building a complete green value chain encompassing “vehicle assessment, vehicle recycling, component remanufacturing, and material recovery.” This approach embeds the principles of reduction, reuse, and recycling into the entire vehicle R&D and disposal process.

Reusing high-value components

We remanufacture and reuse core components, such as range extenders, electric drives, and battery packs, and collaborate with universities to provide teaching resources, supporting scientific research and talent cultivation.

Repurposing power batteries

Through integrated utilization, retired battery packs are repurposed for energy storage projects, enabling battery recycling and extending their lifecycle.

“Zero-waste” material management

Scrap generated from dismantling is classified and finely processed. Unusable parts are dismantled and physically deformed across 24 categories to maximize material value extraction.

Recycling components

Recovered components are systematically dismantled and categorized. Eligible parts are remanufactured to restore performance.

Recycling vehicles

We refurbish and modify recycled vehicles for new project R&D and user experience evaluation, helping reduce R&D costs progressively realizing a closed-loop “vehicle-to-vehicle” circularity.

Use of recycled materials

Leapmotor actively promotes the innovation and application of recycled materials. In the field of plastic recycling, the Company has established a closed-loop process encompassing sorting, surface treatment, and melt pelletizing, advancing the use of recycled materials to reduce per-vehicle carbon emissions by 20-30 kg CO₂e, while cutting carbon emissions per kilogram of recycled plastic by 70%. For low-carbon steel, process innovations in smelting and rolling—substituting short processes for part of the long ones and adopting ESP rolling technology—significantly reduce energy consumption and carbon emissions per ton of steel, while simultaneously increasing the use and recycling of scrap steel, driving decarbonization through both resource reduction and process optimization.

The Company has identified an initial batch of 88 key components and set explicit application targets for recycled materials in vehicles: by 2030, the application ratios of recycled steel, recycled aluminum, and recycled plastics in new vehicles will reach 20%, 30%, and 25%, respectively. These targets will be steadily executed across new vehicle projects in phases.

Battery recycling and reuse

Leapmotor has established a systematic, full-lifecycle management process for battery recovery. Our cross-departmental collaborative management system spanning product development, procurement, technology, and quality, ensures that end-of-life batteries generated at the production, testing, and market stages are effectively managed. To fulfill our environmental responsibilities across product lifecycle, the Company deploys a nationwide recovery network by combining a self-built system with compliant outsourcing. We sign recovery cooperation agreements with enterprises meeting the *Regulatory Requirements for the Comprehensive Utilization of Decommissioned NEV Power Batteries*. Standardized power battery dismantling procedures are strictly executed, helping to classify, recover, and resourcefully utilize the diverse materials within battery packs. The Company adopts an integrated utilization model, fully tapping into the residual value of batteries and engaging in regenerative capacity collaborations to realize an efficient, safe, economical, and green battery recovery paradigm.

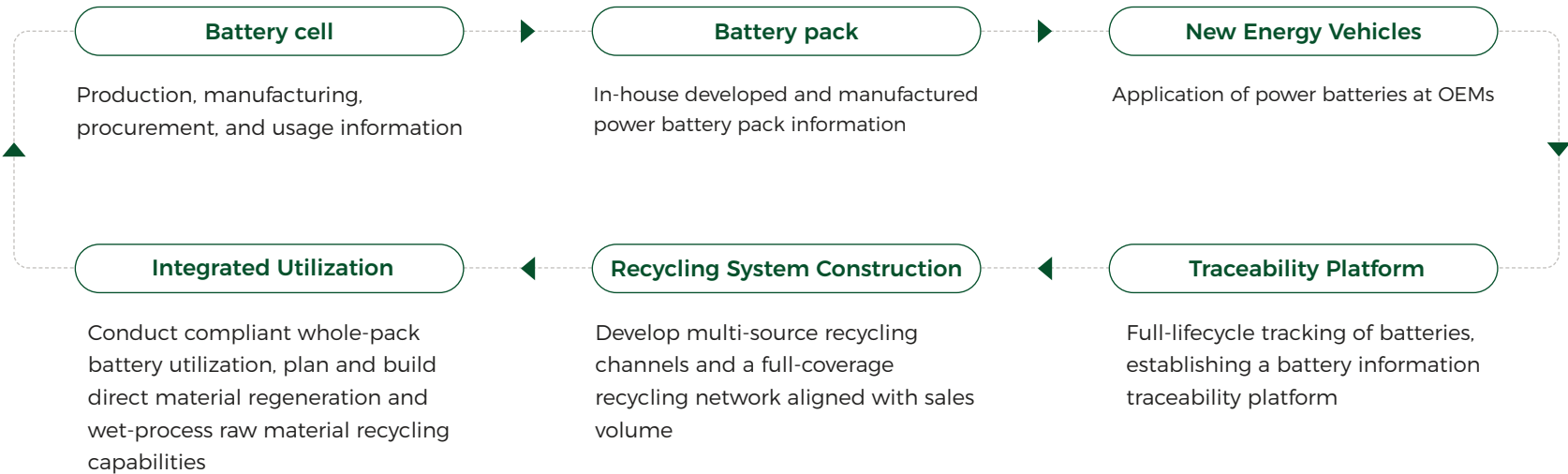
Implementing integrated utilization

Test and factory returned battery packs are selected for use in energy storage systems before entering the final recycling and processing stage, thereby expanding their application scenarios.

Developing energy storage products

We develop four major energy storage product categories: residential storage, rack-mounted batteries, integrated commercial and industrial (C&I) cabinets, and utility-scale DC-side storage. These products cover market application demands across grid-side, generation-side, C&I, residential, and microgrid scenarios.

Leapmotor Battery lifecycle close-loop system



Case

10MWh power battery integrated utilization energy storage project at Leapmotor manufacturing base

Through rigorous performance screening and evaluation of power battery test packs, Leapmotor assembled a 10MWh energy storage system deployed at the manufacturing base. This project fully extracts the residual value of the test packs and proves the feasibility of applying pack-level integrated utilization to industrial energy storage systems. It provides scalable, practical experience for the Company's recycling of power batteries.

3.4 Green Operations

Leapmotor recognizes that a sustainable future is driven not only by innovative products but is deeply rooted in every green choice made during daily operations. We systematically integrate ecological protection, resource conservation, and eco-friendly practices into our corporate operations. We are committed to building a holistic and perceptible green corporate ecosystem, marching toward a low-carbon future alongside our employees, partners, and communities.

3.4.1 Biodiversity Conservation

Leapmotor deeply integrates ecological protection into the entire lifecycle of plant planning, construction, and operations, recognizing the role of biodiversity conservation in maintaining ecological balance, sustainable resource utilization and corporate sustainability. None of Leapmotor’s industrial parks are located in ecologically sensitive areas designated by local governments. During the site selection phase, the Company fully assesses peripheral ecological impacts and strictly conducts environmental impact assessments for construction projects per regulatory requirements. We utilize advanced pollution control technologies and refined management schemes to formulate targeted preventive and mitigative measures. During construction and operations, we strictly enforce the “Three-Simultaneity” environmental protection system (ensuring environmental facilities are designed, built, and commissioned alongside the main project). Through systematic execution of pollutant discharge permit system, facility operation monitoring, emergency plan management, and on-going improvement of pollution prevention system, we effectively mitigate operational impacts on the surrounding environment, providing foundational safeguards for local ecosystems and biodiversity.



3.4.2 Green Office

Leapmotor actively cultivates a green office environment, seamlessly integrating eco-friendly and low-carbon philosophies into work and daily life.

| Leapmotor’s key green office initiatives and achievements |

Resource recycling

- Following the principle of “maximizing material utility,” we implement a “refurbish-to-renew” management model for office, canteen, and other places. In 2025, regional offices repurposed nearly 3,000 pieces of furniture, reducing virgin timber consumption by approximately 360 cubic meters at the source and cutting decoration waste in related renovation projects by approximately 3%.

Energy management

- Centralized control systems are used to eliminate inefficient energy consumption in office areas during unoccupied or low-utilization periods at the source, reducing total electricity consumption by approximately 20%.
- We set clear temperature standards for air conditioning in office areas and incorporate them into the *Electricity Safety Management Specifications*.
- We have established a regular energy saving reminder mechanism through notices and posting energy saving signs to raise awareness and foster a green culture where everyone is committed to saving energy.

Water saving

- We uniformly set water-saving signs in public areas such as the tea room and the restroom. These continuous, friendly visual cues guide all personnel to develop water-conservation habits.
- We incorporate water-saving inspections into regular management mechanisms. Through regular weekly patrols, we conduct a systematic investigation of water use and other energy consumption situations, and make timely rectification.

Green meetings

- We implement and optimize the meeting room “reservation system” to better resource allocation, and significantly enhance the efficiency of meeting room usage..
- We equip all meeting rooms with reusable whiteboards to replace the traditional disposable paper and consumables.

Green outlets

- We integrate green and low-carbon principles into the full-lifecycle management of all our outlets. To this end, we promote efficient resource utilization and precise energy consumption control across multiple dimensions, including outlet construction, functional configuration, and daily operations.
- We facilitate the daily management and approval processes of our dealer outlets through digital systems to reduce the use of paper documents.
- We promote online meetings, achieving a reduction of over 40% in paper consumption throughout the year.
- We establish standardized Auto Body Shops and centralized delivery centers based on regional coverage. This approach enables our multiple outlets to share delivery spaces, equipment, and personnel. The centralized processing in Auto Body Shops reduces energy consumption by more than 30%.

Green commuting

- We replace official business vehicles with NEVs. Each NEV achieves an annual carbon reduction of approximately 2.85 tons.
- We encourage employees to prioritize low-carbon commuting options, such as public transportation, walking, or cycling, and regularly organize themed activities promoting low-carbon travel, embedding environmental awareness into the corporate culture.

3.4.3 Advocate for Green Practices

At Leapmotor, we firmly believe that a sustainable future begins with every mindful mobility choice. We are committed not only to developing green and intelligent mobility products but also to safeguarding our shared home alongside our users through sustained green advocacy. To this end, we have continuously advocated the concept of green and low-carbon mobility and continue to explore the possibilities of new energy mobility with our users through a diverse range of environmental initiatives. In December 2025, we launched a special User Report on our app, using meaningful data to document the miles traveled, the carbon emissions reduced, and the metaphorical “trees” planted by every user over the course of the year--a vivid account of the tangible difference that green mobility has made.

We look forward to partnering with every user to inspire a broader embrace of green and low-carbon values.



Embracing Diversity and Inclusion to Co-Create a New Chapter

Leapmotor regards talent as its most important strategic resource, committing to building a virtuous development paradigm where employees and the organization mutually empower each other and co-create value. The Company spares no effort in fostering a safe, open, and diverse work environment. We strive to build a stable and fulfilling workplace for every employee, enabling them to achieve personal growth while advancing hand-in-hand with the Company to co-create the future.

Contribution to SDGs

3 GOOD HEALTH AND WELL-BEING



5 GENDER EQUALITY



8 DECENT WORK AND ECONOMIC GROWTH



10 REDUCED INEQUALITIES



让卓越触手可及

零跑汽车

触手可及

让卓越触手可及

零跑汽车

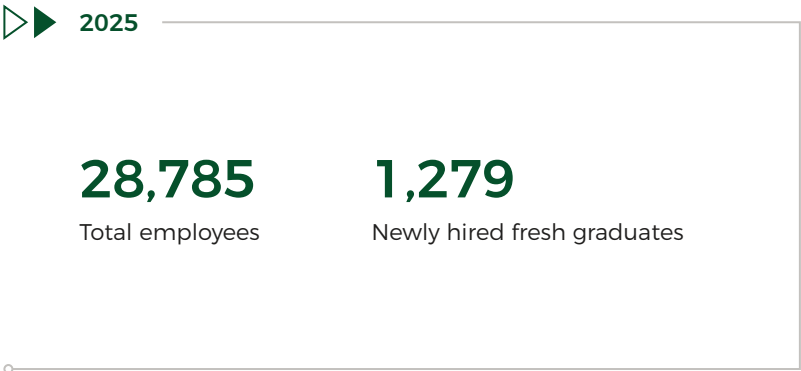
LEAP IN

4.1 Employee Rights and Interests

Leapmotor is committed to building an open, inclusive, and diverse culture that respects the individuality and differences of each employee, thereby fostering a vibrant working environment. The Company provides competitive compensation and comprehensive benefits, and establishes clear career development pathways to support employees in realizing their personal value and career growth, helping to build high-quality talent teams that grows together with the Company.

4.1.1 Attracting Top Talent

Leapmotor has developed a systematic human resources (HR) management system which aligns with business strategy and development needs and places HR planning at its core. Through multiple measures, the Company achieves effective allocation and value activation of human resources, continuously enhances talent and organizational competitiveness, and provides solid talent support for business development. The Company has formulated supporting policies such as the *Recruitment Management Measures*, *Campus Recruitment Management Measures*, and *Internal Referral and Reward Rules* to standardize the entire recruitment process, laying a solid foundation for HR management through equitable institutional design.



| Leapmotor Talent Recruitment Channel Development in 2025 |

Social
Recruitment

Leapmotor publishes recruitment information through multiple, including such as official channels, third-party recruitment platforms, and talent service providers, to attract candidates who align with the Company's culture and values, while providing convenient services through the recruitment system.

Campus
Recruitment

The“Elite Talent Program”, focuses on recruiting top young tech talent from China and overseas for R&D-related positions, covering recruitment activities at more than 50 renowned universities. The “Seedling Program” focuses on highly skilled frontline blue-collar talent through dedicated training plans, and has jointly established 60 customized training classes with 160 junior colleges and technical secondary schools nationwide.

Internal
Referral

Internal referral was one of the Company's largest recruitment channels in 2025, with more than 6,400 hires.

Internal
Recruitment

Internal positions are preferentially open to to all employees. The “Dandelion Program” has been launched with optimized platforms and workflows to promote orderly internal mobility and support employees in finding suitable career development paths.



