

CHINA CONCH VENTURE HOLDINGS LIMITED

中國海螺創業控股有限公司
(the “Company”)
(「本公司」)

Terms of Reference of the Remuneration and Nomination Committee (the “Committee”) of the Board (the “Board”) of Directors (the “Directors”) of the Company 董事(「董事」)會(「董事會」)薪酬及提名委員會(「委員會」) 權責範圍

1. Constitution

1.1 The Committee is established pursuant to a resolution passed by the Board at its meeting held on 3 December 2013.

2. Membership

2.1 Members of the Committee shall be appointed by the Board from amongst the members of the Board and shall consist of not less than three members and a majority of whom should be independent non-executive Directors, and with at least one member of a different gender.

2.2 The Chairman of the Committee shall be appointed by the Board or elected among the members of the Committee and shall be an independent non-executive Director.

2.3 The company secretary of the Company shall be the secretary of the Committee. In the absence of the secretary of the Committee, Committee members present at the meeting may elect among themselves or appoint another person as the secretary for that meeting.

1. 組成

1.1 本委員會是按本公司董事會於2013年12月3日會議通過成立的。

2. 成員

2.1 委員會成員由董事會從董事會成員中挑選，委員會人數最少三名，而大部份之成員須為獨立非執行董事，且至少有一名不同性別的成員。

2.2 委員會主席由董事會委任或經委員會會員選舉、及必須是獨立非執行董事。

2.3 本公司的公司秘書為委員會的秘書。如委員會秘書缺席，出席的委員將在他們當中選出秘書或委任其他人擔任該會議的秘書。

2.4 The appointment of the members of the Committee may be replaced, revoked, or additional members may be appointed to the Committee by separate resolutions passed by the Board and by the Committee. An appointment of Committee member shall be automatically revoked if such member ceases to be a member of the Board.

3. Proceedings of the Committee

3.1 Notice:

- (a) Unless otherwise agreed by all the Committee members, a meeting shall be called by at least seven days' notice. Such notice shall be sent to each member of the Committee, and to any other person invited to attend. Irrespective of the length of notice being given, attendance of a Committee member at a meeting constitutes a waiver of such notice unless the Committee member attending the meeting attends for the express purpose of objecting, at the beginning of the meeting, to the transaction of any business on the grounds that the meeting has not been properly convened.
- (b) A Committee member may and, on the request of a Committee member, the secretary to the Committee shall, at any time summon a Committee meeting. Notice shall be given to each Committee member in person orally or in writing or by telephone or by email or by facsimile transmission at the telephone or facsimile number or address or email address from time to time notified to the secretary by such Committee member or in such other manner as the Committee members may from time to time determine.

2.4 經董事會及委員會分別通過決議、方可委任額外、更替、或罷免委員會成員。如該委員會成員不再是董事會的成員，該委員會成員的任命將自動撤銷。

3. 會議程序

3.1 會議通知：

- (a) 除非委員會全體成員同意，召開委員會的會議通知期，不應少於七天。該通知應向每名委員會成員及其他獲邀請予會人士發出。不論通知期長短，委員會成員出席會議將被視為其於棄受到足期通知的權利，除非出席該會議的委員會成員的目的為在會議開始之時，以會議沒有得到正確地召開為理由，反對會議處理任何事項。
- (b) 任何委員會成員或委員會秘書(應委員會任何成員的請求時)可於任何時候召集委員會會議。召開會議通告必須親身以口頭或以書面形式、或以電話、電子郵件、傳真或其他委員會成員不時議定的方式發出予各委員會成員(以該成員不時通知秘書的電話號碼、傳真號碼、地址或電子郵箱地址為準)。

(c) Any notice given orally shall be confirmed in writing as soon as practicable and before the meeting.

(d) Notice of meeting shall state the purpose, time and place of the meeting. An agenda together with other documents which may be required to be considered by the members of the Committee for the purposes of the meeting should generally be delivered to all Committee members seven days (and in any event not less than three days) before the intended date of the Committee meeting (or such other period as all the Committee members may agree).

(c) 以口頭方式作出的會議通知，應儘快(及在會議召開前)以書面方式確實。

(d) 會議通告必須說明開會的目的、時間、地點。議程及隨附需委員就該會議目的而審閱的有關文件一般在預期召開委員會會議前七天(無論如何不少於三天)或(經所有委員同意的其他時段)送達各成員參閱。

3.2 **Quorum:** The quorum of the Committee meeting shall be two members of the Committee and a majority of whom shall be independent non-executive Directors.

