

PUBLIC FINANCIAL HOLDINGS LIMITED
(Incorporated in Bermuda with limited liability)

Terms of Reference

Nomination and Remuneration Committee (the “Committee”) of the Board

Objectives of the Committee

1. To review the structure, size and composition (including the skills, knowledge and experience) of the Board of Directors (the “Board”) of Public Financial Holdings Limited (the “Company”) at least annually, assist the Board in maintaining a board skills matrix, and make recommendations of any proposed changes to the Board.
2. To identify individuals suitably qualified to become members of the Board, Chief Executive and Senior Management of the Company and make recommendations of the individuals for appointment and re-appointment as Directors, and appointment of Chief Executive and Senior Management of the Company.
3. To make recommendations on the nomination policy, succession planning and any related matters for Directors, Chief Executive and Senior Management.
4. To review the efficiency and effectiveness of the Board, Board Committees, Board members and Senior Management by conducting annual self-assessments.
5. To review and make recommendations to the Board on the remuneration policy and structure of the Directors, Chief Executive and Senior Management remuneration and to establish a formal and transparent procedure for developing the remuneration policy.
6. To review the management’s remuneration proposals with reference to the Board’s goals and objectives.

Composition

1. The Committee members shall be appointed by the Board from amongst the Non-Executive Directors and shall consist of not less than three members. A majority of the Committee members shall be Independent Non-Executive Directors (“INED”).
2. The Committee shall be chaired by an INED.
3. Once appointed, members of the Committee shall last as long as he or she remains as a Director of the Company, and the tenure will expire upon the termination or resignation of the member of the Committee. However, the Board may terminate the appointment of any member of the Committee at any time.
4. The Company Secretary of the Company or the Group Head of Human Resources or a designated representative from Human Resources Department of Public Bank (Hong Kong) Limited shall be the secretary of the Committee.

Authority

1. The Committee is authorised by the Board to investigate any activity within its terms of reference. It is authorised to seek any information it requires from any employee and all employees are directed to co-operate with any request made by the Committee.
2. The Committee is authorised by the Board to obtain legal or other independent professional advice and to secure the attendance of outsiders with relevant experience and expertise if it considers this necessary at the Company’s expense.

Roles and Responsibilities

- i) To establish the minimum requirements on the skills, knowledge, expertise, experience, qualifications and other core competence of a Director, Chief Executive and Senior Management.
- ii) To assess and recommend to the Board suitable persons for appointment as Directors, Board Committee members, Chief Executive and Senior Management positions.
- iii) In the case of persons for appointment as INED, to assess that the person meets the criteria of INED as may be defined in the Listing Rules of the Hong Kong Stock Exchange (this includes to assess annually that the INED meets the criteria of an INED as may be defined in the Listing Rules) and to set out in the circular to shareholders to elect the person as INED at the general meeting as required under the Listing Rules.
- iv) To oversee the overall composition of the Board in terms of appropriate size, required mix of skills, experience and core competence, and adequacy of balance between Executive Directors, Non-Executive Directors and INEDs through annual review, with due regard for the benefits of diversity on the Board and the Company's corporate strategy.
- v) To maintain a board skills matrix and disclose the requisite information in the Corporate Governance Report annually.
- vi) To establish the mechanisms for the formal assessment of the effectiveness of the Board as a whole; the Board Committees; the effectiveness of each Director; and the performance evaluation of the Chief Executive and Senior Management. The annual assessment to be conducted would be based on objective performance criteria as approved by the Board.
- vii) To disclose the policy for the nomination of directors, the nomination procedures and the process and criteria adopted to select and recommend candidates for directorship in the Corporate Governance Report annually.

- viii) To formulate and review the Board Diversity Policy, as appropriate; make disclosure of the Board Diversity Policy or a summary of the policy including the measurable objectives set and the measures adopted to promote/achieve gender diversity, and the review results of the implementation of the policy in the Corporate Governance Report annually.
- ix) To formulate and review the Workforce Diversity Policy, as appropriate; make disclosure of the Workforce Diversity Policy or a summary of the policy including any plans or measurable objectives set for achieving gender diversity, and progress on achieving these objectives in the Corporate Governance Report annually.
- x) To establish mechanism(s) to ensure independent views and input are available to the Board; disclose such mechanism(s) in the Corporate Governance Report annually and review the implementation and effectiveness of such mechanism(s) on an annual basis.
- xi) To recommend to the Board the succession planning for Directors, in particular the Chairman, Chief Executive and Senior Management.
- xii) To ensure that all Directors receive appropriate continuous training programmes which must cover the specified topics as required under the Listing Rules, in order to broaden their perspectives and to keep abreast of developments in the market place and with changes in new statutory and regulatory requirements, and that First-time Directors have to complete the minimum number of training hours as required by the Listing Rules.
- xiii) To review and assess the time commitment and contributions as well as ability of each Director in performing their responsibilities and disclose the assessment results in the Corporate Governance Report annually.
- xiv) To recommend to the Board the removal of a Director/Chief Executive/Senior Management if he/she is ineffective, errant or negligent in discharging his/her responsibilities.
- xv) To develop and review the Company's policies and practices on corporate governance.

- xvi) To review annually and recommend to the Board the remuneration policy and structure for the Directors, Chief Executive and Senior Management to ensure that rewards are in line with the business risk strategy, corporate values and long-term interest of the Company, and on the establishment of a formal and transparent procedure for developing the remuneration policy.
- xvii) To oversee the performance evaluation of the Executive Directors, Chief Executive and Senior Management and recommend to the Board their remuneration packages, promotions, specific adjustments in remuneration and/or reward payments if any, reflecting their contributions for the year; and which are competitive and consistent with the Company's objectives, culture and strategy.
- xviii) To make recommendations to the Board on the remuneration of Non-executive Directors and to ensure that the level of remuneration for Non-Executive Directors are linked to their level of responsibilities undertaken and contributions to the effective functioning of the Board.
- xix) To review and recommend to the Board the compensation payable to the Executive Directors, Chief Executive and Senior Management in connection with any loss or termination of their office or appointment to ensure that such compensation is determined in accordance with relevant contractual terms and that such compensation is otherwise fair and not excessive for the Company.
- xx) To review and recommend to the Board the compensation arrangements relating to dismissal or removal of Directors for misconduct to ensure that such arrangements are determined in accordance with relevant contractual terms and that any compensation payment is otherwise reasonable and appropriate.
- xxi) To keep abreast of the terms and conditions of service of the Executive Directors, Chief Executive and Senior Management including their total remuneration package for market comparability; and to review and recommend changes to the Board whenever necessary.
- xxii) To keep abreast of the remuneration packages for members of Board Committees to ensure that they commensurate with the scope of responsibilities held, and to review and recommend changes to the Board whenever necessary.

xxiii) To ensure that no Director or any of his/her associates is involved in deciding his/her own remuneration.

xxiv) To carry out such other responsibilities as may be delegated by the Board from time to time.

Quorum

To constitute a quorum, at least half of the number of committee members must be present and two of whom shall be an INED.

Minutes

Minutes must be prepared to record fully all decisions and matters dealt with by the Committee and tabled to the Board of the Company for noting. A record of the attendance at each meeting should be maintained.

Frequency of Meetings

Meetings shall be held not less than once a year.

Attendance at Meetings

1. Other Board members, the Chief Executive and Senior Management may be consulted and/or invited to attend meetings.
2. Where there is a specific need for information or clarification on any matters, the relevant staff may be invited to attend the specific part(s) of the Committee's meeting(s).

September 2025