4.1.2 Employee Rights Protection

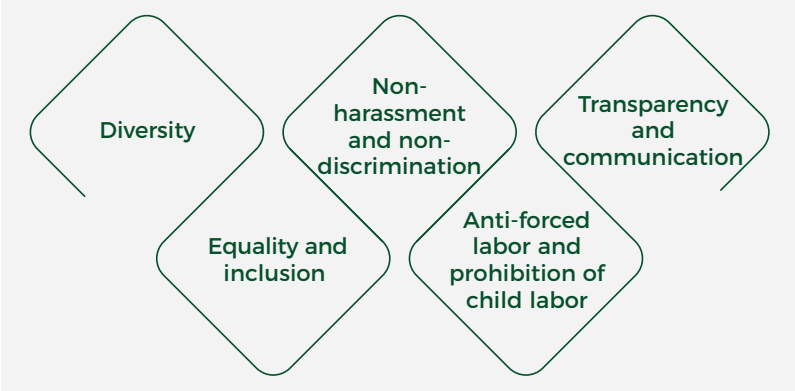
Leapmotor strictly complies with applicable Chinese laws and regulations including the *Labor Law* and the *Labor Contract Law*, as well as international human rights conventions, to ensure that the legitimate rights and interests of all employees are protected.



Human rights protection

Leapmotor is committed to creating an inclusive, supportive, equal, and respectful workplace for all employees, with zero-tolerance for harassment or discrimination based on age, race, gender, religion, or any other characteristics. We demonstrate our commitment by rigorously implementing diversity recruitment policies, ensuring equal pay and benefits, establishing independent and confidential anti-harassment complaint mechanisms, and prohibiting forced labor and child labor. Additionally, we protect employee rights through workers' congresses, labor unions, and collective contracts. Through these efforts, we work to foster an open, transparent, united, and vibrant workplace on an ongoing basis.

| Human rights topics identified by Leapmotor |

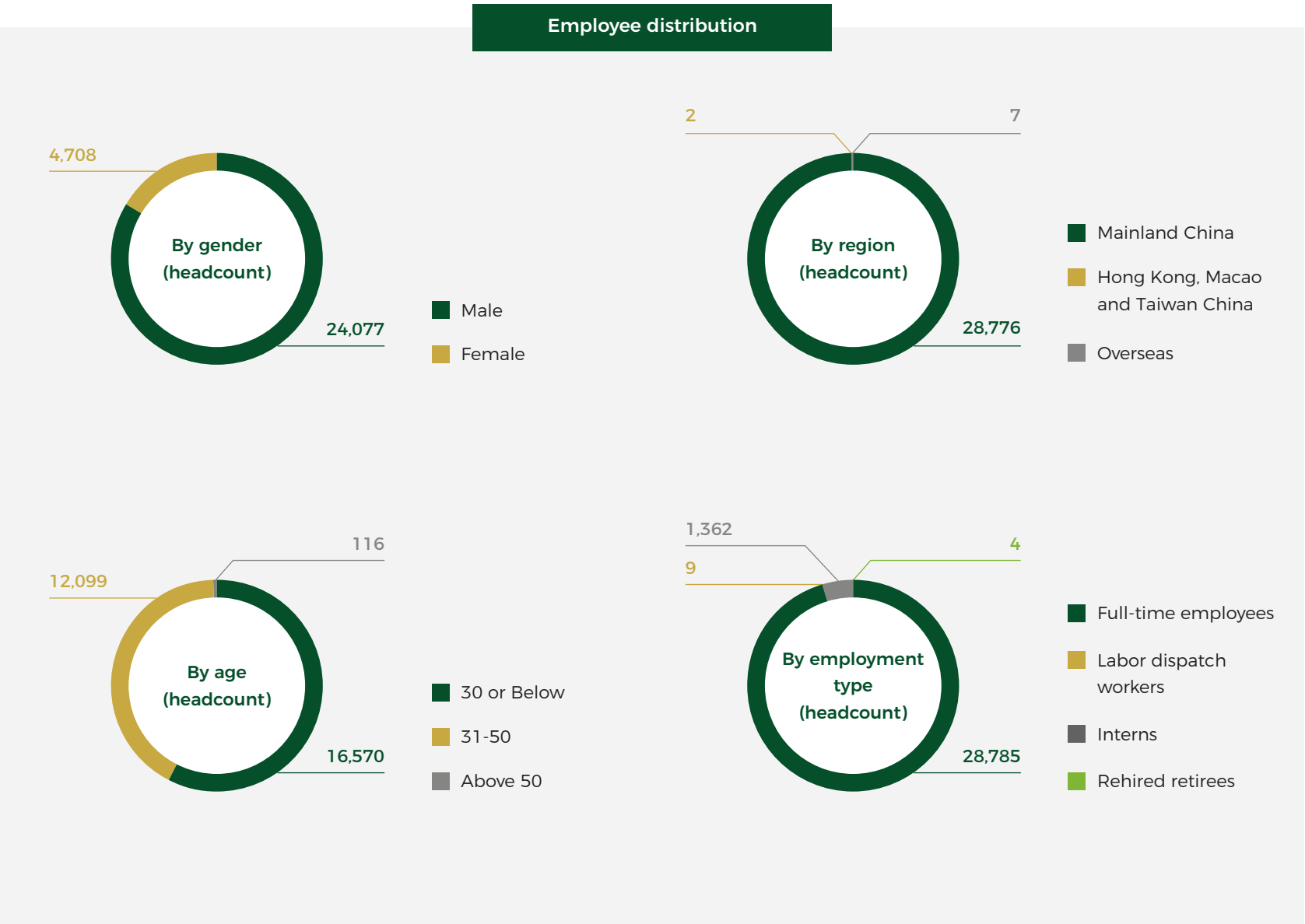
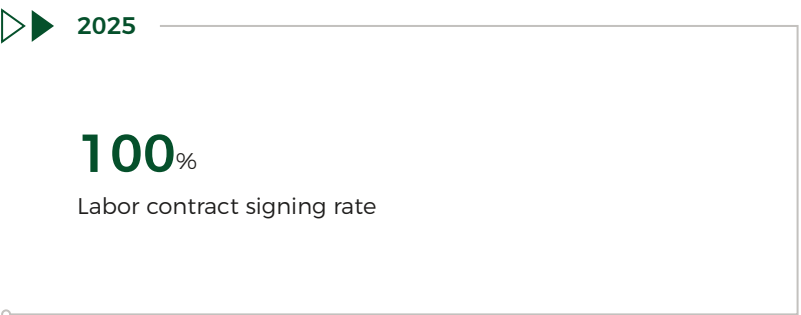


We have improved the complaint and protection mechanism for human rights-related incidents or risks. Through multiple feedback channels such as the suggestion mailbox on the internal OA platform, the official supervision email, and HRBP³⁸, employees can conveniently report human rights-related issues. We commit to keeping all complaints confidential, conducting fair investigations, and taking timely remedial measures. We have zero-tolerance for retaliatory behaviors such as threats, intimidation, and malicious reporting and safeguard the rights of complainants.

³⁸ HRBP: Human Resource Business Partner

Employment compliance

In accordance with the Labor Law and other applicable laws and regulations, we have formulated and implemented policies such as the *Recruitment Management Measures*, *Campus Recruitment Management Measures*, *Internal Referral and Reward Rules*. Embracing the principle of “open recruitment, fair competition, and merit-based selection”, we respect and protect the legitimate rights of all employees regarding compensation, dismissal, working hours, and leave. To ensure employment compliance, we sign contracts with employees, and establish sound mechanisms covering recruitment, training, supervision, inspection, as well as rewards and punishments. Through these measures, we ensure that all employees reach the legal working age, eliminate unlawful employment practices, and prohibit child labor and any form of harassment or forced labor, thereby ensuring employment compliance. Additionally, we emphasize attach great importance to employee privacy protection. Our *Employee Information Management Guidelines* regulate the management and use of employee information and protect employee privacy and information security. Since its founding, Leapmotor has reported no incidents of child labor or forced labor.



▶▶ 2025

20.40%

Total employee turnover rate

Leapmotor staff turnover

Indicator		Ratio (%)
By gender	Male	21.35
	Female	15.44
By age	30 or Below	22.46
	31-50	18.68
	Above 50	3.70
By region	China(Including Hong Kong, Macao and Taiwan China)	20.40
	Overseas	0.00



4.1.3 Diversity and Inclusion

Leapmotor is committed to creating an inclusive and mutually supportive working environment for all employees, free from barriers based on age, gender, family status, disability, race, ethnicity, and nationality. We respect differences in regions, cultures, and customs, and strives to meet the diverse demands of employees from different cultural backgrounds. In 2025, the Company reported no incidents of discrimination or harassment.

We acknowledge and appreciate the value and contribution made by every employee. By analyzing the gender pay gaps and implementing equal pay for equal work, we eradicate any form of gender-based disparate treatment and ensure that all employees enjoy fair opportunities and broad prospects in career development, promotion pathways, compensation and returns. We seek to drive sustainable business growth with the talent diversity strategy.

| Workforce diversity management mechanism |

Ethnic minority employees

Respecting the cultural customs and religious beliefs of employees from different ethnic groups; providing tolerance and convenience in terms of food taboos; and promoting mutual understanding and team integration among employees from different ethnic groups.

Employees with disabilities

Reasonably arranging work positions; creating a barrier-free workplace; eliminating prejudice at workplace; and fostering an inclusive workplace.

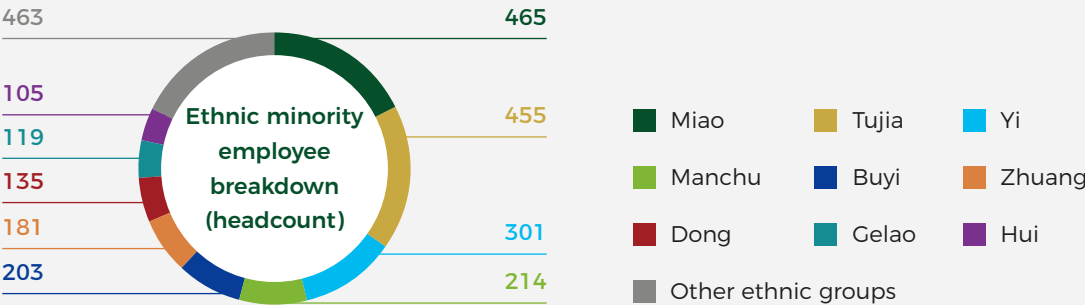
Female employees

Providing additional prenatal check-up leave, maternity leave, breastfeeding leave, and a day off on the International Women’s Day; offering healthcare lectures for the pregnant and other female employees; and setting up “Mommy Room” to provide a private, comfortable, and safe resting place for pregnant and breastfeeding female workers.

▶▶ 2025

2,641

Employees from ethnic minority groups



207

Employees with disabilities

5

Foreign employees

27.3%

Female senior executives



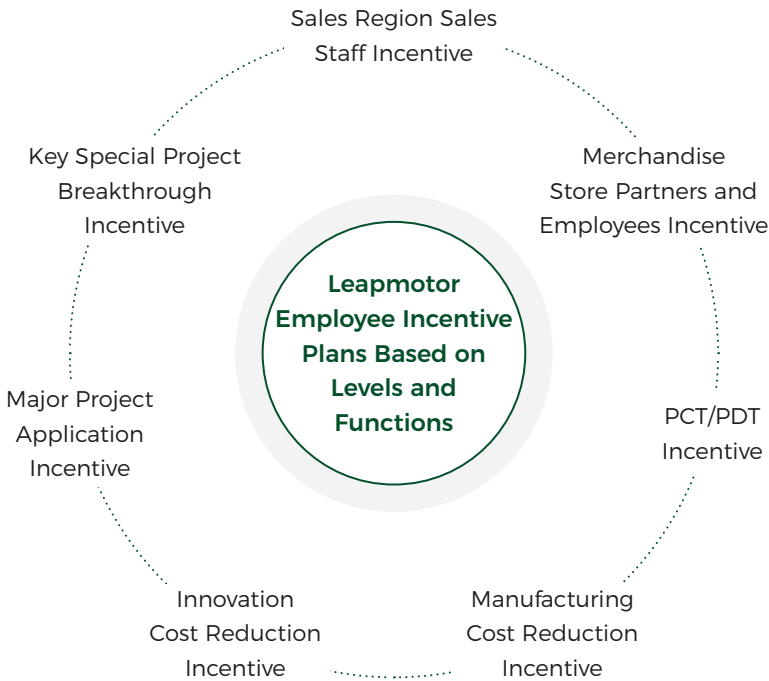
4.1.4 Compensation and Benefits

Embracing the principle of “internal equity, external competitiveness, and individual incentives”, we offer industry-competitive and comprehensive compensation and benefits packages for employees based on their position value, performance/contributions, and general competence.

Compensation and incentives

To standardize compensation management, protect employee rights, and motivate employees, Leapmotor has established a sound employee compensation management system to achieve fair, rational, and effective compensation distribution. We implement structured management of total compensation. Employee compensation is clearly composed of standard monthly pay, performance bonuses, and other special agreed incentives, with different pay mix determined based on positions and ranks. This structure ensures alignment of compensation with position value and contributions. Furthermore, we have established a dynamic salary adjustment mechanism applicable to all employees. Our salary policy is adjusted annually/semi-annually based on annual operating conditions, external compensation levels, and labor market conditions. We also “adjust pay for position changes”. For position changes, promotions, or demotions, the annual salary is adjusted according to the new position rank and qualification, ensuring the competitiveness and adaptability of our compensation system.

In 2025, we further improved our “salary distribution” model. Based on the business characteristics of each department, within the established boundaries, each department is allowed to manage and discipline itself independently. This effectively stimulates the internal motivation and business vitality of each business department. Meanwhile, for employees of different levels and functions, we have formulated diversified compensation and incentive plans, including incentives for sales region staff, merchandise store partners and employees, PCT/PDT incentives, incentives for manufacturing cost reduction, innovation-driven cost reduction, major project application, and key breakthroughs. Furthermore, our business departments are authorized to develop flexible incentive plans for key projects. This initiative fully unlocks the innovation of business departments and helps with the efficient attainment of business objectives.



Centered on our strategic goals, we continuously improve our employee performance management system through horizontal and vertical goal decomposition, enabling the mutual growth of employees and the Company. Additionally, we have developed multi-level and ongoing employee equity option incentive plans to recognize employee contributions and to attract and retain core talents.

Goal management

Using KPI tools, we cascade down the strategic goals to departments and individuals to ensure top-to-down alignment. The goal setting process is strict in line with the SMART principles, ensuring that goals can be implemented and executed.

Organizational performance appraisal

Both individual performance of all employees and organizational performance are taken into account, which effectively boosts teamwork spirit and builds organizational synergy.

Agile communication

We promote agile performance management with continuous feedback and coaching-style guidance as the core. Through regular one-on-one communication, project reviews, and performance reviews, we highlight process guidance and employee growth.



