SUNAC SERVICES HOLDINGS LIMITED

融創服務控股有限公司

(Incorporated in the Cayman Islands with limited liability)

(Stock Code: 01516)

(hereinafter "the **Company**")

Terms of Reference of the Nomination Committee

1. Members

1.1 The nomination committee (the "**Nomination Committee**") shall be established by the board (the "**Board**") of directors (the "**Directors**") of the Company.

1.2 Members of the Nomination Committee shall be appointed by the Board. The Nomination Committee shall consist of not less than three (3) members, and a majority of the members shall be independent non-executive Directors, with at least one member of a different gender.

1.3 The chairman of the Nomination Committee shall be appointed by the Board, and shall be the chairman of the Board or an independent non-executive Director within the Nomination Committee.

1.4 The terms of appointment to Nomination Committee members should be determined by the Board at the appointment date.

2. Secretary

2.1 The secretary of the Company shall act as the secretary of the Nomination Committee.

2.2 The Nomination Committee may from time to time, appoint any other person with appropriate qualification and experience to act as the secretary of the Nomination Committee.

3. Meeting

3.1 The Nomination Committee shall meet at least once a year. Any member or the secretary of the Nomination Committee can call for a meeting anytime when it is necessary.

3.2 Notice of at least 14 days should be given for any meeting, unless such notification is waived by all members of the Nomination Committee. Notwithstanding the notification period, the attendance of the member of the Nomination Committee at the meeting would be deemed to be treated as the waiver of the required notification requirement. If any follow-up meeting takes place within 14 days after the meeting, then no notification is required for such follow-up meeting.

3.3 The quorum necessary for the transaction of business of the Nomination Committee shall be two members of the Nomination Committee, one of whom must be an independent non-executive Director.

3.4 Meeting can be attended in person or via electronic means including telephone or video conferencing. The members of the Nomination Committee can attend the meeting via telephone or any similar communication device (all persons attending such meeting should be able to hear from such member via such communication device).

3.5 If a meeting is convened, resolutions of the Nomination Committee shall be passed by a majority of its members. In the case of an equality of votes, the chairman of the meeting shall have a second or casting vote.

3.6 The resolution passed and signed by all members of Nomination Committee is also valid, and the validity is the same as any resolution passed in the meeting held by the Nomination Committee.

3.7 Full minutes of Nomination Committee meeting should be kept by a duly appointed secretary of the Nomination Committee and be available for review by the Directors. Draft and final versions of minutes of the meeting should be sent to all members of the Nomination Committee for their comment and records, within a reasonable time after the meeting.

4. Meeting attendance

4.1 Upon the invitation from the Nomination Committee, the chairman of the Board and/or the general manager or the chief executive officer, other staff members responsible for the human resources function, external advisor and other persons can be invited to attend all or part of any meeting.

4.2 Only the members of the Nomination Committee can vote in a meeting of the Nomination Committee.

5. Annual General Meeting

5.1 The chairman of Nomination Committee or (if absent) the other member of Nomination Committee should attend the annual general meetings of the Company, and handle the shareholders' enquiry on the matters and responsibilities related to the Nomination Committee at such meetings.

6. Duties and Powers

The Nomination Committee shall have the following duties and powers:

6.1 to review the structure, size and composition (including the skills, knowledge, experience and diversity of perspectives) of the Board at least annually, assist the Board in maintaining a board skills matrix (the "**Board Skills Matrix**"), and make recommendations on any proposed changes to the Board to complement the Company's corporate strategy;

6.2 to identify individuals suitably qualified to become Board members and make recommendations to the Board on the selection of individuals nominated for directorships;

6.3 to assess the independence of the independent non-executive Directors;

6.4 to make recommendations to the Board on the appointment or re-appointment of Directors and succession planning for Directors, in particular the chairman and the chief executive;

6.5 to support the Company's regular evaluation of the Board's performance;

6.6 to review the policy on Board diversity (the "**Board Diversity Policy**") (including any gender diversity targets therein) and/or the Board Skills Matrix, and any measurable objectives for implementing such Board Diversity Policy as may be adopted by the Board from time to time and to review the progress on achieving the objectives;

6.7 to review the diversity policy of the Company's workforce (including senior management) ("**Workforce Diversity Policy**"), and any measurable objectives for implementing such Workforce Diversity Policy as may be adopted by the Board from time to time and the progress on achieving the objectives;

6.8 to assess the time commitment and contribution of each Director to the Board, as well as the Director' s ability to discharge his/her responsibilities effectively annually, taking into account professional qualifications and work experience, the directorship of other issuers listed on The Stock Exchange of Hong Kong Limited and other significant external time commitments of such Director and other factors or circumstances relevant to the Director's character, integrity, independence and experience;

6.9 to report back to the Board on its decisions or recommendations (unless there are legal or regulatory restrictions on its ability to do so); and

6.10 to consider and implement other matters, as defined or assigned by the Board or otherwise required by the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited from time to time.

7. Authority

7.1 The Nomination Committee is authorised by the Board to request employees of the Company to provide any information in order to perform its duties within the scope of its duties.

7.2 The Nomination Committee should have access to independent professional advice at the Company's expense, if necessary, to perform the responsibilities of the Nomination Committee.

Note: the independent professional advice can be sought via the company secretary.

7.3 The Nomination Committee should be provided with sufficient resources to perform its duties.

Date: 25 August 2025