3.2 **法定人數：**委員會會議法定人數為兩位成員，而大部份出席的成員須為獨立非執行董事。

3.3 **Frequency:** Meetings shall be held at least once every year.

3.3 **開會次數：**每年最少開會一次。

3.4 Meetings may be held in person, or by means of telephone, electronic or other communication facilities as may permit all persons participating in the meeting to communicate with each other simultaneously and instantaneously, and participation in such a meeting shall constitute presence in person at such meeting.

3.4 會議可由委員會成員親身出席，或以電話、電子、或其他可讓出席會議的人員同時及即時與對方溝通的方式進行，而以上述方式出席會議等同於親身出席有關會議。

3.5 No Committee member may vote on any resolution of the Committee regarding his own remuneration.

3.5 委員會成員不能就有關其本身的薪酬決議上投票。

3.6 A resolution in writing signed by all the Committee members shall be as valid and effectual as if it had been passed at a meeting of the Committee and may consist of several documents in like form each signed by one or more of the Committee members.

3.6 經由委員會全體成員簽署通過的書面決議案與經由委員會會議通過的決議案具有同等效力，而有關書面決議案可由一名或以上委員會成員簽署格式類似的多份文件組成。

4. Overriding principles

- 4.1 Remuneration levels should be sufficient to attract and retain Directors to run the Company successfully without paying more than necessary.
- 4.2 No Director should be involved in deciding his own remuneration.
- 4.3 The Committee should consult the chairman and/or chief executive about their remuneration proposals for other executive Directors. The Committee should have access to independent professional advice if necessary.

5. Alternate Committee members

- 5.1 A Committee member may not appoint any alternate.

6. Authority of the Committee

- 6.1 The Committee may exercise the following powers:
 - (a) to review any proposed service contract with any Director or senior management before such contract is entered into and to make recommendation to the Company's human resources department for any changes to the proposed terms of such contract;
 - (b) to make recommendations regarding the remuneration, bonuses and welfare benefits of the executive Directors and the senior management;

4. 首要的基本規則

- 4.1 所定的薪酬的水平應足以吸引及挽留董事管好公司營運，而又不致支付過多的酬金。
- 4.2 任何董事不得參與訂定本身的薪酬。
- 4.3 委員會應就其他執行董事的薪酬建議諮詢主席及／或行政總裁。如有需要，委員會應可尋求獨立專業意見。

5. 委任代表

- 5.1 委員會成員不能委任代表。

6. 委員會的權力

- 6.1 委員會可以行使以下權力：
 - (a) 在簽訂有關合同前，審閱所有董事或高級管理人員擬簽訂的服務合同及向本公司的人力資源部門就變更該等合同擬定的條款提出建議；
 - (b) 就執行董事及其他高級管理人員的薪酬、獎金及福利提供建議；

- (c) to request the Board to dismiss any employees and/or to convene a shareholders' meeting (if necessary) for purposes of revoking the appointment of any Director if there is evidence showing that the relevant Director and/or employee has failed to discharge his duties properly;
- (d) to seek any information it requires from any employee of the Company and its subsidiaries (together, the “**Group**”) and any professional advisers in order to perform its duties, to require any of them to prepare and submit reports and to attend Committee meetings and to supply information and address the questions raised by the Committee;
- (e) to review the performance of the Directors and the independence of independent non-executive Directors in relation to their appointment or reappointment as Directors;
- (f) to obtain outside legal or other independent professional advice at the expenses of the Company on any matters within these terms of reference including the advice of independent human resource consultancy firm or other independent professionals as it considers necessary and to secure the attendance of outsiders with relevant experience and expertise at its meetings, if it considers this necessary. The Committee shall have full authority to commission any search (including without limitation litigation, bankruptcy and credit searches), report, survey or open recruitment which it deems necessary to help it fulfill its duties and should be provided with sufficient resources to discharge its duties;
- (c) 在有證據顯示該董事及／或僱員失職時，要求董事會罷免有關僱員及／或召開股東大會(如有需要)罷免有關人員的董事；
- (d) 向本公司及其任何附屬公司合(稱「**本集團**」的)任何僱員及專業顧問(包括核數師)索取其所需的資料、要求上述人士準備及提交報告、出席委員會會議並提供所需資料及解答委員會提出的問題；
- (e) 就董事的委任或重新委任，評審有關董事的表現及有關獨立非執行董事的獨立性；
- (f) 如委員會覺得有需要，可就涉及本職權範圍的事宜對外尋求法律或其他獨立專業意見(包括獨立的人力資源顧問公司或其他獨立專業人士)，並由本公司支付有關費用，以及確保具相關經驗及專業才能的獨立第三方出席委員會會議。委員會有權進行其認為適當的調查(包括但不限於訴訟、破產及信譽查冊)、報告、調查或公開徵募及取得充足資源以履行其職責；

- (g) to have access to sufficient resources in order to perform its duties;
- (h) to review annually these terms of reference and their effectiveness in the discharge of its duties and to make recommendation to the Board any changes it considers necessary; and
- (i) to exercise such powers as the Committee may consider necessary and expedient so that their duties under section 7 below can be properly discharged.