2025

28,785

Employees receiving regular performance and career development reviews

100%

Percentage of employees receiving regular performance and career development reviews

Employee benefits

The Company has established a comprehensive benefits system for all employees, covering pension, medical, unemployment, work-related injury, and maternity insurance, as well as the housing provident fund. At the same time, we are committed to paying basic wages above the local minimum wage standards prescribed by the government, thereby safeguarding employees' basic living standards and access to healthcare. Additionally, the Company continues to improve a diversified non-cash benefits system benefits system designed to support work-life balance, and enhance employees' sense of belonging and well-being.



| Employee Welfare System |

Leave balance

All employees are entitled to paid annual leave, maternity leave, marriage leave, bereavement leave, and paternity leave. We offer supplementary annual leave to further protect employees' rights to rest and help them balance work and life.

Health protection

We provide differentiated health check-up benefits for employees, including special physical examinations for those in positions susceptible to occupational disease risks. We also offer extra commercial insurance and improve the healthcare protection system to comprehensively address the healthcare needs of our employees.

People-centric care

We provide exclusive benefits and festive greetings on important occasions such as the Dragon Boat Festival and the Mid-Autumn Festival, as well as other special days such as employee birthdays and work anniversaries. In addition, we regularly host fun sports events and other festival activities, and encourage team building activities across departments to enrich employees' leisure life.

Life support

We provide employee dormitories, talent apartments, and other solutions to alleviate housing pressure. We also offer staff canteens and meal allowances to ensure convenience and nutrition. Additionally, work communication allowances are provided to help reduce employees' daily expenses.

Family support

We provide extra allowances for pregnant employees. Employees with children are offered education support allowances and assistance with school admission applications, helping address key childcare challenges and effectively easing employees' family-related concerns.

4.1.5 Democratic Management

In line with relevant Chinese laws and regulations such as the *Labor Law*, the *Labor Contract Law*, the *Trade Union Law*, and the *Regulations on Collective Contract of Zhejiang Province*, Leapmotor has established workers’ congresses and labor unions. Guided by the principle of “safeguarding employees’ legitimate rights and interests and promoting the healthy corporate development”, we engage in equal negotiations with employees and sign the *Collective Contract* with them every three years. This contract covers compensation, health and safety, and other key matters, effectively protecting employees’ legitimate rights and interests. Since its founding, the Company has not experienced any employee strikes or work stoppages.

▶▶ 2025

100%

Coverage rate of the collective contract (collective bargaining agreement)

100%

Trade union membership rate



Employee communication

The Company has developed a diversified employee communication and democratic management system. Through multiple channels and mechanisms, it ensures that employee voices are fully heard and effectively communicated, thereby promoting deeper employee engagement in corporate governance.

| Key measures for employee communication |

Listening and feedback mechanism

We conduct regular employee satisfaction surveys to gain a comprehensive understanding of employees’ needs, and ensure the effective implementation of constructive suggestions. At the same time, a dedicated feedback portal has been set up within the OA system to regularly collect employee suggestions and report them to management, creating a convenient and efficient channel through which every employee voice can be heard and addressed.

Democratic decision-making and communication mechanism

We combine online union communication group with regular union meetings to discuss matters closely related to employees’ interests, such as employee benefit plans, event planning, and assistance programs, ensuring transparency in decision-making. Upholding democratic management principles, we organize annual special meetings on human resources systems, fully safeguarding the rights of employee representatives to be informed, to participate, to express opinions, and to supervise.

Information sharing and cultural transmission

Through the “Leapmotor Labor Union” and the “Leapmotor Style” WeCom columns, we share updates on labor union benefits, upcoming events, and the stories of role models. By creating such employee-centered communication platforms, we inspire employees’ initiative and boost their sense of belonging and participation.

Case

“Heart-to-Heart” online platform facilitates two-way communication

Leapmotor launched the “Heart-to-Heart” online platform to promote two-way communication between the Company and its employees, and facilitate the implementation of constructive suggestions. In 2025, the platform collected 1,940 issues, of which 1,851 were valid suggestions and complaints. A total of 1,851 improvements were completed, with a rectification completion rate of 100%. The platform not only boosts employee participation and trust in company, but also facilitates the resolution of relevant management issues, ensuring that employee voices receive a response and management improvements deliver tangible results.

Employee satisfaction

At Leapmotor, employee satisfaction and sense of belonging are at the core of management. We continuously to improve the employee experience and foster a warm workplace through scientific and refined management measures. In 2025, we conducted an employee survey focusing on key dimensions such as employee engagement, cultural vision, leadership effectiveness, organization and processes, working environment, training and development, with the overall employee satisfaction rate reaching 85.7%. Through a well-designed questionnaires, we extensively collected employee feedback from all levels and departments to gain representative data and deep insights. Based on the survey results, we made company-level and department-level reports, turning employee feedback into an important basis for management improvement. In addition, a closed-loop management improvement of listening-analysisimprovement was established to promptly address employee concerns.

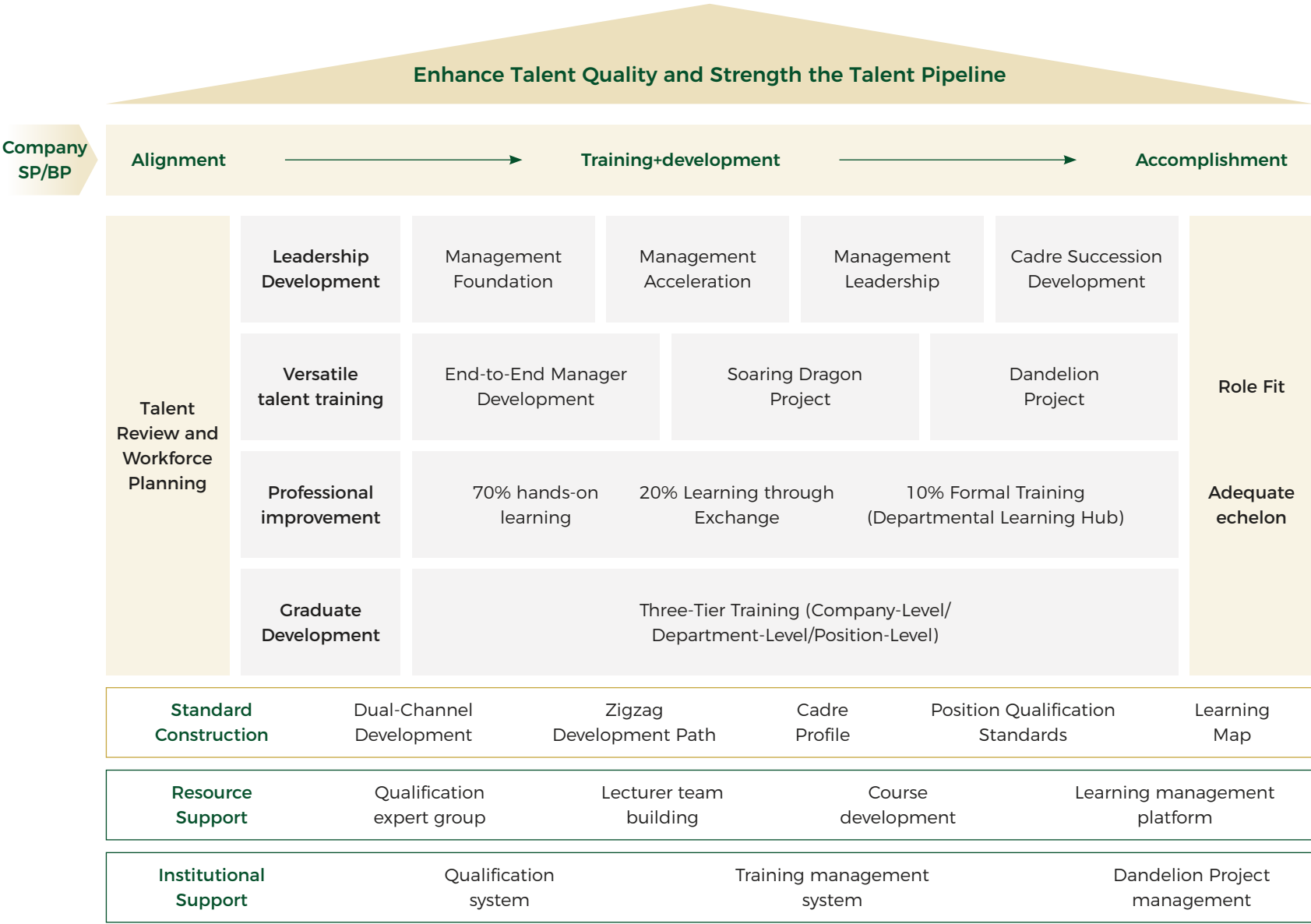


4.2 Employee Growth

In Leapmotor’s long-term development strategy, talent is the core strategic resource that supports the Company’s long-term sustainable growth. We have established a systematic, and multi-level employee development system with a dual-channel career development mechanism that allows for horizontal expansion and vertical promotion. Through clear talent positioning and tailored development plans, we tailor career development pathways for all job tracks and levels, ensuring that every employee can find the right development path at Leapmotor. This mpowers employees to thrive together with the Company.

4.2.1 Employee Training System

We continuously improve our employee training and development system. Adhering to the principle of “combining training with practice”, we help employees rapidly enhance their professional capabilities and achieve personal growth. We have developed a series of training management policies, including the *Leapmotor Training Management Measures*, the *S-Sequence Training Management Measures* and the *Management Rules for Internal Lecturers*, which provide a solid foundation for the standardized, orderly, and effective implementation of training programs. Meanwhile, we have developed a diverse and targeted training curriculum tailored to the characteristics of different business lines and the growth needs of various employee groups. This system can empower talent development on all fronts and foster a high-quality talent pool.



Leapmotor talent development system

| Employee Training Systems |

Internal empowerment system

We have established a comprehensive system for the selection, training, and certification of internal trainers. Through programs such as the “New Employees Integration Camp” and the “Run-up/ Acceleration/Leadership” Training Camps for managers, we promote knowledge transfer by enabling outstanding talent to cultivate more outstanding talent; A dedicated mentor is assigned to each new hire to help them quickly adapt to their roles and enhance their comprehensive capabilities.

External learning support

For managers, key positions, and special roles, we collaborate with external professional institutions to introduce external lecturers and organize external learning, exchange visits, and industry seminars. Such support helps employees master cutting-edge technologies and management concepts while broadening their professional horizons.

Diverse learning network

We have built an integrated online and offline learning network. The digital platforms break learning boundaries and allow employees to access resources conveniently. This network invigorates organizational learning vitality, and solidifies the foundation for a learning-oriented organization.



Case

“FAST Management Accelerator” program empowers middle management leadership

In July 2025, the Company launched the first FAST Management Accelerator Camp, focusing on enhancing the capabilities of middle managers. The program focused on enhancing managerial capabilities, using a role-based assessment model to conduct talent reviews, management evaluations, and interview-based surveys to establish competency benchmarks. Combining training and hands-on practice, the program offered core courses such as role awareness for middle managers, 4D leadership, and customer-centric process reengineering, supplemented by an online series for reinforced learning. Each participant received dedicated one-on-one mentoring, aligned with individual development plans to encourage deliberate practice. The first session included 36 middle managers and achieved a participant satisfaction score of 4.85. The program effectively facilitated the transition of middle managers from efficient task-oriented supervisors to outstanding team leaders, while building a strong managerial backbone to support the Company’s sustainable development.



Case

“100 Cost Talent Program”, Strengthens the Foundation of Cost Management Expertise

In November 2025, in response to its extreme-cost strategy, the Company launched the 100 Cost Talent Program. In collaboration with Zhejiang University of Finance and Economics, Leapmotor adopted a “1+1” joint training model to select trainees among employees in cost-critical roles such as product managers and structural engineers. The first session attracted 165 applicants, of whom 51 participants were ultimately selected for the program. Trainees built a systematic finance and cost knowledge system through academic courses, complemented by practical corporate case studies, thus translating theoretical knowledge into actionable cost control solutions. Centered on cultivating over 100 multi-skilled cost management professionals, the program provides a strong talent foundation to support the high-quality development of our new energy business.

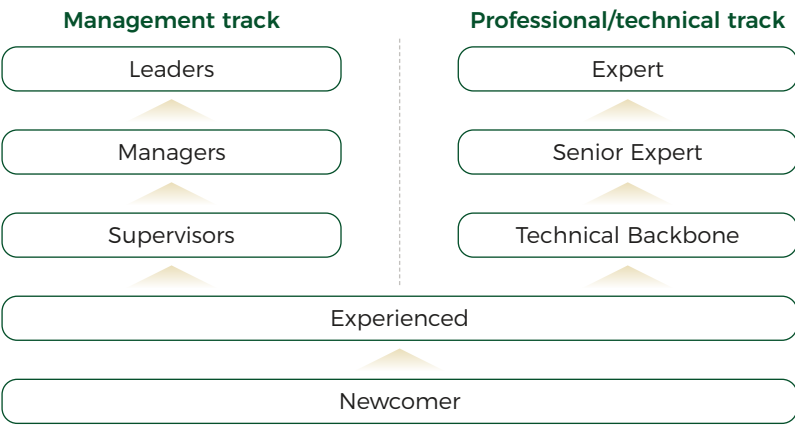


Employee training and development

	Indicator	Unit	2025
Training percentage by gender	Percentage of female trained	%	100
	Percentage of male trained	%	100
Training percentage by rank	Percentage of ordinary employees trained	%	100
	Percentage of mid-level management trained	%	100
	Percentage of senior management trained	%	100
Average training hours by gender	Average training hours of female employees	hour	30.42
	Average training hours of male employees	hour	27.34
Average training hours by rank	Average training hours of ordinary employees	hour	27.90
	Average training hours of mid-level management	hour	25.20
	Average training hours of senior management	hour	25.50

4.2.2 Employee Development System

At Leapmotor, employee development is regarded as the core driver for sustainable corporate development. We are dedicated to establishing dual career paths for “managerial + professional” advancement, providing employees with clear career development trajectories and all-round support for upskilling.



Leapmotor Dual Career Paths for Talent Development

We have established clear qualification criteria and transparent promotion mechanisms. Expert panels in various fields are responsible for the formulation of qualification criteria, and talent assessment and training. This ensures “the right people for the right jobs” and guarantees the objectivity and fairness of talent assessment. Meanwhile, we have built an internal professional title system to support the advancement of technical specialists, established a practical skills assessment and certification system for production line employees, and designed job-appropriate competency certification mechanisms for frontline sales personnel. This enables different types of employees to obtain suitable development opportunities and recognition.

