

F8 ENTERPRISES (HOLDINGS) GROUP LIMITED
(incorporated in the Cayman Islands with limited liability)
(the “**Company**”)
(**Stock Code: 8347**)

Remuneration Committee — Terms of Reference (“Terms of Reference”)

*(Adopted by the Company on 23 March 2017 and
amended by the Company on 3 January 2023)*

I. Establishment

1. The board (the “**Board**”) of directors of the Company (the “**Directors**”) has resolved to establish a committee of the Board to be known as the Remuneration Committee (the “**Committee**”).

II. Membership

2. The members of the Committee shall be appointed by the Board from time to time from among the Directors and shall consist of not less than three members, a majority of whom shall be independent non-executive Directors. A quorum shall be two members.
3. The chairman of the Committee shall be an independent non-executive Director who is a member of the Committee appointed by the Board.
4. Each member shall disclose to the Committee:
 - (i) any personal financial interest (other than as a shareholder of the Company) in any matter to be decided by the Committee; or
 - (ii) any potential conflict of interest arising from a cross-directorship.

Any such member shall abstain from voting on resolutions of the Committee in relation to which such interest exists and from participating in the discussions concerning such resolutions, and shall (if so required by the Board) resign from the Committee.

III. Frequency of meetings

5. The Committee shall meet at least once a year. Additional meetings should be held if the Committee shall so request.
6. The meetings and proceedings of the Committee are governed by the provisions of the Articles of Association of the Company for regulating the meetings and proceedings of the Board so far as the same are applicable.

IV. Voting

7. Questions arising at any meeting shall be determined by a majority of votes of the members present, and in the case of an equality of votes the Chairman of the meeting who shall be the chairman of the Committee (or, in his/her absence, any one member of the Committee who: (a) is an independent non-executive director; (b) is present thereat; and (c) is elected by the members present to chair the meeting) shall have a second or casting vote.

V. Resolutions in writing

8. A resolution in writing signed by all of the members of the Committee shall be as valid and effectual as if it had been passed at a meeting of the Committee. Any such resolution may be contained in a single document or may consist of several documents all in like form.

VI. Authority

9. The Committee shall report directly to the Board and shall, where appropriate, consult the Chairman of the Company about their proposals relating to the remuneration of Directors and senior management.
10. The Committee is authorised by the Board to obtain outside legal or other independent professional advice to perform its duties and to secure the attendance of outsiders with relevant experience and expertise if it considers this necessary.
11. The Committee shall be provided with sufficient resources to perform its duties.

VII. Duties

12. The duties of the Committee shall include the following aspects:
 - (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;
 - (d) to make recommendations to the Board on the remuneration of non-executive Directors;
 - (e) to consider salaries paid by comparable companies, time commitment, responsibilities and employment conditions elsewhere in the group;

- (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;
- (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;
- (h) to ensure that no Director or any of his associates is involved in deciding his own remuneration;
- (i) to consult the chairman and/or chief executive (where applicable) about their remuneration proposals for other executive Directors;
- (j) to consider the performance bonus (if any) for executive directors, senior management and general staff (if applicable), having regard to their achievements against the performance criteria and by reference to market norms, and make recommendations to the Board;
- (k) to determine the criteria for assessing employee performance which should reflect the Company's business objectives and target;
- (l) to establish guidelines for the recruitment of the chief executive and senior management;
- (m) to review and/or approve matters relating to share schemes under Chapter 23 of the Rules Governing the Listing of Securities on GEM of The Stock Exchange of Hong Kong Limited, including but not limited to the following:
 - (i) where the vesting period of any options or awards granted to Directors and/or members of the senior management of the Company under a share scheme of the Company is less than 12 months, to consider, advise on and provide explanation as to why such vesting period is appropriate and how the grants align with the purpose of the share scheme;
 - (ii) where options or awards are granted to Directors and/or members of the senior management of the Company without performance targets and/or clawback mechanism, to consider and advise on why performance targets and/or a clawback mechanism is/are not necessary and how the grants align with the purpose of the share scheme; and
- (n) to formulate remuneration policy for the approval of the Board, which shall take into consideration factors such as salaries paid by comparable companies, employment conditions and responsibilities, and individual performance of the directors, senior management and general staff. Performance shall be measured against corporate goals and objectives resolved by the Board from time to time; and implement the remuneration policy laid down by the Board.

VIII. Reporting procedures

13. Without prejudice to the generality of the foregoing, the Committee shall report back to the Board on its decisions or recommendations, unless there are legal or regulatory restrictions on its ability to do so (such as a restriction on disclosure due to regulatory requirements). The reporting shall be done by the chairman of the Committee or any such other person designated by the Committee.
14. The company secretary of the Company (the “**Company Secretary**”) shall be the secretary of the Committee, and, in the absence of the Company Secretary, any such other person as may from time to time be nominated by the Company Secretary, subject to the approval of the Committee, shall act as secretary of the Committee.
15. The secretary shall circulate (i) the draft and final versions of the minutes of the meetings to all Committee members for their comment and records respectively within a reasonable time after the meetings; and (ii) the minutes of the meetings and reports of the Committee to all members of the Board.

IX. Publication of these Terms of Reference

16. Terms of Reference will be posted on the websites of the Company and the Stock Exchange of Hong Kong Limited.