6.2 The Committee should be provided with sufficient resources to discharge its duties.

7. Duties

7.1 The duties of the Committee shall be:

- (a) to make recommendations to the Board on the Company's policy and structure for all Directors' and senior management remuneration and on the establishment of a formal and transparent procedure for developing remuneration policy;
- (b) to review and approve the management's remuneration proposals with reference to the Board's corporate goals and objectives;
- (c) to make recommendations to the Board on the remuneration packages of individual executive Directors and senior management. This should include benefits in kind, pension rights and compensation payments, including any compensation payable for loss or termination of their office or appointment;

(g) 可取得足夠資源以履行其職務;

(h) 每年檢討本職權範圍及其有效性以履行其職責，如委員會覺得有需要，可向董事會提出修改建議；及

(i) 為使委員會能恰當地執行其於第七章項下的責任，行使其認有需要及權宜的權力。

6.2 委員會應獲供給充足資源以履行其職責。

7. 委員會的責任

7.1 委員會負責履行以下責任：

- (a) 就本公司董事及高級管理人員的全體薪酬政策及架構，及就設立正規而具透明度的程序制訂薪酬政策，向董事會提出建議；
- (b) 因應董事會所訂企業方針及目標而檢討及批准管理層的薪酬建議；
- (c) 向董事會建議個別執行董事及高級管理人員的薪酬待遇。此應包括非金錢利益、退休金權利及賠償金額(包括喪失或終止職務或委任的賠償)；

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| <p>(d) to make recommendations to the Board on the remuneration of non-executive Directors;</p> | <p>(d) 就非執行董事的薪酬向董事會提出建議；</p> |
| <p>(e) to consider salaries paid by comparable companies, time commitment and responsibilities and employment conditions elsewhere in the Group;</p> | <p>(e) 考慮同類公司支付的薪酬、須付出的時間及職責以及本集團內其他職位的僱用條件；</p> |
| <p>(f) to review and approve compensation payable to executive Directors and senior management for any loss or termination of office or appointment to ensure that it is consistent with contractual terms and is otherwise fair and not excessive;</p> | <p>(f) 檢討及批准向執行董事及高級管理人員就其喪失或終止職務或委任所須支付的賠償，以確保該等賠償與合約條款一致；若未能與合約條款一致，賠償亦須公平合理，不致過多；</p> |
| <p>(g) to review and approve compensation arrangements relating to dismissal or removal of directors for misconduct to ensure that they are consistent with contractual terms and are otherwise reasonable and appropriate;</p> | <p>(g) 檢討及批准因董事行為失當而解僱或罷免有關董事所涉及的賠償安排，以確保該等安排與合約條款一致；若未能與合約條款一致，有關賠償亦須合理適當；</p> |
| <p>(h) to ensure that no Director or any of his associates is involved in deciding his own remuneration;</p> | <p>(h) 確保任何董事或其任何連絡人不得參與釐定其自己的薪酬；</p> |
| <p>(i) to review the structure, size and composition (including the skills, knowledge, experience and diversity profile) of the Board at least annually, assist the Board in maintaining a Board skills matrix, and make recommendations on any proposed changes to the Board to complement the Company's corporate strategy;</p> | <p>(i) 至少每年檢討董事會的架構、人數及組成(包括技能、知識、經驗及多元化概況)，協助董事會編製董事會技能表，並就任何為配合本公司策略而擬對董事會作出的變動提出建議；</p> |
| <p>(j) to identify individuals suitably qualified to become members of the Board and select or make recommendations to the Board on the selection of individuals nominated for directorships;</p> | <p>(j) 物色具備合適資格可擔任董事的人士，並挑選提名有關人士出任董事或就此向董事會提供意見；</p> |
| <p>(k) to assess the independence of the independent non-executive Directors;</p> | <p>(k) 評核獨立非執行董事的獨立性；</p> |