In 2025, we created a systematic and tiered leadership development system. Guided by the *Official-Level Employee Management Measures*, we offer three-level bootcamps for managers (“Run-Up”, “Acceleration”, and “Leadership”). Through periodic talent reviews and other internal selection mechanisms, along with diverse development methods such as job rotations and project assignments, we can pinpoint potential management talents and accelerate their growth, accordingly build a robust cadre echelon, and comprehensively empower all types of talent to enhance value.

4.3 Employee Health

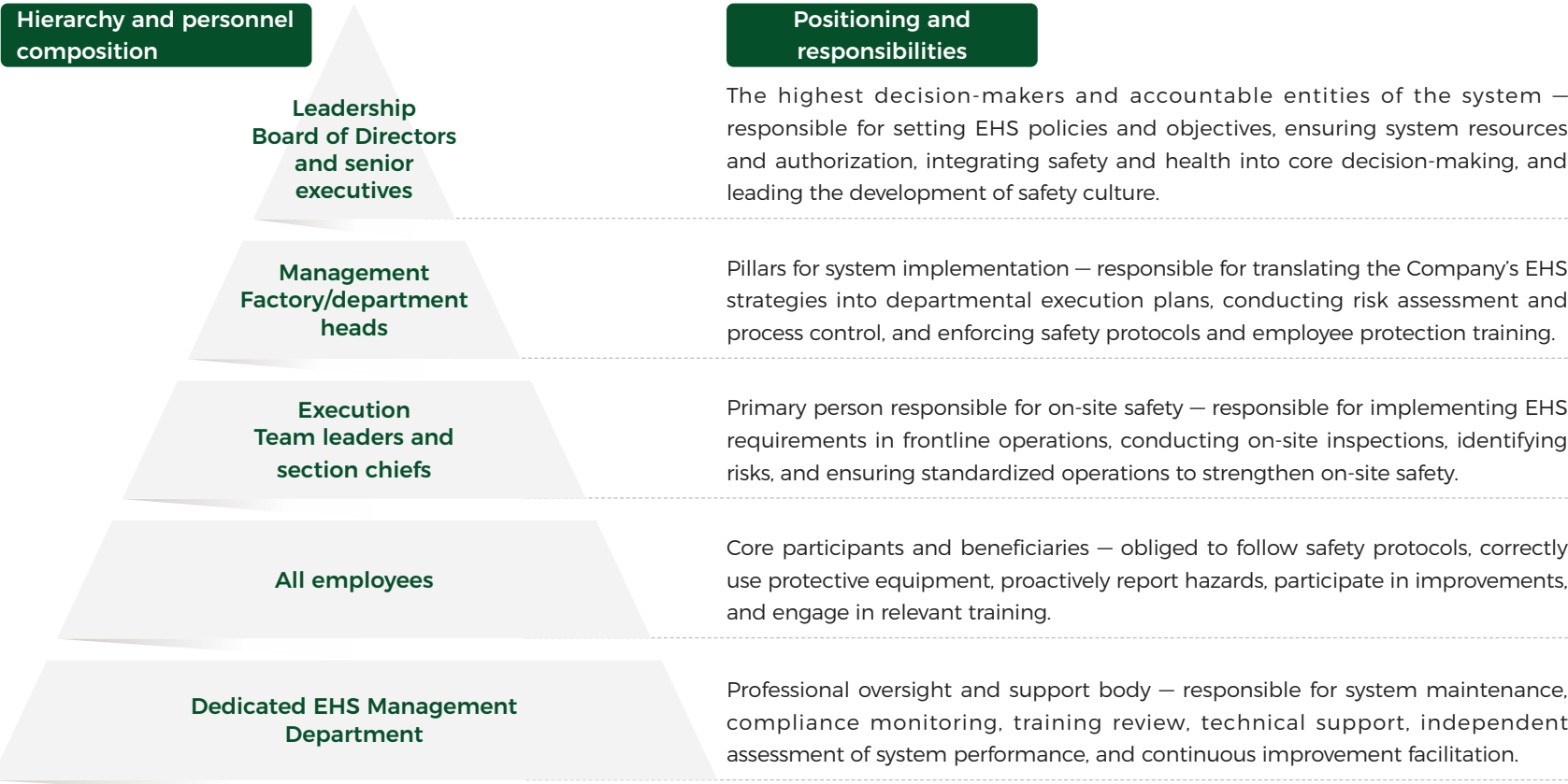
Leapmotor adheres to the core philosophy of putting people first and valuing life above all else and constructs a comprehensive and full-cycle occupational health protection system. We strictly comply with national laws and regulations on work safety and occupational health, and systematically improves our safety management system. We are committed to creating a safe, healthy, and secure working environment for every employee, and fostering employee well-being while striving for corporate development.



4.3.1 Safety Management System

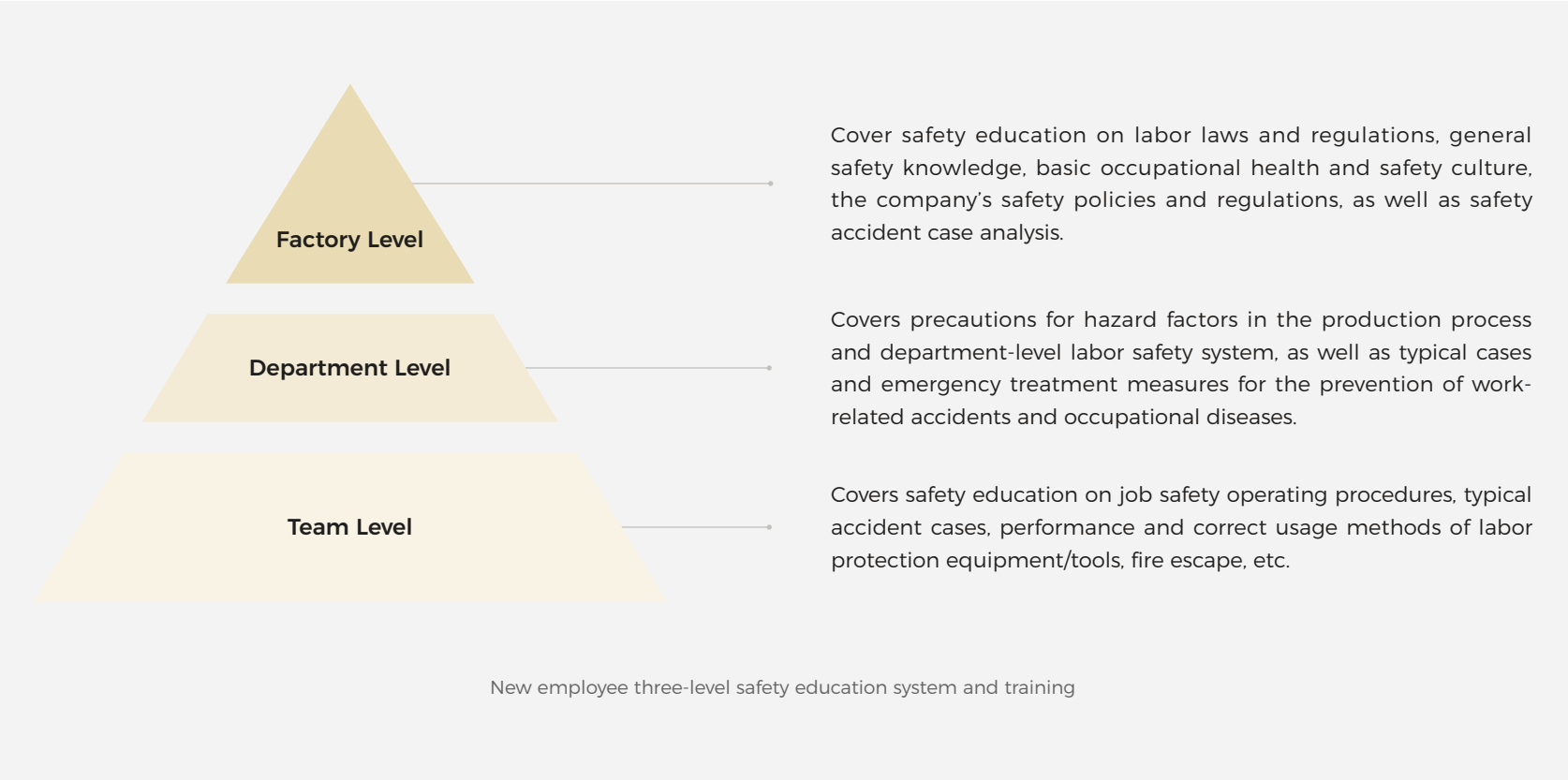
Leapmotor has established a clear and hierarchical safety management system. Through institutionalized, standardized, and refined management approaches, the system can comprehensively safeguard employee occupational health and work safety, driving the transformation of safety management from passive response to proactive prevention.

| Leapmotor Occupational Health and Safety Management System |





In line with the principle of “work safety is everyone’s responsibility”, we fully implement the work safety accountability system, and define responsibilities across all levels from the Work Safety Committee to front-line employees. We establish a three-tier safety supervision system at the factory, department, and team levels to ensure that safety responsibilities are assigned to each position and individual. Meanwhile, we extend our safety management experience and EHS policies to stakeholders, promoting the implementation of the work safety accountability system across the entire supply chain.



Institutional system

Leapmotor strictly complies with the *Law on Work Safety of the People's Republic of China*, the *Law on Prevention and Control of Occupational Diseases of the People's Republic of China*, the *Fire Protection Law of the People's Republic of China*, and other relevant work safety and occupational health laws and regulations in its operating regions to ensure all management requirements are effectively implemented. We have formulated and implemented management documents such as *Leapmotor EHS Management Manual*, *Work Safety Responsibility System*, *Work Safety Inspection and Hidden Hazard Rectification Management System*, *Risk Assessment Management System*, and *On-site Safety/Fire Prevention Evaluation Standards*. In 2025, we refined our EHS management policies, formed 58 institutional documents, and completed the re-certification of the ISO 45001 Occupational Health and Safety Management System.



Leapmotor's updated ISO 45001 certification

▶▶ 2025

100%

of Production base employees signed annual *EHS Objectives Responsibility Agreement*

Management objectives

Leapmotor sets clear and specific EHS management objectives, conducts regular assessments of objective implementation, and incorporates these assessments into the performance evaluation system for relevant personnel and departments to continuously improve EHS management. In 2025, there were no cases of occupational diseases or major work safety accidents, nor any administrative penalties related to work safety.

| 2025 Safety Objectives and Achievement Status |

Objectives	Achievement
0 fire accidents	✓
0 work-related fatalities	✓
0 occupational diseases	✓
50% reduction in minor accident rate	✓
100% hazard rectification rate	✓
100% of operating sites completed employee health and safety risk assessments	✓
100% of operating sites covered by the EHS Committee	✓



4.3.2 Safety Risk Prevention

Leapmotor adheres to the work safety philosophy of “safety first, prevention foremost, and comprehensive management”. By implementing a sound risk management mechanism, regular hazard identification and rectification, and work safety training, we embed risk prevention and control into all aspects of production and operations, effectively prevent potential hazards, and build a solid safety barrier for stable operations of the Company.

Risk management

We highly value risk prevention, and have formulated and implemented the Risk Assessment Management System. We continuously advance the standardization and scientific development of safety technologies and management. By employing professional methods such as the Kiken Yochi (KY) hazard prediction and LEC-based job safety analysis, we ensure the completeness and accuracy of risk assessments.

In 2025, based on risk management priority hierarchy, we implemented targeted controls across five dimensions: engineering technology, management procedures, training and education, personal protection, and emergency response. Throughout the year, we identified and upgraded controls for 28 significant risks, identified over 5,500 safety and occupational health risks, conducted over 700 safety inspections, and addressed over 4,800 EHS hazards, all of which achieved closed-loop rectification. Through comprehensive risk prevention and closed-loop management, we continuously enhance our safety standards.



Hazard identification

We have established a hazard identification and rectification mechanism featuring full employees participation, hierarchical accountability, and closed-loop management, providing a solid foundation for safe and stable production operations. Our factories have established a multi-layered inspection network that combines daily team inspections, regular departmental checks, daily factory-wide patrols, and specialized audits. The adoption of both paper and electronic records ensures full traceability and control throughout the hazard identification, rectification, and verification process.

| Key Measures for Factory Safety Risk and Hazard Identification in 2025 |



Visual management with a four-color risk map

We install risk distribution boards in key workshop areas, which visual display risk levels, hazard sources, and responsible persons and enhance overall risk awareness.



Cross-checks and expert diagnosis

We conduct cross-departmental safety checks and invite internal experts to perform specialized diagnostics on high-risk processes. This improves the professionalism and thoroughness of hazard identification.



Root cause analysis and effectiveness verification of hazards

We conduct an in-depth investigation of root causes for typical hazards, formulate corrective measures at the system level, and conduct on-site verification to prevent recurrence of hazards.



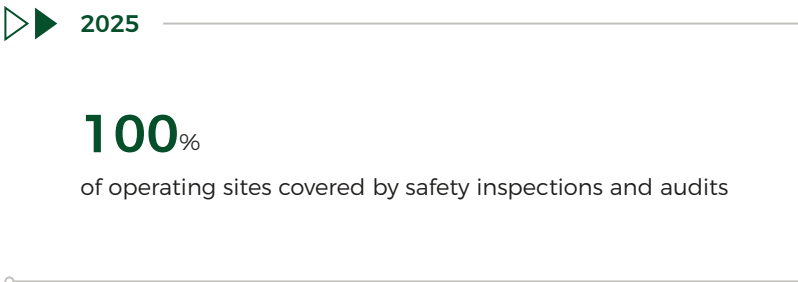
Enhancing Team Self-Inspection Capability

Frontline employees are motivated through incentives for hazard reporting and inclusion of hazard identification in safety performance assessments.



Linking hazard identification with equipment maintenance

We incorporate equipment inspection and safety device anomaly detection into hazard management, and simultaneously advance maintenance and technical improvements to solidify preventive measures before hazard control.



Emergency drills

We regularly organize practical emergency drills for all employees. Through scenario-based training, such as fire evacuation and fire extinguishing drills, we test the operability of our emergency plans, enhance employees’ self-rescue and mutual-aid capabilities in emergencies, and ensure that personnel in key positions master emergency response procedures, thereby building a solid emergency safeguard for work safety.



