



(Company No. 217120- W)

(Incorporated in Malaysia under the Companies Act, 2016)

TERMS OF REFERENCE FOR REMUNERATION COMMITTEE

1.0 OBJECTIVE

The objective of the Remuneration Committee (“RC”) is to assist the Board to establish and review the framework on the Fee, Remuneration and Benefits for Directors and Senior Management (Key Officers) in compliance with the Main Market Listing Requirements of Bursa Malaysia, the Malaysian Code on Corporate Governance (MCCG) issued by Securities Commission Malaysia and the Companies Act 2016 Malaysia and to ensure that it is made through a transparent and independent process with due regard to long-term value creation, sustainability and alignment with the Company’s risk appetite in order to attract and retain the right talent.

2.0 COMPOSITION OF THE REMUNERATION COMMITTEE

2.1 The Committee shall consist of at least three (3) members. Members shall possess appropriate knowledge and experience in remuneration practices, human resource management or corporate governance.

2.2 The Chairman shall not be the Board Chairman, in line with MCCG Practice 1.4. All members shall exercise independent judgment and avoid conflicts of interest.

3.0 FREQUENCY OF MEETINGS

The Committee shall meet at least 2 (two) times a year and preferably on a quarterly basis in line with good governance practices with additional meetings when the need arises.

4.0 QUORUM FOR MEETING

The meeting quorum shall be at least half of the committee members present and a majority present shall be Independent Non-Executive Directors.

5.0 THE SECRETARY

The Company Secretary shall ensure that all meetings are conducted in accordance with statutory, regulatory and governance requirements.

6.0 AGENDA AND MINUTES OF MEETINGS

6.1 Notice of each meeting confirming the venue, time and date, together with an agenda of items and it’s supporting papers to be discussed, shall be forwarded to each member of the committee, no later than six (6) working days prior to the date of meeting.

6.2 Agenda for each Meeting will be set by RC Chairman together with the Company Secretary from the following list of items based on the need of what comes first below: -

- (a) Review terms of reference;
- (b) Review the fee and remuneration structure;
- (c) Review Framework, RC Policies and Procedures;
- (d) Review the annually the fees, salaries and benefits payable for the year;
- (e) Recommend directors fee and salaries to the Board;
- (f) Performance-linked remuneration review;
- (g) Benchmarking against market practices; and
- (h) Review of ESG-linked incentives.

6.3 Draft minutes of each committee meeting shall be prepared within 30 (thirty) days and circulated promptly to all members of the committee for their comments and amendments. Minutes incorporating all member's comments shall be re-circulated to all other members of the board, once completed and will be filed in the subsequent meeting file ready for signing.

7.0 AUTHORITY OF THE REMUNERATION COMMITTEE MEMBERS

7.1 RC Members authority includes access to resources and information as deemed appropriate to discharge their responsibilities to the board/company including obtaining independent professional advice at the company's expense and access to internal auditors, external auditors and senior management.

7.2 RC Members are authorized by the Board to seek appropriate professional advice inside or outside the Group as and when it considers this necessary by making known in writing to the RC Chairman and Chairman of the Board on the need to do so and thereon proceed to engage the professional advisor in view of discharging his/her responsibilities subject to notifying the Board where appropriate and in accordance with approved authority limits.

7.3 RC may obtain independent professional advice at the Company's expense without undue restriction.

8.0 RESPONSIBILITIES OF THE CHAIRMAN

8.1 RC Chairman to ensure that the remuneration committee runs efficiently and shall: -

a) ensure remuneration is linked to performance, aligned with long-term shareholder value and does not encourage excessive risk-taking include review and recommend the Remuneration Scheme for Executive and Non-Executive Directors including reviewing the remuneration of Senior Employees (Key Officers) of the Group. Executive Directors shall not be involved in deciding their own remuneration and they can and may be invited to participate in selected meetings of the remuneration committee to provide insights, particularly on considerations relating to the performance of the company;

b) ensure clear segregation of responsibilities between Board Committees; and

c) ensure integration of performance evaluation outcomes into remuneration decisions, hold separate sessions with the Nomination Committee as a formal forum to gather insights on the performance of directors and senior management with a view of integrating these considerations in recommending the remuneration of executive directors and senior management.