(l) to make recommendations to the Board on:

- (i) the role, responsibilities, capabilities, skills, knowledge and experience required from members of the Board;
- (ii) the policy on the terms of employment of non-executive Directors;
- (iii) the composition of the audit committee, remuneration and nomination committee and other board committees of the Company;
- (iv) proposed changes to the structure, size and composition of the Board;
- (v) the re-election by shareholders of the Company of any Directors who are to retire by rotation having regard to their performance and ability to continue to contribute to the Board;
- (vi) the continuation (or not) in service of any independent non-executive Director serving more than nine years and to provide recommendation to the shareholders of the Company as to how to vote on the resolution approving the re-election of such independent non-executive Director;
- (vii) the appointment or re-appointment of Directors; and
- (viii) succession planning for Directors in particular the chairman and the chief executive;

(l) 向董事會提呈下列事項的建議：

- (i) 作為董事會成員所應有的角色、責任、能力、技術、知識及經驗；
- (ii) 委聘非執行董事的政策；
- (iii) 審核委員會、薪酬及提名委員會及其他董事會委員會的組成；
- (iv) 董事會的架構、人數及組成擬作出的變動；
- (v) 輪流退任董事的重新委任，於此，須考慮其等的工作表現及對董事會繼續作出貢獻的能力；
- (vi) 在任多於九年的獨立非執行董事的去留問題，並就該等獨立非執行董事的繼續委任與否向本公司股東就審議有關決議案贊成與否提供建議；
- (vii) 董事委任或重新委任董事；及
- (viii) 董事繼任計劃(尤其是主席及行政總裁)；

- (m) to give full consideration to the following in the discharge of its duties as mentioned above or elsewhere in these terms of reference:
- (i) succession planning of Directors;
 - (ii) leadership needs of the Group with a view of maintaining or fostering the competitive edge of the Group over others;
 - (iii) changes in market environment and commercial needs of the market in which the Group operates;
 - (iv) the skills and expertise required from members of the Board; and
 - (v) the relevant requirements of the Listing Rules with regard to directors of a listed issuer;
- (n) in respect of any proposed service contracts to be entered into by any members of the Group with its director or proposed director, which require the prior approval of the shareholders of the Company at general meeting under rule 13.68 of the Listing Rules, to review and provide recommendations to the shareholders of the Company as to whether the terms of the service contracts are fair and reasonable and whether such service contracts are in the interests of the Company and the shareholders as a whole, and to advise shareholders on how to vote;
- (m) 在履行上述責任或本職權範圍項下的其他責任，對下列各項給予充份考慮：
- (i) 董事接替計劃；
 - (ii) 本集團為保持或加強本集團的競爭優勢所需要的領導才能；
 - (iii) 市場環境的轉變及本集團營運市場的商業需要；
 - (iv) 董事會成員所須具備的技能及專才；及
 - (v) 上市規則對上市發行人的董事的相關要求；
- (n) 檢討及就所有按上市規則第13.68條須事先取得本公司股東批准的現董事或建議委任董事與集團成員的擬定服務合同，向本公司股東就該議定服務合同條款的公平及合理性、服務合同對本公司及整體股東而言是否有利及本公司股東應怎樣作表決，向本公司股東提呈建議；

- (o) to ensure that on appointment to the Board, non-executive Directors receive a formal letter of appointment setting out what is expected of them in terms of time commitment, committee service and involvement outside meetings of the Board;
- (p) to conduct exit interviews with any Director upon their resignation in order to ascertain the reasons for his departure;
- (q) to consider and implement other matters, as defined or assigned by the Board from time to time;
- (r) to review and/or approve matters relating to share schemes under Chapter 17 of the Listing Rules;
- (s) to assess each Director's time commitment and contribution to the Board, as well as the Director's ability to discharge his or her responsibilities effectively, taking into account the factors as required under the relevant Listing Rules; and
- (t) to support the Company's regular evaluation of the Board's performance.

- (o) 確保每位被委任的非執行董事於被委任時均取得正式委任函件，當中須訂明對其等之要求，包括工作時間、委員會服務要求及參與董事會會議以外的工作；
- (p) 會見辭去董事職責的董事並了解其離職原因；
- (q) 考慮及執行董事會委派的其他事項；
- (r) 審閱及／或批准上市規則第十七章所述有關股份計劃的事宜；
- (s) 經考慮相關上市規則所規定的各項因素，評估每位董事對董事會付出的時間及貢獻，以及董事有效履行其責任的能力；及
- (t) 支援本公司對董事會表現的定期評估。

8. Minutes and reporting procedures

- 8.1 The secretary shall, at the beginning of each meeting, ascertain and record the existence of any conflicts of interest and minute them accordingly. The relevant member of the Committee shall not be counted towards the quorum and he must abstain from voting on any resolution of the Committee in which he or any of his associates has a material interest, unless the exceptions set out in note 1 to Appendix 3 to the Listing Rules apply.