Case Enhancing emergency response capabilities

To strengthen corporate emergency response capabilities and safeguard employees’ lives, Leapmotor has organized specialized first-aid training and certification. The training focused on core first-aid skills such as cardiopulmonary resuscitation (CPR) and trauma care. Through systematic theoretical learning and practical drills, trainees have comprehensively mastered scientific rescue methods for emergencies, with all successfully passing theoretical and practical assessments and obtaining formal first-aid certification. This training effectively enhanced Leapmotor’s frontline emergency response capabilities and improved employees’ ability to promptly respond to and handle emergencies on-site.



4.3.3 Occupational Disease Protection

In strict compliance with the *Law on Prevention and Control of Occupational Diseases* and other Chinese laws and regulations, we have established an occupational health and safety management system aligned with ISO 45001 standards. By formulating the *Position-Specific Occupational Hazard Prevention and Protection Checklist*, we translate statutory requirements into position-specific hazard types, protection standards, and personal protective equipment (PPE) requirements, achieving regulatory hazard communication and prevention. System responsibilities are cascaded to departments and positions, and the legality and transparency of management are ensured through self-monitoring, result disclosure, and government system compliance filing.

Source control

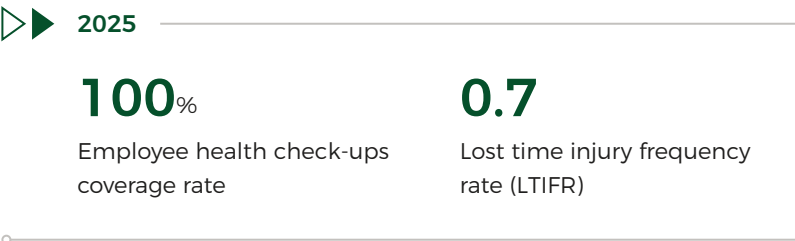
Leapmotor continues to advance a governance approach centered on engineering and technical measures. We prioritize occupational health protection in process design and renovation to control occupational hazards at the source.

| Key Measures for Occupational Disease Prevention in 2025 |

Physical Environment Improvement	We fully upgrade the ventilation and local exhaust ventilation systems in welding, painting, and other workshops to ensure that harmful substance concentrations remain below national standards. Meanwhile, we optimize the lighting and microclimate in assembly lines to enhance workplace comfort.	Noise Control	We reduce source noise at the source by using low-noise equipment and enclosed robotic welding units. In addition, we implement graded management and regular monitoring of noisy areas, supplemented by hearing protection measures for individuals.
Ergonomic Optimization	We deploy assistive equipment, such as robotic arms and balance cranes, in assembly and logistics to substantially reduce manual handling of loads; We also systematically adjust operation postures and tool layouts at high-risk workstations to prevent musculoskeletal disorders.	Spraying Operation Protection	We promote the use of water-based coatings and automatic spray robots to minimize exposure, and provide high-efficiency protective suits and masks for positions requiring manual work to ensure effective isolation.

Supervision and improvement

In accordance with applicable laws and regulations, Leapmotor organizes occupational health check-ups and maintains personal health monitoring records for employees. For abnormal check-up results, an evaluation, notification, and job adaptation or adjustment process is triggered. Meanwhile, employees are encouraged to engage in risk assessment. Additionally, we keep track of regulatory and technological updates, and drive iteration of our protection standards and management systems, striving to build a long-term occupational health protection mechanism.



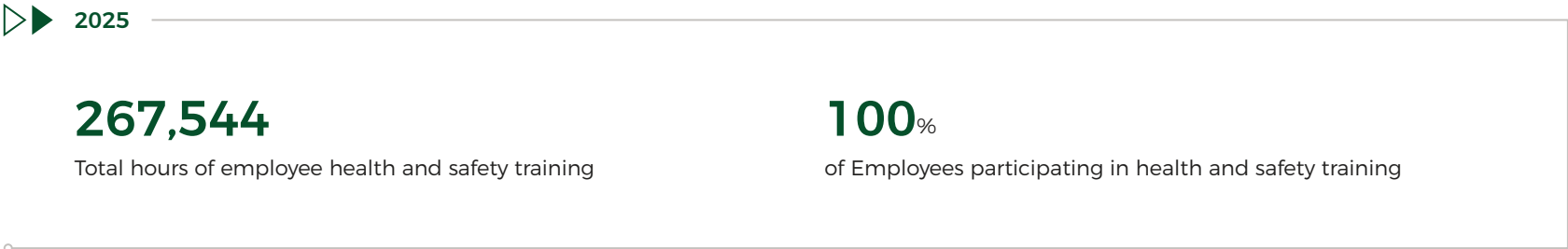
4.3.4 Safety Culture

Leapmotor is committed to fostering a workplace where safety is everyone’s priority. By embedding safety awareness into daily practices, we transform safety concepts from regulatory requirements into employees’ voluntary actions and value recognition. In 2025, we regularly held the Occupational Health Exhibition themed “Respecting Life, Caring for Employees, Spearheading in Occupational Health”. The program educated about occupational disease prevention, occupational hazard identification, and proper use of personal protective equipment, and enhanced employees’ health awareness of “prevention first while combining prevention and treatment measures”. Meanwhile, we arranged expert-led training during the “Work Safety Month”. Guided by the principle that “Everyone Is Aware of Safety, Everyone Is Capable of Emergency Response”, we arranged for employees to participate in hazard identification and emergency response training to foster a safety culture featuring proactive prevention and full participation.



Leapmotor’s Key Work Safety Training and Education

Special operator education	Special operators must undergo dedicated safety knowledge and operational skills training. Only those who pass the examination and obtain a work permit are authorized to operate.
Safety training for management personnel	Department managers or higher and safety managers (both department-level and company-level) must participate in government- or company-organized safety training and evaluation programs in addition to self-study on safety management. Retraining is required every three years.
Job transfer training	Employees who are transferred to a new position, or who return to work after being away from their post for more than one year, must complete department- or team-level safety training.
Safety training for team leaders (safety officers)	Team leaders (safety officers) must complete department- or company-organized safety training and pass the assessment before assuming their roles.
“Four-New” safety training	When adopting new processes, technologies, equipment, or materials, departments must provide targeted safety training to relevant personnel.
Safety training for external personnel	External personnel who enter the plant for business or collaboration purposes must complete safety training or receive a safety briefing organized by the Safety, Environment and System Department.



4.4 Employee Care

Leapmotor actively listens to employee needs and continuously builds a multidimensional employee care system by thinking big and acting small. This enables every employee can thrive in a relaxed, united, open, and dynamic workplace, strengthening their sense of belonging and well-being.



4.4.1 Employee Care

Leveraging labor union resources and targeted initiatives, Leapmotor has established a multi-tiered employee care system covering key areas such as work and life, physical and mental health, and growth and development. Through attention to details and concrete actions, we deliver warmth and security to our employees.

| Key Measures for Employee Care |



We organize heat-relief activities and distribute heat-relief supplies to frontline employees in factories to ensure their safety during hot-weather operations.



We operate a 24/7 psychological support hotline, providing timely emergency psychological assistance and emotional counseling to safeguard employees' mental well-being.



We provide specialized assistance services, including helping them prepare application materials for hardship subsidies and patiently answering inquiries, to effectively address the practical difficulties for employees in need.



For special employees such as those with mobility issues due to accidents or those with pregnancy discomfort, we offer flexible work arrangements and allow them to work from home; for employees on long-term sick leave, we pay sick leave wages higher than local minimum wage standards according to the *Provisions on Medical Treatment Period of the Workers Suffering from Illness or Non-Work-Related Injuries*.

4.4.2 Employee Activities

Leapmotor is committed to creating a broad platform for employees to unwind, exchange ideas, and make close friends. Since the employee club was established in 2018, the platform has been continuously improved and has gradually developed into a comprehensive platform with nearly 3,000 members, covering various clubs such as basketball and badminton. This platform allows employees to fully enjoy the pleasure and growth brought by activities outside work.

▶▶ 2025

The Company organized over
150 festive and team-building activities.



The basketball club organizes the 5th Leapmotor Employee Basketball Tournament themed “Ten Years Together, Five Years of Rivalry”



The data club organizes the 2025 Business Digital Transformation Solution Design Competition



The football club organizes the 1st Employee Football Tournament themed “A Decade of Unity, Rivalry on the Green Field”



Employees check in at Leapmotor’s 10th Anniversary Wish Wall

Case

Establishment of a Women's Club at Jinhua Base

In March 2025, a women's club was established at Leapmotor's Jinhua Base. The club attracted 328 members and primarily organized activities around female interests and hobbies. During the Qixi Festival, the women's club organized a social event for young singles inside and outside the base, creating a platform for single employees to make friends while conveying care to them.



Case

Leapmotor launches 2025 family day activities

In 2025, Leapmotor held the Family Day event in Hangzhou and Jinhua at the same time, which attracted nearly 500 family members of employees. Through immersive activities such as factory tours, product experiences, and parent-child games, family members took a closer look at the Company's development achievements and employees' working environment, which fostered understanding and support for their loved ones' career choices. This event extended corporate culture into employees' families, building a solid bridge between employees' families and the enterprise. It enhanced employees' sense of belonging and well-being, while giving their family members a deeper understanding of Leapmotor's corporate culture.



Harmony and Shared Prosperity for a Better Future

Leapmotor collaborates closely with its partners, driving continuous innovation through corporate responsibility and building a transparent, mutually beneficial ecosystem. Together with suppliers, vehicle owners, and other key stakeholders, we actively engage in community building and philanthropic initiatives to advance sustainable development.

Contribution to SDGs



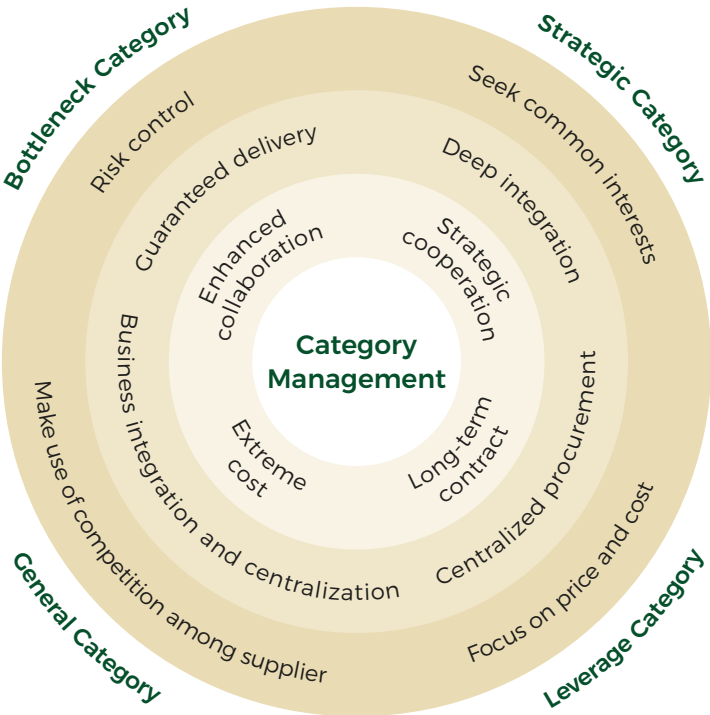
5.1 Responsible Supply Chains

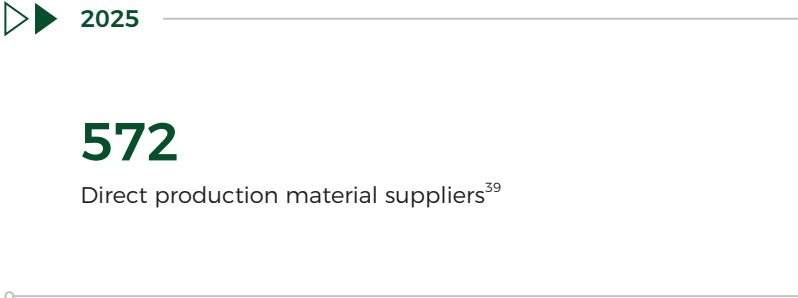
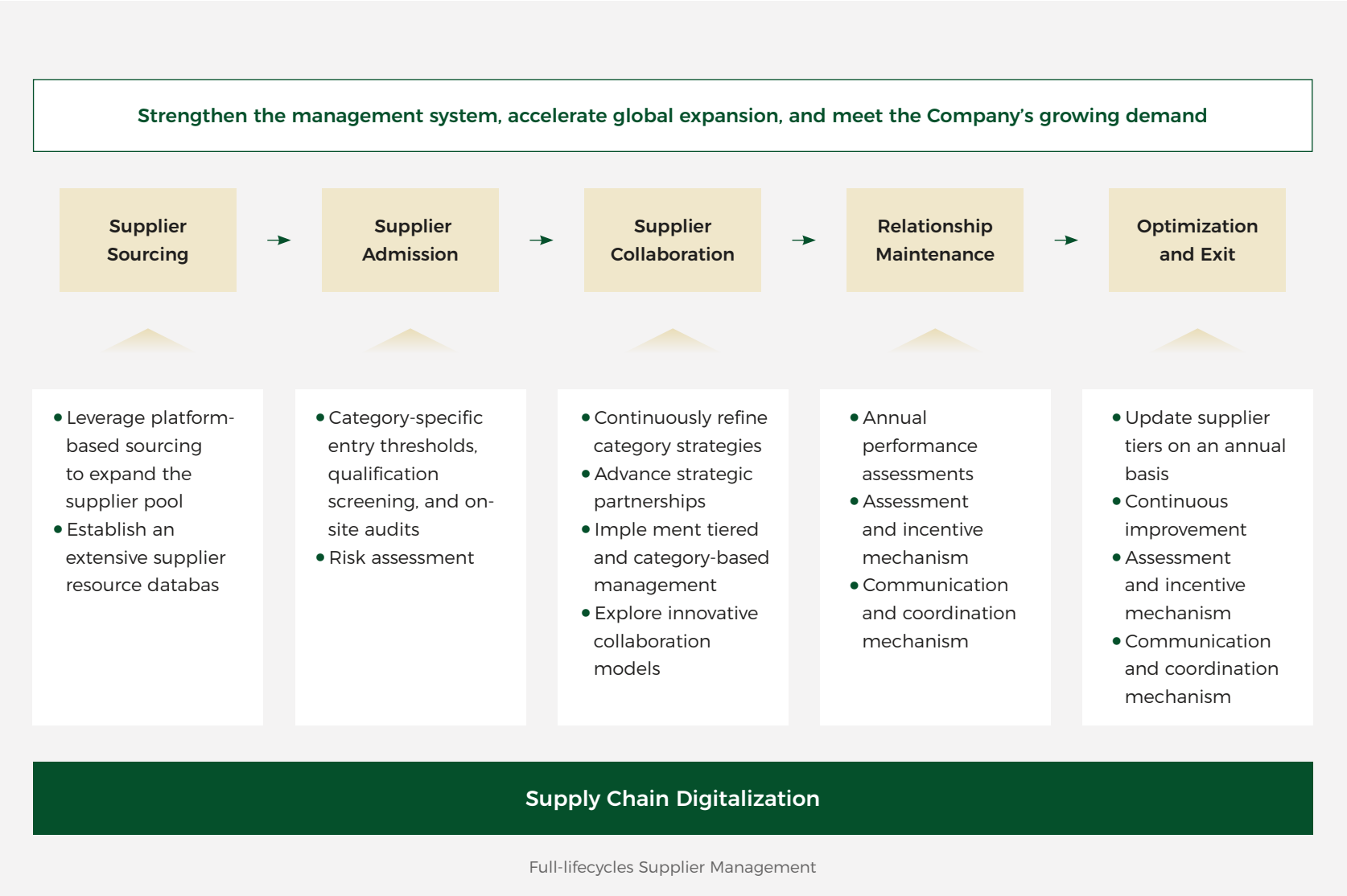
Leapmotor continuously optimizes its supplier management systems and policies. We rigorously strengthen supplier admission reviews and leverage sustainable supply chain management to deepen suppliers' understanding of environmental and social issues. Together, we explore low-carbon and highly efficient supply chain models, laying a solid foundation for enhanced supply chain resilience and security.

