

Laekna, Inc.
來凱醫藥有限公司

(Incorporated in the Cayman Islands with limited liability)
(Stock Code: 2105)

**Terms of Reference for the
Nomination and Corporate Governance Committee of
Laekna, Inc.
(the “Company”)**

(Revised on December 12, 2025)

Definitions

1. For the purposes of these terms of reference (the “**Terms**”):

Board means the board of directors of the Company.

Company Secretary means any of the joint company secretaries of the Company.

Directors means the directors of the Board.

Group means the Company and its subsidiaries.

Listing Rules means the Rules Governing the Listing of Securities on the Stock Exchange (as amended from time to time).

Nomination and Corporate Governance Committee means the nomination and corporate governance committee established by the resolution of the Board on May 31, 2022 (effective from the date of listing of the shares of the Company on the Stock Exchange).

Shareholders means the shareholders of the Company.

Stock Exchange means The Stock Exchange of Hong Kong Limited.

Membership

2. The members of the Nomination and Corporate Governance Committee shall be appointed by the Board from amongst the Directors and shall consist of not less than three members, a majority of whom should be independent non-executive Directors. At least one member of the Nomination and Corporate Governance Committee is of a different gender. The quorum of a Nomination and Corporate Governance Committee meeting shall be any two members of the Nomination and Corporate Governance Committee, one of whom must be independent non-executive Director.
3. The Nomination and Corporate Governance Committee shall be chaired by the chairperson of the Board or an independent non-executive Director.

Frequency and procedure of meetings

4. Unless otherwise stated herein, the meetings are governed by the provisions contained in the Company’s articles of association for regulating the meeting and proceedings of Directors.
5. Meetings shall be held not less than once a year. The chairperson of the Nomination and Corporate Governance Committee shall convene a meeting upon request by any member of the Nomination and Corporate Governance Committee.
6. An agenda and accompanying board papers should be sent in full to all Directors in a timely manner and at least 3 days before the intended date of a meeting of the Nomination and Corporate Governance Committee (or other agreed period).

7. The Company Secretary shall be the secretary of the Nomination and Corporate Governance Committee.

Annual General Meeting

8. The chairperson of the Nomination and Corporate Governance Committee shall attend the annual general meeting and be prepared to respond to any Shareholder's questions on the Nomination and Corporate Governance Committee's activities.
9. If the chairperson of the Nomination and Corporate Governance Committee is unable to attend an Annual General Meeting of the Company, he shall arrange for another member of the Nomination and Corporate Governance Committee, or failing this, his duly appointed delegate, to attend in his place. Such person shall be prepared to respond to any Shareholder's questions on the Nomination and Corporate Governance Committee's activities.

Authority

10. The Nomination and Corporate Governance 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 Nomination and Corporate Governance Committee.
11. The Company should provide the Nomination and Corporate Governance Committee sufficient resources to perform its duties. The Nomination and Corporate Governance Committee should seek independent professional advice to perform its responsibilities, at the Company's expense, if it considers necessary. The Nomination and Corporate Governance Committee shall be exclusively responsible for establishing the selection criteria, selecting, appointing and setting the terms of reference for any external consultant who advises the Nomination and Corporate Governance Committee.

Duties

12. The duties of the Nomination and Corporate Governance Committee shall include:
 - (a) reviewing the structure, size and composition (including the skills, knowledge and experience) required of the Board annually, assist the Board in maintaining a board skills matrix, and making recommendations on any proposed changes to the Board to complement the issuer's corporate strategy;
 - (b) making recommendations to the Board on the appointment or re-appointment of directors and succession planning for directors in particular the chairperson and the chief executive;
 - (c) identifying individuals suitably qualified to become Directors and selecting or making recommendations to the Board on the selection of individuals nominated for directorship;
 - (d) assessing the independence of independent non-executive Directors;

