

# **Sun Hung Kai & Co. Limited (the “Company”)**

## **Revised Terms of Reference of Remuneration Committee**

### **1 Membership**

- (a) The Committee shall be appointed by the Board from amongst the Non-Executive Directors of the Company and shall consist of not less than three members, a majority of whom should be Independent Non-Executive Directors (“INEDs”). Where there are only three INEDs as members of the Board, all of them shall be appointed as members of the Committee.
- (b) The Board may at any time remove, suspend or replace any member of the Committee at its option by resolution where upon the Committee should consist of the remaining or replaced members of the Committee.
- (c) The Chairman of the Committee shall be an INED and shall be elected by the Board.
- (d) The Company Secretary shall be the Secretary of the Committee.

### **2 Frequency of Meetings**

The Committee shall meet at least once every year; and may meet more often if requested by the Chairman of the Committee or, by any two members of the Committee. Meetings should be arranged by the Secretary of the Committee upon instruction of the Chairman of the Committee.

### **3 Attendance at Meetings**

- (a) A quorum of a meeting shall be two members of the Committee, both of whom must be INEDs.
- (b) The Chairman of the Board and the Executive Directors may also attend the Committee meetings, if invited, provided that they must not be in attendance when their own respective remuneration packages are being discussed.
- (c) The Secretary of the Committee shall attend all meetings.
- (d) The Committee may, if necessary, invite the Head of Human Resources Department and other advisors to the meetings to advise its members.
- (e) Any members of the Committee or other attendees may participate in a meeting of the Committee by means of a conference telephone or similar communication equipment by means of which all persons participating in the meeting are capable of hearing each other.

#### **4 Committee's Resolutions**

A resolution in writing signed by all the members of the Committee 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 members of the Committee.

#### **5 Duties and Powers**

The duties and powers of the Committee shall be:

- (a) to make recommendations to the Board on policy and structure for all remuneration of Directors and other remuneration matters and on the establishment of a formal and transparent procedure for developing policy on such remuneration. In principle, levels of remuneration should be sufficient to attract and retain the Directors required to run the Company successfully but the Company should avoid paying more than is necessary. The Board will upon receipt of the Committee's recommendations discuss the same and then formally adopt a formal and transparent procedure for setting such policies;
- (b) to review and recommend the remuneration packages of all Executive Directors including benefits in kind, pension rights and compensation payments (including any compensation payable for loss or termination of their office or appointment). The Committee may consider factors such as salaries paid by comparable companies, employment conditions elsewhere in the Group and desirability of performance-based remuneration;
- (c) to make recommendations to the Board on the remuneration of the Non-Executive Directors. In doing so the Committee may consider factors such as fees paid by comparable companies, time commitment and responsibilities of the Non-Executive Directors;
- (d) to review and recommend performance-based remuneration by reference to corporate goals and objectives approved by the Board from time to time;
- (e) to review and recommend the compensation payable to Executive Directors relating to 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;
- (f) to review and recommend 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;

- (g) to ensure that no Director or any of his associates is involved in deciding his own remuneration;
- (h) to consult the Chairman about their proposals relating to the remuneration of other Executive Directors and if necessary, engage such external professional advisors to assist and/or advise the Committee but only in accordance with the Company's policy for Directors to seek independent professional advice;
- (i) to do any such things to enable the Committee to discharge its powers and functions conferred on it by the Board; and
- (j) to conform to any requirement, direction, and regulation that may from time to time be prescribed by the Board or contained in the constitution of the Company or imposed by legislation or the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the "Listing Rules") where appropriate.

## **6 Reporting Procedure**

At the next meeting of the Board following a meeting/written resolution of the Committee, copy of the minutes of the meeting/resolution setting out the findings, recommendations and decisions of the Committee shall be submitted to the Board.

## **7 Availability and update of the terms of reference**

These terms of reference shall be updated and revised as and when necessary in light of changes in circumstances and changes in regulatory requirements (e.g. Listing Rules) in Hong Kong. These terms of reference shall be made available to the public by including the information on the Company's website.

*(updated as of 10 September 2007)*