5.1.1 Supply Chain Management System

The Company has built a standardized, highly collaborative, and sustainable supply chain management system. We strictly comply with applicable Chinese laws and regulations, including the *Civil Code* and the *Bidding Law*. Concurrently, we implement internal protocols such as the *General Regulations of Procurement*, *Non-Disclosure Agreement (NDA)*, *Letters of Commitment to Integrity and Self-Discipline*, and the *Supplier Quality Management Manual*. By adhering to transparent, fair, and compliant procurement principles, we strengthen the compliance foundation of our supply chain management.

Centered on category management and an integrated supply chain architecture, the Company optimizes its sourcing strategies to build a stable and efficient supply network while strengthening risk mitigation capabilities. Cross functional synergies across supply chain, R&D, product, sales, and service are enhanced to break down operational silos across the value chain and improve overall efficiency. Meanwhile, we deeply embed the ESG principles throughout the supply chain management process, and through continuous innovation, we work with industry partners to drive a green, intelligent, and sustainable value chain.





Leapmotor Number of suppliers by region

Region where suppliers are located	Unit	Number of suppliers in 2025
Northeast China	/	10
North China	/	22
East China	/	465
South China	/	36
Southwest China	/	16
Central China	/	23

³⁹ Direct suppliers: refer to those who provide components or auxiliary materials directly for vehicle manufacturing, including suppliers of batteries, electric drives, and self-developed automotive electronics

Supplier commitments and admission

Leapmotor strictly enforces management policies, including the *Supplier Quality Manual*, *Supplier APQP Management Procedures*, *Component PPAP Management Measures*, and *Supplier Quality Issue Management Measures*. We have established a comprehensive control framework covering supplier screening, certification, and oversight, balancing quality control with risk prevention to ensure holistic supply chain security and compliance. The Company mandates that all admitted suppliers hold the IATF 16949 certification. Environment-sensitive suppliers are required to hold ISO 14001 certification. Suppliers in the intelligent connected vehicle (ICV) sector must meet R155/R156 system requirements. Specifically, those involved in functional safety are required to obtain ISO 26262 certification, while those involved in cybersecurity need ISO 21434 certification—ensuring quality control at the source.

The Company has developed a robust supplier admission review and contract signing mechanism. Through multi-layered and multi-dimensional accountability measures, we ensure that new suppliers fully comply with the Company’s strict requirements regarding business ethics, quality and safety, environmental management, and labor and human rights.

▶▶ 2025

100%

of Component suppliers certified to ISO 14001 and IATF 16949

100%

of Suppliers signed the *Letter of Commitment to Integrity and Self-Discipline*

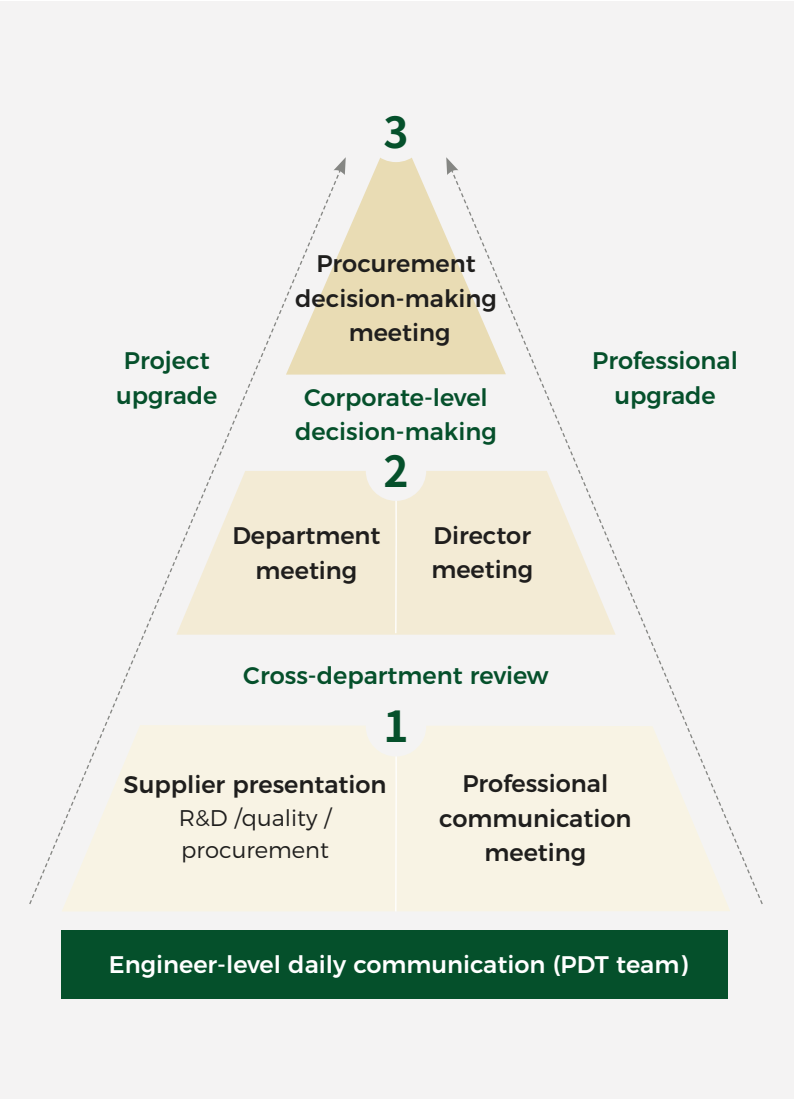
Dimension	Content
Fundamental compliance	• <i>Non-Disclosure Agreement (NDA)</i>: Regulates the protection of intellectual property and commercial information, defining the scope and duration of confidentiality. • <i>Letter of Commitment to Integrity and Self-Discipline</i>: Specifies anti-commercial bribery requirements and penalties for violations. • <i>Quality Agreement</i>: Defines quality responsibilities and traceability mechanisms.
ESG-specific requirements	• Strictly comply with labor standards and enforce a zero-tolerance policy for forced labor. • Encompass core clauses on environmental management, labor rights, business ethics, cybersecurity and data security, customs, and export controls. • Require suppliers to extend ESG management to their upstream. • Ensure supply chain transparency for conflict minerals and critical materials, alongside water stewardship and pollution prevention.
Low-carbon development	• Manage suppliers’ carbon emissions data and advocate the use of low-carbon energy and materials. • Require suppliers’ carbon emissions to meet EU and China’s regulatory standards.
Dynamic upgrades	• Periodically update agreements. • Enforce circular material requirements through technical specifications. • Implement the <i>System Management Agreement</i>.

Supplier sourcing and auditing

The Company continuously enhances supply chain stability and resilience. We have established a full-lifecycle, closed-loop supplier management system covering registration, basic information verification, qualification assessment, admission review, and code issuance approval. In 2025, we established a professional certification and audit mechanism. Our cross functional expert review team certified 20 professional auditors and conducted admission reviews for over 100 new suppliers. By applying professional and impartial audit standards, we strictly control supplier admission, reinforcing supply chain risk defenses. This lays a solid foundation for a stable and sustainable supply chain ecosystem.



Decision-making Mechanism for Supplier Sourcing



Key measures for supplier auditing

Multi-tier supplier admission reviews

Our three-tier review mechanism comprises initial review by the PDT team, cross-departmental review by directors, and final approval by the Procurement Decision-making Committee. This process comprehensively evaluates qualification compliance, on-site assessments, ESG performance, and resilience capabilities, ensuring that only fully compliant suppliers are admitted to the qualified supplier pool.

Hierarchical and categorized management

We classify suppliers into Strategic, Core, Preferred, General, Phase-out, and other tiers based on their performance, importance, risk levels and other criteria. We apply differentiated resource allocation and review frequencies for each tier to form a well-structured and elastically layered supply network.

Post-onboarding continuous tracking

Upon onboarding, new suppliers are subject to dynamic monitoring in terms of quality, delivery, technologies, services, and cost management. Simultaneously, we conduct annual reviews, implementing a performance-based promotion, demotion, or phase-out mechanism to continuously elevate the overall quality of the supplier pool.

►► 2025

100%

of Tier-1 suppliers subject to regular raw material quality inspections

Day-to-day supplier management

The Company has established a systematic, standardized supplier management framework that spans the entire supplier lifecycle. Grounded in compliance and guided by a prevention oriented approach, the framework is built around strict adherence to the *Supplier Quality Manual*. Management procedures have been refined across all supplier stages to ensure standardized, traceable operations, safeguarding supply chain stability.

| Key measures for day-to-day supplier management |



Whole-process quality communication

Based on our structured communication mechanisms, we hold quality exchanges across key scenarios, including supplier admission and mass production. Through regular and ad-hoc meetings, we achieve information alignment, joint risk management, and collaborative improvement with suppliers.



Proactive management

We execute change management procedures to strictly control various modifications and prevent quality fluctuations. Suppliers are encouraged to proactively report potential risks, fostering a collaborative ecosystem of mutual defense.



Digital transformation

In 2025, the Company actively promoted the digital transformation of its quality management system. We implement online hierarchical management and transparent progress tracking to fortify end-to-end risk prevention. Internally, we integrated the QMS, SRM, and BI systems, achieving real-time visibility of quality metrics and full traceability of document workflows. Externally, by building a data-sharing platform, we facilitate the online exchange of supplier production data and quality documents, enabling the rapid closed-loop management of anomalies. This process systematically enhances supply chain quality resilience and improves the quality ecosystem.

Supplier risk management

The Company refines its regular and standardized risk control mechanism, continuously strengthening supply chain resilience through periodic monitoring and systematic management.

| Key measures for supplier risk management |

Regular risk screenings

During our monthly operational risk screenings on suppliers, we promptly initiate risk assessments and issue tiered risk warnings upon identifying anomalies. In parallel, we formulate temporary control measures and long-term solutions, ensuring closed-loop risk management through continuous tracking and supervision.

Specific risk controls

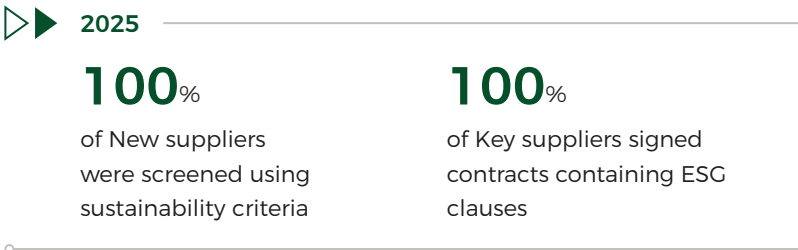
Supplier quality risk management is regulated according to our at-risk supplier management procedures. In conjunction with relevant projects, we convene weekly review meetings for medium- and high-risk suppliers, and dynamically adjust cooperation strategies and management measures. We continuously strengthen our capability to identify and prevent potential supply chain risks, effectively safeguarding stable and sustainable supply chain operations.

Due diligence

Regular, multi-dimensional due diligence is launched, covering business partner compliance, conflict minerals supply chains, and corporate sustainability, to oversee suppliers' compliant operations and sustainability execution throughout the process. In 2025, we identified anti-fraud risks in supply chain operations across five dimensions: supplier selection, supplier sourcing, procurement management, quality management, and supplier phase-out. We have formulated targeted risk prevention measures and continuously optimized the end-to-end process chain. We are committed to establishing a robust anti-fraud framework that ensures employees “cannot, dare not, and do not want to” commit misconduct, comprehensively fortifying our defense lines for sustainable supplier risk management.

