



中国通号

中國鐵路通信信號股份有限公司

China Railway Signal & Communication Corporation Limited*

(A joint stock limited liability company incorporated in the People's Republic of China)

(Stock Code: 3969)

**Terms of Reference of the Remuneration and Evaluation
Committee under the Board of Directors of China Railway Signal
& Communication Corporation Limited**

CHAPTER 1 GENERAL PROVISIONS

Article 1 In order to further enhance the management system of appraisal and remuneration of directors and senior management of China Railway Signal & Communication Corporation Limited (the “**Company**”) and improve the corporate governance structure of the Company, the Board of Directors of the Company has established the remuneration and evaluation committee and promulgated these terms of reference in accordance with the PRC Company Law, the Standards on Corporate Governance of Listed Companies (上市公司治理準則) issued by the China Securities Regulatory Commission, Management Measures for Independent Directors of Listed Companies (《上市公司獨立董事管理辦法》), the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited, and the Articles of Association of China Railway Signal & Communication Corporation Limited (hereinafter referred to as the “**Articles**”) and other relevant rules.

Article 2 The remuneration and evaluation committee is a special working body set up by the board of directors pursuant to the Articles. It shall be responsible for formulating the appraisal criteria of Directors and senior management and conducting the appraisal, and formulating and reviewing remuneration policies and plans regarding the Directors and senior management. The committee is accountable to and reports to the board of Directors.

Article 3 For the purpose of these terms of reference, “directors” refers to executive directors, non-executive directors and independent non-executive directors who receive remuneration from the Company and “senior management” refers to, among others, the president, the vice president, general accountant, secretary of the board of Directors and general legal advisor appointed by the Board of Directors and other senior management decided by the Board of Directors.

* For identification purpose only

For the purpose of these terms of reference, “remuneration” includes but is not limited to all the salaries, bonus, allowances, benefits (in cash or in kind), pension, compensation (including the compensation payable due to loss or termination of office or appointment), grant of options and shares.

CHAPTER 2 COMPOSITION

Article 4 The remuneration and evaluation committee shall comprise three Directors, the majority of which are independent non-executive directors and the members of which shall be recommended by the chairman of the Board of Directors after discussion with relevant directors subject to consideration and approval by the Board of Directors.

Article 5 The remuneration and evaluation committee shall have one chairman who shall be an independent non-executive director, and be in charge of the work of the committee. The chairman shall be nominated by the chairman of the Board of Directors and appointed by the Board of Directors. The main powers and duties of the chairman are as follows:

- (i) convening and presiding over regular and ad-hoc meetings of the committee;
- (ii) determining the procedures of each meeting of the committee;
- (iii) signing material documentation of the committee;
- (iv) ensuring that the committee reaches a clear conclusion to each proposal which includes passed, rejected and supplementary materials needed;
- (v) other powers and duties provided in these terms of reference.

Article 6 The terms of office of the members of the remuneration and evaluation committee shall be in conformity with that of their directorship. Members of the committee may be re-elected or re-appointed at the expiry of their terms of office.

No members shall, before the expiration of his/her term of office, be removed from office without reason except for the circumstances that require dismissal as stipulated in the laws and regulations, the Articles or these terms of reference.

If any member ceases to be a director of the Company or cannot continue to be a director due to other reasons during his/her term of office, he/she shall be automatically disqualified from acting as a committee member, and such vacancy shall be filled by the Board of Directors pursuant to Article 4 of these terms of reference.

Any change in the membership of the remuneration and evaluation committee shall be announced in accordance with the regulatory requirements at the place where the Company’s shares are listed.

CHAPTER 3 DUTIES AND RESPONSIBILITIES

Article 7 The primary duties of the remuneration and evaluation committee are as follows:

- (i) advising to the Board of Directors on the overall remuneration policy and framework for directors and senior management, and on the establishment of standardized and transparent remuneration policy formulation procedures;
- (ii) studying assessment criteria, performance evaluation procedures, remuneration and rewards and punishment policies for directors and senior management and submitting it to the Board of Directors for approval;
- (iii) reviewing the performance of duties by and conducting performance appraisal and evaluation over directors and senior management;
- (iv) reviewing and approving proposals on senior management's remuneration in accordance with the Company's guidelines and targets approved by the Board of Directors;
- (v) formulating and advising to the Board of Directors the remuneration packages for directors and senior management;

In formulating the remuneration packages for directors and senior management, factors to be considered by the remuneration and evaluation committee include the Company's guidelines and targets, remuneration paid by comparable companies, the time and duties required from such directors and senior management, employment conditions elsewhere within the Company;