- (e) before appointments are made by the Board, evaluating the balance of skills, knowledge and experience on the Board, and, in the light of this evaluation preparing a description of the role and capabilities required for a particular appointment. In identifying suitable candidates, the Nomination and Corporate Governance Committee shall (where applicable and appropriate):
 - (i) use open advertising or the services of external advisers to facilitate the search;
 - (ii) consider candidates from a wide range of backgrounds; and
 - (iii) consider candidates on merit and against objective criteria, taking care that appointees have enough time available to devote to the position;
- (f) keeping under review the leadership needs of the organisation, both executive and non-executive, with a view to ensuring the continued ability of the organisation to compete effectively in the marketplace;
- (g) keeping up to date and fully informed about strategic issues and commercial changes affecting the Company and the market in which it operates;
- (h) supporting the Company's regular evaluation of the Board's performance;
- (i) reviewing annually the time required from non-executive Directors. Performance evaluations should be used to assess whether the non-executive directors are spending enough time in fulfilling their duties;
- (j) ensuring that on appointment to the Board, non-executive Directors receive a formal letter of appointment setting out clearly what is expected of them in terms of time commitment, committee service and involvement outside board meetings;
- (k) formulating, or assisting the Board to formulate, a board diversity policy for the Company;
- (l) developing, reviewing and assessing the adequacy of the Company's policies and practices on corporate governance;
- (m) reviewing and monitoring the training and continuous professional development of the Directors and senior management of the Group;
- (n) reviewing and monitoring the Company's policies and practices on compliance with legal and regulatory requirements;
- (o) developing, reviewing and monitoring the code of conduct and compliance manual (if any) applicable to Directors, senior management and employees of the Group;
- (p) reviewing the Company's compliance with the Corporate Governance Code set out in Appendix C1 to the Listing Rules and disclosure in the corporate governance report;

- (q) reviewing and monitoring whether the Company is operated and managed for the benefit of all its Shareholders;
 - (r) reviewing and monitoring the management of conflicts of interests and making a recommendation to the Board on any matter where there is a potential conflict of interest;
 - (s) reviewing and monitoring all risks related to the Company's research & development work;
 - (t) making a recommendation to the Board as to the appointment or removal of the compliance adviser;
 - (u) seeking to ensure effective and on-going communication between the Company and its Shareholders; and
 - (v) to conduct an annual assessment of each Director's time commitment and contributions to the Board, as well as the ability to discharge his/her responsibilities effectively.
13. The Nomination and Corporate Governance Committee shall also make recommendations to the Board concerning:
- (a) formulating plans for succession for both executive and non-executive Directors;
 - (b) suitable candidates for the role of independent non-executive Directors;
 - (c) membership of the Company's audit and remuneration committees, in consultation with the chairmen of those committees;
 - (d) the re-appointment of any non-executive Director at the conclusion of their specified term of office having given due regard to their performance and ability to continue to contribute to the Board in the light of the knowledge, skills and experience required;
 - (e) the continuation (or not) in service of any Director who has reached the age of 70;
 - (f) the re-election by Shareholders of any Director under the "retirement by rotation" provisions in the Company's articles of association having due regard to their performance and ability to continue to contribute to the Board in the light of the knowledge, skills and experience required;
 - (g) any matters relating to the continuation in office of any Director at any time including the suspension or termination of service of an executive Director as an employee of the company subject to the provisions of the law and their service contract;
 - (h) the appointment of any Director to executive or other office;
 - (i) all risks related to the Company's research and development work; and

- (j) the appointment or removal of the compliance adviser.

Reporting procedures

14. Full minutes of the Nomination and Corporate Governance Committee's meetings should be kept by a duly appointed secretary of the meeting (who should normally be the Company Secretary or his appointed delegate), and such minutes shall be available for inspection at any reasonable time on reasonable notice by any Director.
15. Minutes of meetings of the Nomination and Corporate Governance Committee shall record in sufficient detail the matters considered by the Nomination and Corporate Governance Committee and decisions reached, including any concerns raised by Directors, members or dissenting views expressed. Draft and final versions of minutes should be sent to all members of the Nomination and Corporate Governance Committee for their comment and records respectively, within a reasonable time after such meetings.
16. Without prejudice to the generality of the duties of the Nomination and Corporate Governance Committee set out above, the Nomination and Corporate Governance Committee shall report back to the Board and keep the Board fully informed of its decisions and recommendations, unless there are legal or regulatory restrictions on it to do so.

Provision of terms of reference

17. The Nomination and Corporate Governance Committee shall make available these Terms on request and by inclusion on the Stock Exchange's website and the Company's website, thereby explaining its role and the authority delegated to it by the Board.