5.1.2 Supply Chain ESG Management

Leapmotor regards “sustainable supply chain value” as a key strategic goal. We systematically advance our supplier ESG management framework around three pillars: sustainability compliance, green and low-carbon operations, and circularity. By establishing a sustainability assessment system, we accurately identify supply chain risks and drive partner compliance. Digital tools are used to empower carbon emissions management and circular economy practices. Together with our suppliers, we are building responsible, resilient, and sustainable supply chain ecosystem. The Company developed *the Leapmotor Supplier Code of Conduct*, further refining ESG management requirements for suppliers and advancing responsible practices across the entire value chain.



| Leapmotor Major ESG requirements for suppliers |

Environmental (E)	Social (S)	Governance (G)
● Environmental protection: Establish and improve the environmental management system in accordance with ISO 14001 to enhance green supply chain management. ● Climate change response: Enhance carbon emission transparency and set science-based emission reduction targets to strengthen climate adaption and sustainability capabilities across the supply chain. ● Water resource management: Implement water conservation solutions to ensure water security, strengthen water recycling and reuse, and actively engage in water resource protection initiatives. ● Pollution and waste management: Control the air, water, and solid waste emissions in compliance with regulations to minimize impacts on natural resources such as air, water, and land. ● Resource utilization and recycling: Follow the principle of “minimizing waste generation, maximizing recycling efforts, and disposing only as a last resort” to boost resource use efficiency. ● Critical substance management: Renew our environmental permits and certifications in a timely manner to ensure our products comply with the prohibited and restricted substance requirements and applicable laws and regulations in export destinations.	● Labor and human rights: Respect internationally recognized human rights, eliminate child labor and forced labor, prohibit any form of discrimination or harassment, and respect employees’ rights to freedom of association, collective bargaining, and strike. ● Fair employment: Comply with local labor laws and regulations to safeguard employees’ rights and interests such as minimum wage, compensation and benefits, working hours and leave; strictly implement equal pay for equal work; and ensure non-discriminatory pay practices. ● Occupational health and safety: Encourage the establishment and improvement of ISO 45001 management systems in compliance with occupational health and safety regulations in China and abroad, and promote system implementation and improvement management via targeted measures. ● Corporate social responsibility (CSR) extension: Provide equal cooperation and training opportunities for suppliers owned by women, veterans, vulnerable groups, and other diverse entities; prohibit illegal evictions and land dispossession, regulate the use of security forces, and safeguard individuals’ freedom of association and personal rights.	● Business ethics and compliance operations: Uphold high standards of business ethics, sign the <i>Integrity and Self-Discipline Agreement</i>, avoid conflicts of interest, and comply with laws and regulations on fair competition, anti-monopoly, anti-corruption, and anti-money laundering. ● Critical material management: Conduct due diligence on conflict minerals and critical materials, establish a traceability and supplier investigation management systems, and timely report sources of high-risk materials for supply chain transparency. ● Quality and information security: Establish and continuously improve the quality management systems to gradually extend coverage to Tier 2 and Tier 3 suppliers; conduct network and data security management as required, obtain international standard certifications, and faithfully abide by commercial confidentiality and intellectual property protection regulations. ● Trade and supply chain security: Manage import and export operations in compliance with applicable regulations regarding export controls, trade sanctions, and customs such as the <i>Customs Standards for Authorized Economic Operator (AEO)</i>; establish supply chain security management systems for internal control and trade security management.

5.1.3 Supplier Empowerment and Collaboration

Leapmotor collaborates closely with upstream and downstream supply chain partners. Through training and advocacy, technological synergy, and resource support, we empower suppliers to enhance their core capabilities. Meanwhile, we have established a robust incentive mechanism for suppliers, setting up the “Sustainability Contribution Award” and the “Pioneering Innovation Award” to recognize outstanding partners. These positive incentives help drive high-quality and sustainable development across the supply chain. Additionally, we work to optimize our own supply chain architecture. The bidirectional empowerment and positive reinforcement propel mutual growth and a steady transition to a new supply chain ecosystem characterized by concerted advancement and win-win cooperation.

Key measures and achievements in supply chain empowerment training

Our targeted training for procurement personnel standardizes procurement processes, establishing internal support for subsequent supplier empowerment initiatives. In 2025, procurement compliance training covered 1,800 participants, totaling 72.5 hours.

Our integrity and warning education training is tailored for supply chain management personnel and key business staff and fraud risk training for all supply chain employees. These initiatives aim to upgrade traditional ethical constraints into a digital prevention and control system. In 2025, supply chain operations training covered 964 participants, totaling 21.5 hours.

We also hold training to enhance supplier quality management capabilities. In 2025, supplier quality management training covered 1,319 participants, totaling 1,588 hours.

Case

Synergistic empowerment for a new journey

Leapmotor hosts the annual Supplier Partner Conference to reinforce deep synergy and long-term cooperation across the supply chain. In January 2026, under the theme “A Decade of Synergy, Journeying Together Toward a Million-Unit Future,” the conference focused on supply chain collaboration and future development strategies. We actively advocated for the integration of sustainability principles throughout the supply chain, driving green manufacturing, social responsibility, and business ethics to jointly build a sustainable supply chain ecosystem. During the event, awards such as the “Bedrock Quality Award,” “Best Delivery Award,” “Pioneering Innovation Award,” “Best Service Award,” “Outstanding Partner Award,” and “Sustainability Contribution Award” were presented. These accolades recognized suppliers for their exceptional contributions to quality, delivery, innovation, service, and sustainability, collectively supporting the stable and high-quality development of the supply chain. Furthermore, we launched the ESG /Sustainability Initiative at the event, calling upon all supplier partners to pursue green development, undertake social responsibilities, uphold business ethics, and jointly build a sustainable supply chain.



Shu Chuncheng, Vice President and Head of Supply Chain of Leapmotor, launches the ESG/Sustainability Initiative at the Supplier Partner Conference.

Case

Initiating technological synergy through strategic collaboration

In September 2025, Leapmotor officially signed the *Strategic Cooperation Agreement for an Automotive Chemicals Joint Innovation Platform* with Henkel, a global leader in adhesive technologies. The partnership centers on deep collaboration in lightweight materials, green manufacturing, and digital innovation. It highlights four key advantages: global resource synergy, technology-driven breakthroughs, localized engagement, and sustainability leadership. Together, we are driving the R&D and application of high-performance, sustainable automotive materials. Through this upgraded strategic partnership, we leverage our proprietary R&D technologies and market advantages, alongside Henkel's global technological prowess and localized systems, to support Henkel's technological innovation in the NEV sector. Leapmotor will also overcome critical material technology bottlenecks using Henkel's resources. Both parties are jointly exploring new directions in intelligent manufacturing and green mobility, achieving technological complementarity and synergistic upgrades.



To drive the localization of core component suppliers, the Company deepens OEM-supplier collaboration by leveraging its own resource advantages, and prioritising local suppliers through designated procurement channels. By establishing localisation requirements based on specific projects and volume thresholds, the company is creating a flexible and adaptable local supply mechanism. This pragmatic collaboration embodies a win-win philosophy of shared growth across the value chain. As the end of 2025, Leapmotor has localized a total of 86 suppliers, including 26 newly localized in 2025 alone. This strategy

enhances supply chain responsiveness, ensures delivery stability, and reduces the carbon footprint across the value chain while optimizing procurement costs.

Leapmotor consistently upholds an open and inclusive mindset, providing equal cooperation, training, and other incentive opportunities to enterprises owned by diverse groups, including women, ethnic minorities, and persons with disabilities. We are committed to helping diverse enterprises secure more opportunities during our product and service procurement processes.



5.2 Community

Leapmotor adheres to the development philosophy of “Tech for Good,” driving in-depth development practices through technological innovation. By establishing a long-term charitable mechanism, the Company fosters synergy with communities and continuously injects new momentum into social welfare initiatives.

5.2.1 Charity

Leapmotor is committed to becoming a warm and responsible company. We convey our brand warmth through various charitable activities, uniting the caring power of our employees and the wider community. Our goal is to make technological innovation benefit more people, and together create a sustainable and better future.

▶▶ As of the end of 2025

RMB **5.6** million
charitable donations in total

Case

Every order adds a meal – brightening the future for rural children

In partnership with Tencent Charity Foundation and the China Foundation for Rural Development, Leapmotor launched the “Every Order Adds a Meal” campaign through its online store. The initiative supported the “Meals for Growth” project, aiming to provide nutritional support to school-age children in rural areas. Leveraging a charitable consumption reward mechanism built on the Leapmotor Online Shop, the Company funded public welfare programs. During the campaign, participants received exclusive certificates of appreciation and charity badges. This seamless integration of consumption and philanthropy turned every purchase into a bridge for kindness, contributing to the healthy growth of rural children.



Case

Inclusive technology empowers the disabled – smart bionic legs bring new life

In 2025, Leapmotor launched the “Inclusive Technology” public welfare initiative. In collaboration with the Zhejiang Foundation For Disabled Persons and Zhejiang BrainCo we introduced a free smart bionic leg fitting program. In March, we donated RMB 5 million to the foundation for project implementation. In June, a nationwide call was opened to recruit 100 lower-limb disabled individuals, and by September, the fitting of smart bionic legs for all recipients was successfully completed. Supported by cutting-edge technology, this program effectively enhanced mobility and improved quality of life for people with physical disabilities, living up to our original philanthropic vision.



5.2.2 Volunteerism

Leapmotor integrates its green development philosophy with sports philanthropy, using sporting events as a bridge to combine the concept of green mobility with the spirit of competition, and exploring a new path for the NEV industry that integrates brand value with social value. We also partner with our nationwide Leapmotor car owner communities to extend our philanthropic reach into volunteer services, environmental protection, and other areas, rallying forces for good and channeling lasting, positive value into sustainable development and social welfare. During the reporting period, the company initiated and carried out over 30 public welfare activities of various types.

Case

Leapmotor champions green sports events and remains dedicated to local sports philanthropy

Leapmotor has served as the major sponsor of Zhejiang Professional Football Club (Zhejiang FC) for three consecutive years. As the club's official designated vehicle partner, we integrate green, low-carbon principles into every stage of sporting competitions, creating new green mobility scenarios for sports events. Both parties continue to deepen their collaboration through joint events, philanthropic initiatives, and brand partnerships, supporting the growth of Zhejiang's football industry and contributing to the goal of building China into a strong football nation.



Case

From Lhasa Half Marathon to “Hood to Coast” Relay– Leapmotor fuels every race

In 2025, Leapmotor acted on its green development philosophy by providing substantial support for multiple marathon events. At the Lhasa Half Marathon, Leapmotor's full vehicle lineup served as the official designated fleet, undertaking critical support tasks such as timing, logistics, and media support. This ensured the safety and success of the event for runners on the plateau, while helping integrate NEVs into the multi-dimensional development model of “Sports + Ecology + Cultural Tourism.” Meanwhile, as a bronze partner of the Hainan leg of the Hood to Coast China Relay, the Company fielded its C-Series SUV family, together with owners and celebrity users. By providing volunteer services such as supply distribution, event timing, and logistical support, Leapmotor delivered the race's core spirit of “never abandon, never give up” and achieved a deep integration of green mobility and marathon values.



Case

Leapmotor champions safe driving along with car owners

In July 2025, Leapmotor partnered with the Zhejiang Branch of Ping An Property & Casualty Insurance Company of China to launch the “Safe Driving Incentive Program” for our car owners in Hangzhou, Jinhua, and Taizhou who held Ping An compulsory traffic insurance. Through gamified competitions, we promote courteous and safe driving practices, and motivate drivers to proactively practice safe driving. Participants’ mileage was automatically tracked and their real-time performance and rankings can be showcased, offering positive feedback for safe driving behaviors. The program featured two parallel tracks: the “Individual Peak Challenge” and the “City Glory Challenge”. The former calculated individual safety contribution points, and the latter measured city-wide contribution points based on comprehensive metrics including safe driving platform usage rates, per-capita safe mileage, and overall driving performance. This dual-track approach not only incentivized individuals to develop safe driving habits, but also galvanized collective strength among car owner communities with city pride. By connecting car owners into a community committed to safe mobility, the program effectively promoted courteous and safe driving, and brought the power of communities into play.



Leapmotor Club Community launches a 12-City campaign with 103 owners, providing exam day rides for candidates



Twelve Leapmotor users in Qingdao joined forces to rescue drowning children and were featured on CCTV



A Leapmotor Zaozhuang Club member’s courageous fire rescue has earned widespread praise online



Leapmotor Hainan Island Club organizes first-aid training, empowering worry-free mobility



Appendix

- [SEHK ESG Reporting Code Content Index](#)
- [GRI Content Index](#)
- [Key ESG Performance](#)
- [Reader Feedback Sheet](#)

SEHK ESG Reporting Code Content Index

Environmental, Social and Governance Indicators		Page
Environmental		
A1: Emissions	General Disclosure: Information relating to air emissions, discharges into water and land, and generation of hazardous and non-hazardous waste:	P64, P75, P76, P77, P78
	(a) the policies; and	
	(b) compliance with relevant laws and regulations that have a significant impact on the issuer.	
	A1.1The types of emissions and respective emissions data.	P64, P76, P77, P78
	A1.3Total hazardous waste (in tonnes) and, where appropriate, intensity (e.g., per unit of production volume, per facility).	P77, P128
	A1.4Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	P77, P128
A2: Use of Resources	A1.5Description of emissions target(s) set and steps taken to achieve them.	P64, P74, P76, P77
	A1.6Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	P75, P76, P77
	General Disclosure:Policies on the efficient use of resources, including energy, water and other raw materials.	P72, P73, P74

Environmental, Social and Governance Indicators		Page
A2: Use of Resources	A2.1Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	P73
	A2.2Water consumption in total and intensity (e.g. per unit of production volume, per facility).	P74
	A2.3Description of energy use efficiency target(s) set and steps taken to achieve them.	P72, P73, P74
	A2.4Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	P74
	A2.5Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	P128
A3: The Environment and Natural Resources	General Disclosure: Policies on minimising the issuer's significant impacts on the environment and natural resources.	P71, P82, P83
	A3.1Description of the significant impact of business activities on the environment and natural resources and the actions taken to manage them.	P82, P83, P84

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Social		
B1: Employment	General Disclosure: Information relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and	P86, P87, P88, P90, P91, P92
	other benefits and welfare:	
	(a) the policies; and	
B2: Health and Safety	(b) compliance with relevant laws and regulations that have a significant impact on the issuer.	
	B1.1Total workforce by gender, employment type (for example, full- or parttime), age group and geographical region.	P88, P129
	B1.2Employee turnover rate by gender, age group and geographical region.	P89, P129
B2: Health and Safety	General Disclosure: Information relating to providing a safe working environment and protecting employees from occupational hazards:	P99, P100, P101
	(a) the policies; and	
B2: Health and Safety	(b) compliance with relevant laws and regulations that have a significant impact on the issuer.	