- (vi) reviewing and approving the compensation for the loss or termination of the office or appointment of the executive directors and senior management to ensure that such compensation is determined according to relevant contractual terms, or in case of any deviation from relevant contractual terms, then in a fair and reasonable manner, and is not excessive;
- (vii) reviewing and approving the compensation arrangements with regard to the dismissal or removal of directors due to their misconduct to ensure that such compensation is determined according to relevant contractual terms, or in case of any deviation from relevant contractual terms, then in a reasonable and proper manner;
- (viii) ensuring any director or their associates not to determine by themselves, or be involved in determining their remuneration;

- (ix) supervising the implementation of the Company's remuneration policies;
- (x) formulating or amending share incentive plan, employee share ownership plan, granting of rights and benefits to incentive targets, and fulfillment of conditions for exercising rights and benefits;
- (xi) arrangement of shareholding plans by directors and senior management in the subsidiaries to be spun off;
- (xii) reviewing or approving matters relating to share schemes under Chapter 17 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited;
- (xiii) reporting to the Board of Directors on their decisions or recommendations, unless as restricted by laws or regulations;
- (xiv) other matters authorized by the Board of Directors;
- (xv) other relevant requirements on the duties and authorities of the committee as amended from time to time in the regulatory rules at the place where the Company's shares are listed.

If the Board of Directors does not adopt or does not fully adopt the recommendations of the remuneration and evaluation committee, it shall record the opinion of the remuneration and evaluation committee and the specific reasons for its non-adoption in a resolution of the Board of Directors and disclose the same.

Article 8 The Company's human resources management department is the supporting and liaison department of the remuneration and evaluation committee and is responsible for such daily work as meeting notice, preparing meeting documents, keeping meeting minutes, making and reporting meeting resolutions. The committee may source supports from the Company's relevant departments or personnel upon a temporary designation according to work requirements. The Board of Directors' office is responsible for keeping meeting minutes and resolutions and shares the responsibility with the supporting and liaison department of the remuneration and evaluation committee for meeting preparations, organizations and other specific work. The secretary of the Board of Directors is responsible for coordinating work among the remuneration and evaluation committee, the supporting and liaison department of the remuneration and evaluation committee and the Board of Directors' office and shall attend the meetings of the remuneration and evaluation committee.

Article 9 The remuneration and evaluation committee shall be accountable to the board of Directors. Any proposal of the remuneration and evaluation committee shall be submitted to the Board of Directors for consideration and approval unless otherwise authorized by the Board of Directors.

Article 10 The remuneration and evaluation committee shall consult the chairman of the Board of Directors about the remuneration proposals for other executive directors. The remuneration plan of directors of the Company proposed by the remuneration and evaluation committee shall be approved by the Board of Directors, and be implemented upon approval of the general meeting. The remuneration distribution plan of senior management of the Company shall be subject to approval of the Board of Directors.

Article 11 The Board of Directors shall have right to veto the remuneration plan that goes against the laws and regulations or shareholders' interests.

Article 12 The remuneration and evaluation committee shall be provided with sufficient resources to perform its duties and responsibilities and, if necessary, may engage intermediate agencies to provide independent professional opinions on its decisions. The reasonable expenses arising therefrom shall be borne by the Company.

Article 13 At the invitation of the chairman of the Board of Directors, the chairman of the remuneration and evaluation committee, or in his/her absence, another member or his/her authorized representative, shall attend and answer questions at the Company's annual general meeting.

Article 14 The remuneration and evaluation committee shall make its terms of reference available on the websites of the Company or the stock exchange on which the Company's shares are listed to explain its role and powers delegated to it by the Board of Directors in accordance with the relevant requirements under the regulatory rules in the place where the Company's shares are listed.

CHAPTER 4 WORKING PROCEDURES

Article 15 The human resources management department is primarily responsible for the preparatory work for the remuneration and evaluation committee in making decisions and offering the relevant written materials timely, completely and truthfully as required by the remuneration and evaluation committee, including:

- (i) achievement of the major financial indicators and operation targets of the Company;
- (ii) scope of duties and performance of main responsibilities by the senior management of the Company;
- (iii) performance of Directors and senior management in meeting targets in the performance appraisal system;
- (iv) the estimation basis of the remuneration plan and distribution method of the Company prepared in accordance with the results of the Company.