8. 會議紀錄及彙報程序

- 8.1 秘書應在每次會議開始時查問是否有任何利益衝突並記錄在會議紀錄中。有關的委員會成員將不計入法定人數內，而除非上市規則附錄三附註一適用，相關委員就他或其任何連絡人有重大利益的委員會決議必須放棄投票。

8.2 Full minutes of Committee meetings shall be kept by a duly appointed secretary of the meeting (who should normally be the company secretary). Draft and final versions of minutes of the Committee meetings should be sent to all Committee members for their comment and records within a reasonable time after the meeting (generally, meaning within 14 days after the meeting). Once the minutes are signed, the secretary shall circulate the minutes and reports of the Committee to all members of the Board.

8.3 The secretary of the Committee shall keep record of all meetings of the Committee held during each financial year of the Company and records of individual attendance of members of the Committee, on a named basis, at meetings held during that financial year.

9. Annual general meeting

9.1 The chairman of the Committee or in his absence, another member of the Committee or failing this, his duly appointed delegate, shall attend the annual general meeting of the Company and be prepared to answer questions at the annual general meeting on the Committee's activities and their responsibilities.

10. Reporting responsibilities

10.1 The Committee shall report to the Board after each meeting.

8.2 委員會的完整會議紀錄應由正式委任的會議秘書(通常為公司秘書)保存。會議紀錄的初稿及最後定稿應在會議後一段合理時間(一般指委員會會議結束後的14天內內)先後發送委員會全體成員,初稿供成員表達意見,最後定稿作其紀錄之用。會議紀錄獲簽署後,秘書應將委員會的會議紀錄和報告傳閱予董事會所有成員。

8.3 委員會秘書應就本公司各財政年度內委員會所有會議之會議紀錄存檔,以及具名記錄每名成員於委員會會議的出席率。

9. 股東週年大會

9.1 委員會的主席,或在委員會主席缺席時由另一名委員或(如該名委員未能出席,則其適當委任的代表)應出席本公司的股東週年大會,並就委員會的活動及其職責在股東週年大會上回應問題。

10. 彙報責任

10.1 委員會應於每次委員會會議後向董事會作出彙報。

11. Continuing application of the articles of association of the Company

11.1 The articles of association of the Company regulating the meetings and proceedings of the Directors so far as the same are applicable and are not replaced by the provisions in these terms of reference shall apply to the meetings and proceedings of the Committee.

12. Powers of the Board

12.1 The Board may, subject to compliance with the articles of association of the Company and the Listing Rules (including the Corporate Governance Code set out in Appendix C1 to the Listing Rules or if adopted by the Company, the Company's own code of corporate governance practices), amend, supplement and revoke these terms of reference and any resolution passed by the Committee provided that no amendments or supplements to and revocation of these terms of reference and the resolutions passed by the Committee shall invalidate any prior act and resolution of the Committee which would have been valid if such terms of reference or resolution had not been amended, supplemented or revoked.

13. Publication of the terms of reference of the Committee

13.1 The Committee should make available its terms of reference, explaining its role and the authority delegated to it by the Board by including them on the website of the Company and on the website of the Stock Exchange.

11. 本公司組織章程的持續適用

11.1 就前文未有作出規範，但本公司章程作出了規範的董事會會議程序的規定，在可行的情況下適用於委員會的會議程序。

12. 董事會權力

12.1 本職權範圍所有規則及委員會通過的決議，可以由董事會在不違反公司章程及上市規則的前提下(包括上市規則之附錄C1所載的企業管治守則或本公司自行制定的企業管治常規守則(如被採用))，隨時修訂、補充及廢除，惟有關修訂、補充及廢除，並不影響任何在有關行動作出前，委員會已經通過的決議或已採取的行動的有效性。

13. 委員會職權範圍的刊登

13.1 委員會應在本公司的網站及聯交所的網站公開其職權範圍，解釋其角色及董事會轉授予其的權力。

Adopted on 3 December 2013, amended on 28 December 2022 and 30 June 2025

於2013年12月3日採納並於2022年12月28日及2025年6月30日修訂