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B2: Health and Safety	B2.1Number and rate of work-related fatalities occurred in each of the past three years including the reporting year. P130
	B2.2Lost days due to work injury. P130
	B2.3Description of occupational health and safety measures adopted, and how they are implemented and monitored. P102, P103, P105
B3: Development and Training	General Disclosure: Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities. P95, P96, P98
	B3.1The percentage of employees trained by gender and employee category (e.g. senior management, middle management). P97, P129
	B3.2The average training hours completed per employee by gender and employee category. P97, P130
B4: Labour Standards	General Disclosure: Information relating to preventing child and forced labour: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer. P88
	B4.1Description of measures to review employment practices to avoid child and forced labour. P88
	B4.2Description of steps taken to eliminate such practices when discovered. P88

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B5: Supply Chain Management	General Disclosure: Policies on managing environmental and social risks of the supply chain. P113, P116
	B5.1Number of suppliers by geographical region. P112, P130
	B5.2Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored. P111, P112, P113, P114
	B5.3Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored. P115
	B5.4Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored. P116
B6: Product Responsibility	General Disclosure: Information relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer. P41, P43, P56
	B6.1Percentage of total products sold or shipped subject to recalls for safety and health reasons. P43

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B6: Product Responsibility	B6.2Number of products and service related complaints received and how they are dealt with. P52, P53
	B6.3Description of practices relating to observing and protecting intellectual property rights. P40
	B6.4Description of quality assurance process and recall procedures. P43
	B6.5Description of consumer data protection and privacy policies, and how they are implemented and monitored. P29, P30, P31
	General Disclosure: Information relating to bribery, extortion, fraud and money laundering: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer P22
B7: Anti-corruption	B7.1Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases. P130
	B7.2Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored. P23
	B7.3Description of anti-corruption training provided to directors and staff. P130

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B8: Community Investment	General Disclosure: Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	P119
	B8.1 Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sports).	P119, P120, P121
	B8.2 Resources contributed (e.g. money or time) to the focus area.	P119
Climate-related Disclosures		
Governance	Governance	P60
	Climate-related risks and opportunities	P61, P62
	Business model and value chain	-
Governance	Strategy and decision-making	P63, P64, P65, P66, P67, P68, P69, P70
	Financial position, financial performance and cash flows	P61, P62
	Climate resilience	-

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Risk Management	Risk Management	P63
	Greenhouse gas emissions	P64
	Climate-related transition risks	P62
	Climate-related physical risks	P62
	Climate-related opportunities	P62
Metrics and Targets	Capital deployment	-
	Internal carbon prices	-
	Remuneration	-
	Industry-based metrics	P128
	Climate-related targets	-
	Applicability of cross-industry metrics and industry-based metrics	P128

GRI Content Index

Statement of use	Leapmotor has reported in accordance with the GRI Standards for the period from January 1, 2025 to December 31, 2025.
GRI 1 used	GRI 1: Foundation 2021

GRI standard	Disclosures	Page
GRI 2: General disclosures 2021	2-1 Organizational details	P5
	2-2 Entities included in the organization’s sustainability reporting	P3
	2-3 Reporting period, frequency and contact point	P3
	2-4 Restatements of information	P130
	2-6 Activities, value chain and other business relationships	P5
	2-7 Employees	P85-P109
	2-8 Workers who are not employees	P85-P109
	2-9 Governance structure and composition	P13
	2-10 Nomination and selection of the highest governance body	P13
	2-11 Chair of the highest governance body	P4
	2-12 Role of the highest governance body in overseeing the management of impacts	P9
	2-13 Delegation of responsibility for managing impacts	P9

GRI standard	Disclosures	Page
GRI 2: General disclosures 2021	2-14 Role of the highest governance body in sustainability reporting	P9
	2-15 Conflicts of interest	P21
	2-16 Communication of critical concerns	P11
	2-17 Collective knowledge of the highest governance body	P15
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	2-22 Statement on sustainable development strategy	P4
	2-23 Policy commitments	P13-P113
	2-24 Embedding policy commitments	P13-P113
	2-25 Processes to remediate negative impacts	P13-P113
	2-26 Mechanisms for seeking advice and raising concerns	P11
GRI 3: Material Topics 2021	2-27 Compliance with laws and regulations	P13-P113
	2-29 Approach to stakeholder engagement	P11
	2-30 Collective bargaining agreements	P52
	3-1 Process to determine material topics	P10
	3-2 List of material topics	P10
	3-3 Management of material topics	P10

GRI standard	Disclosures	Page
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	P61, P62
	205-1 Operations assessed for risks related to corruption	P23
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	P23
	205-3 Confirmed incidents of corruption and actions taken	P23
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	P24
	301-1 Materials used by weight or volume	P128
GRI 301: Materials 2016	301-2 Recycled input materials used	P67, P128
	301-3 Reclaimed products and their packaging materials	P67, P128
GRI 302: Energy 2016	302-1 Energy consumption within the organization	P73
	302-2 Energy consumption outside of the organization	P73
	302-3 Energy intensity	P73
	302-4 Reduction of energy consumption	P72, P73

GRI standard	Disclosures	Page	GRI standard	Disclosures	Page	GRI standard	Disclosures	Page
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	P74	GRI 401: Employment 2016	401-1 New employee hires and employee turnover	P89, P129	GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	P96
	303-2 Management of water discharge-related impacts	P74		401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	P92, P107		404-2 Programs for upgrading employee skills and transition assistance programs	P95, P96, P97
	303-3 Water withdrawal	P74		401-3 Parental leave	P90		404-3 Percentage of employees receiving regular performance and career development reviews	P91
	303-4 Water discharge	P77	GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	P99, P101	GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	P90
	303-5 Water consumption	P74		403-2 Hazard identification, risk assessment, and incident investigation	P102, P103			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	P64		403-3 Occupational health services	P105	GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	P87
	305-2 Energy indirect (Scope 2) GHG emissions	P64		403-4 Worker participation, consultation, and communication on occupational health and safety	P100			
	305-4 GHG emissions intensity	P64		403-5 Worker training on occupational health and safety	P106	GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	P116
	305-5 Reduction of GHG emissions	P127		403-6 Promotion of worker health	P105		414-2 Negative social impacts in the supply chain and actions taken	P116
	305-7 Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	P78		403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	P105	GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	P50
GRI 306: Waste 2016	306-1 Waste generation and significant waste-related impacts	P75-P77	GRI 403: Occupational Health and Safety 2018	403-8 Workers covered by an occupational health and safety management system	P101		416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	P43
	306-2 Management of significant waste-related impacts	P75-P77		403-9 Work-related injuries	P101, P130	GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	P56
	306-3 Waste generated	P75-P77		403-10 Work-related ill health	P105		417-3 Incidents of non-compliance concerning marketing communications	P56
	306-4 Waste diverted from disposal	P75-P77				GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	P29
	306-5 Waste directed to disposal	P75-P77						
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	P116						
	308-2 Negative environmental impacts in the supply chain and actions taken	P116						

Key ESG Performance

Environmental

Indicator	Unit	2023	2024	2025
Greenhouse gas (GHG) emissions ¹				
Scope 1 GHG emissions	tCO ₂ e	8,453.30	16,467	19,813
Scope 2 GHG emissions	tCO ₂ e	49,119.50	70,918	93,806
Total GHG emissions	tCO ₂ e	57,572.80	87,385	113,619
GHG emission intensity	tCO ₂ e/RMB 10,000 revenue	0.03	0.03	0.02
Use of resource				
Water consumption	ton	906,285	703,635	1,107,716
Water consumption intensity	ton / RMB 10,000 revenue	0.54	0.22	0.17
Total packaging materials used	ton	145.45	399,904	419,220.45
Packaging material usage intensity	ton / RMB 10,000 revenue	0.000087	0.12	0.06
Use of energy				
Direct energy use				
Natural gas	m ³	3,909,575	7,615,715	9,326,949
Total consumption of renewable energy	MWh	10,226.20	25,957.03	46,314.98
Direct energy use intensity	MWh / RMB 10,000 revenue	0.03	0.03	0.02
Indirect energy use				
Total purchased electricity	MWh	85,106.58	132,160.23	195,024.74
Indirect energy use intensity	MWh / RMB 10,000 revenue	0.05	0.04	0.03
Total energy consumption	MWh	134,060.93	232,159.26	334,785.41

Indicator	Unit	2023	2024	2025
Waste discharge				
Hazardous waste				
Total hazardous waste	ton	1,364	2,353	4,160
Discharge intensity of hazardous waste	ton / RMB 10,000 revenue	0.0008	0.0007	0.0006
Total hazardous waste ² recycled	ton	11.25	11.71	134.22
Non-hazardous waste				
Total non-hazardous waste	ton	42,997.40	37,370.89	38,487.59
Discharge intensity of non-hazardous waste	ton / RMB 10,000 revenue	0.03	0.01	0.01
Waste gas emissions ³				
Sulfur oxide (SO _x)	ton	0.37	2.37	1.58
Nitrogen oxide (NO _x)	ton	8.65	10.04	10.85
VOC ⁴	ton	2.33	5.64	8.50
Particulate matter(PM)	ton	/	15.27	9.09
Total waste gas emissions	ton	11.35	33.32	30.02
Waste gas emissions intensity	ton / RMB 10,000 revenue	0.000007	0.0000104	0.0000046
Wastewater discharge				
Ammonia nitrogen	ton	0.52	1.50	4.57
Total phosphorus	ton	0.08	0.07	0.04
COD	ton	6.77	15.06	62.52
Total wastewater discharge	ton	223,890	363,971	244,966
Wastewater discharge intensity	ton / RMB 10,000 revenue	0.13	0.11	0.04

Social

Indicator		Unit	2023	2024	2025
Number and distribution of employees					
Full-time employees		headcount	9,314	15,551	28,785
By gender	Female	headcount	1,639	2,589	4,708
	Male	headcount	7,675	12,962	24,077
By age group	30 or below	headcount	5,000	8,511	16,570
	31-50	headcount	4,287	6,978	12,099
	Above 50	headcount	27	62	116
By category	Full time	headcount	9,314	15,551	28,785
	Intern	headcount	85	261	1,362
	Outsourcing	headcount	7	7	9
	Re-employed after retirement	headcount	3	2	4
By region	Chinese mainland	headcount	9,312	15,548	28,776
	aHong Kong, Macao and Taiwan, China	headcount	2	2	2
	Overseas	headcount	0	1	7
Special employees	Ethnic minority employees	headcount	983	1,269	2,641
	Employees with disabilities	headcount	53	116	207
Staff turnover rate					
Total staff turnover rate		%	20.70	18.58	20.40
By gender	Female	%	21.23	17.07	15.44
	Male	%	20.55	18.88	21.35
By age group	30 or below	%	22.46	20.07	22.31
	31-50	%	18.68	16.87	17.87
	Above 50	%	3.70	6.45	8.62

Indicator		Unit	2023	2024	2025
By region	Chinese mainland	%	20.70	18.58	20.40
	Hong Kong, Macao and Taiwan, China	%	0.00	0.00	0.00
	Overseas	%	0.00	0.00	0.00
Employee training and development					
Total employees trained		headcount	7,666	15,078	28,785
Total training hours for employees		hour	201,970	416,072	801,548
Training percentage by gender	Percentage of female trained	%	77.43	92.89	100
	Percentage of male trained	%	83.36	97.77	100
Training percentage by rank	Percentage of ordinary employees trained	%	83.49	96.86	100
	Percentage of mid-level management trained	%	59.09	100	100
	Percentage of senior management trained	%	61.54	100	100
Average training hours by gender	Average training hours of female employees	hour	24.26	28.47	30.42
	Average training hours of male employees	hour	23.78	26.42	27.34
Average training hours by rank	Average training hours of ordinary employees	hour	24.58	27.86	27.90
	Average training hours of mid-level management	hour	25.52	20.02	25.20
	Average training hours of senior management	hour	8.88	24.33	25.50

Indicator		Unit	2023	2024	2025
Employee health and safety					
Work-related injury losses	Work-related fatalities	headcount	0	0	0
	Rate of work-related fatalities	%	0	0	0
	Workdays lost due to work-related injuries	day	531	1,085	2,620
Health check-ups	Employee health check-ups coverage rate	%	100	100	100
Health and safety training	Participants of health and safety training	headcount	4,440	15,551	28,785
	Total hours of health and safety training	hour	15,132	165,936	267,544
Supplier management					
Number of suppliers by region	China	/	554	582	572
	Overseas	/	0	0	0
	Total	/	554	582	572
Proportion of suppliers who have signed the integrity agreement		%	100	100	100
Product and customer service					
Complaint resolution rate		%	100	100	100
Customer satisfaction rate		%	96	96	96
Service training sessions		headcount	1,956	198,858	476,142
Total hours of service training		hour	/	225,609	294,534
Intellectual property rights					
Number of newly granted patents		/	476	548	835
Total patents granted		/	1,761	2,371	3,206
Training on the protection of intellectual property rights		session	10	9	22

Indicator		Unit	2023	2024	2025
Information security					
Information security training sessions		/	5	36	58
Total hours of information security training		hour	5,833	12,000	14,000
Coverage of information security training		%	100	100	100
Information leakage incidents		/	0	0	0

Governance

Indicator		Unit	2023	2024	2025
Number of anti-corruption training sessions for directors, supervisors, and senior management		time	2	1	1
Integrity training sessions for all staff		time	47	107	399
Number of concluded corruption litigation cases		/	0	0	0
Percentage of operating sites receiving internal audit or risk assessment for business ethics issues		%	100	100	100

1. Leapmotor is in a rapid development stage. With the commissioning of new production lines and the inclusion of battery production lines and electric drive production lines into the scope of greenhouse gas emission accounting, its greenhouse gas emission data in 2025 increased to a certain extent compared with 2024. The company conducts carbon audits annually through the Zhejiang Provincial Low-Carbon Development Integrated Management System, publicly discloses its greenhouse gas emissions and reports them to relevant national authorities for review and supervision, while also undergoing third-party verification to ensure data authenticity and validity.
2. In 2025, the company further improved its statistical accounting scope for hazardous waste, adding categories such as empty chemical containers, waste oil, and waste sealant into the hazardous waste recycling statistics.
3. The company strengthens digital management by using an online wastewater monitoring system to monitor data.
4. For the fourth quarter of 2025, the COD concentration is calculated using the discharge standard of 500 mg/L (coded pipe discharge standard) as required by the new environmental protection regulations.

Reader Feedback Sheet

Dear readers,

Thank you for reading the *Leapmotor Environmental, Social, and Governance Report 2025*. We sincerely hope that you can evaluate this report and provide your valuable comments to help us continue to improve the report. Thank you again!

Your evaluation on this report: (Please tick ✓)

Item	Very Good	Good	Fair	Poor	Very Poor
Do you think this report highlights the important environmental, social and governance information of Leapmotor?					
Do you think the structure of this report is reasonable?					
Whether the report disclose the performance indicators that you would like to know about?					
Do you have a clear understanding of the ESG concept and practice of Leapmotor through the report?					
Do you think the content arrangement and format design of this report are reasonable?					
Your overall evaluation of the report?					
What else do you think needs to be disclose that is not presented in this report?					
What other suggestions do you have for our ESG governance or ESG reporting improvement in the future?					

Please send your feedback to: ir@leapmotor.com. Thank you very much for your suggestions and comments.



2025 Environmental, Social, and Governance Report