Article 16 The evaluation procedures of the remuneration and evaluation committee on the directors and senior management are as follows:

- (i) the directors and senior management of the Company shall report to the remuneration and evaluation committee and perform self-assessment;
- (ii) the remuneration and evaluation committee shall conduct performance appraisal on directors and senior management in accordance with the performance appraisal standard and procedure;
- (iii) the innovation capability and business potential of the directors and senior management of the Company shall be assessed.

Article 17 The committee shall propose the remuneration amount and forms of reward for directors and senior management in accordance with the performance appraisal results and remuneration distribution policies, which shall be submitted to the Board of Directors for approval after being passed by votes.

CHAPTER 5 RULES OF PROCEDURES

Article 18 The remuneration and evaluation committee shall hold at least one regular meeting a year.

Article 19 The remuneration and evaluation committee shall hold an interim meeting if proposed by the chairman of the committee, more than two members of the committee, or the Board of Directors or the chairman of the Board of Directors.

Article 20 A notice shall be given to all members of the remuneration and evaluation committee by the supporting and liaison department three days prior to the convening of a meeting and the relevant information shall be submitted to each member.

In case of emergency that requires the committee to convene a meeting as soon as possible, the committee may give a notice of the meeting on that day by phone, fax, or e-mail, but the chairman of the committee must give an explanation at the meeting.

Article 21 A meeting of the remuneration and evaluation committee shall be presided over by the chairman or if he/she is unable to attend, another member of the committee (being an independent non-executive director) designated by him/her.

Article 22 A meeting of the remuneration and evaluation committee shall not be held unless attended by more than two-thirds of its members. Members of the remuneration and evaluation committee shall attend the meeting in person or in a manner of teleconference or by aid of similar communication equipment. If the member is unable to attend the meeting for certain reason, he/she may authorize another committee member in writing to attend the meeting on his/her behalf. The power of attorney shall set forth the scope of authorization.

Article 23 If a meeting of the remuneration and evaluation committee is held, the relevant personnel of the Company may be invited to attend the meeting when necessary.

Article 24 The voting at the meetings of the remuneration and evaluation committee shall be taken by show of hands. Each member shall have one vote. Resolutions passed at the meeting must be approved by a majority of all members of the committee.

Article 25 An interim meeting of the remuneration and evaluation committee may be held by way of written resolutions. Written resolutions shall be dispatched by facsimile, courier or by hand or otherwise to all members, and shall be returned in original copies to the Company for filing after deliberation by the members. A proposal signed by consenting members satisfying the threshold hereunder shall become a resolution of the committee.

Article 26 Where a member of the remuneration and evaluation committee is involved in the matter being discussed at the meeting of the committee or a vote is taken thereon, he/she shall be abstained from attending such meeting.

Article 27 The procedures for convening a meeting of the remuneration and evaluation committee, the voting method and the resolutions passed at such meeting shall be in compliance with the provisions of the relevant laws, regulations, the Articles and these terms of reference.

Article 28 Resolutions passed at the meeting of the remuneration and evaluation committee and any vote results shall be reported to the Board of Directors of the Company in writing.

Article 29 Persons participating in the meeting of the remuneration and evaluation committee shall undertake confidentiality obligations for all items discussed at the meeting and shall not disclose any information in relation to the meeting unless authorized by the chairman of the Board of Directors or the Board of Directors of the Company.

Article 30 The supporting and liaison department of the remuneration and evaluation committee shall record complete minutes. Members of the committee who attend the meeting shall sign on the minutes. The supporting and liaison department shall submit the minutes to the Board of Directors office of the Company for filing in accordance with the records management system of the Company for the inspection of directors at any time.

CHAPTER 6 SUPPLEMENTARY PROVISIONS

Article 31 Unless otherwise specified, the terms used herein shall have the same meaning ascribed thereto under the Articles.

Article 32 Any matters not covered by these terms of reference or in the event that these terms of reference are inconsistent with the laws, regulations, listing rules as promulgated or amended from time to time after these terms of reference become effective or the lawfully formulated or amended Articles, such laws, regulations, listing rules or the Articles shall prevail and these term of reference shall be amended forthwith and submitted to the Board of Directors of the Company for approval.

Article 33 After consideration and approval by the Board of Directors, these terms of reference shall become effective. The original Terms of Reference of the Remuneration and Evaluation Committee under the Board of Directors of China Railway Signal & Communication Corporation Limited (CRSC Director's Office [2023] No. 196) (《中國鐵路通信信號股份有限公司董事會薪酬與考核委員會工作細則》(中國通號董辦〔2023〕196號)) shall be repealed at the same time.

Article 34 Interpretation of these terms of reference shall be vested in the Board of Directors of the Company.