8.2 ensure clear communication of remuneration policies to shareholders and attend all annual general meetings including any extraordinary general meetings to answer any questions by shareholders on the committee's activities, in particular on areas pertaining to proposed resolutions for shareholders to consider the remuneration and benefits of the Directors, Company secretary and Auditors;

8.3. Ensure meetings are carried out in an effective manner and he / she shall report to the board on its proceedings after each meeting and shall make appropriate recommendations to the board on areas within the committee's responsibility or as delegated by the board, where action or improvement is needed to be taken;

8.4. Produce a report to be included in the company's annual report and shall include a statement about the activities of the committee for the financial year ensure compliance with Bursa disclosure requirements and MCCG reporting expectations;

8.5. Together with the Committee Members establish and review policies and procedures that determines the Remuneration of Directors and Senior Management. Established Policies and procedures to take into account the demands, complexities and performance of the company as well as the skills and experience possessed by individuals, their contribution towards the Company / Group in consideration of sustainability and ESG performance metrics; and

8.6 Escalate material remuneration concerns or governance issues to the Board.

9.0 ROLE AND RESPONSIBILITIES OF THE REMUNERATION COMMITTEE MEMBERS

The main role and responsibilities of the Remuneration Committee is to:

9.1 Support the board in actively overseeing the design and operation of the company's remuneration system in a fair and transparent manner, ensuring remuneration structures are fair, competitive and aligned with corporate strategy.

9.2 Regularly engage with key stakeholders, including management, regulators, shareholders, employees including engagement with institutional investors where appropriate;

9.3 Establish frequent communication with other board committees, namely nominating committee, to align remuneration policies and procedures to succession plans and talent management of executives, and risk management committee to ensure risk outcomes are adequately considered in the design of remuneration policies and procedures to ensure alignment with risk management framework and internal controls;

9.4 Review and recommend to the board on the remuneration of non-executive directors, particularly on whether the remuneration remains appropriate to each director's contribution, by taking into account the level of expertise, commitment and responsibilities undertaken including time commitment and responsibilities undertaken by each Director;

9.5 Ensure remuneration is linked to measurable performance indicators (KPIs), review and recommend to the board on the total individual remuneration package for executive directors and senior management personnel including, where appropriate, bonuses, incentive payments within the terms of the agreed remuneration policy and based on individual performance;

9.6 Ensure that the remuneration packages for non-executive directors, executive directors and senior management personnel are comparable to market peers and supported by external benchmarking where appropriate;

9.7 Oversee the qualitative and quantitative disclosures of remuneration made in the annual report and notice to general meetings, and ensure that resolutions on the approval of the fees for each non-executive director are tabled separately at general meetings to ensure compliance with Bursa's enhanced disclosure requirements (including detailed breakdown;

9.8 To ensure transparency and clarity by providing clarification to shareholders during general meetings on matters pertaining to remuneration of directors and senior management as well as the overall remuneration framework of the company;

9.9 Consider the fees and salaries payable to Non-Executive Directors and Executive Directors and RC to ensure compliance with Paragraph 7.23 of Bursa Listing Requirements, where the fees payable shall be by a fixed sum and not by way of a commission or percentage based on profits or turnover while the salaries payable to executive directors shall not include any commission or a percentage base on the Company's turnover;

9.10 Ensure that executive directors are not involved in deciding their own remuneration. Executive Directors may, however, be invited to participate in selected meetings of the remuneration committee to provide insights, particularly on considerations relating to the performance of the company. The committee may also obtain advice and enlist the professional services of experts, if necessary, by firstly informing the RC Chairman & the Chairman of the Board in writing on the need to do so and then proceed to obtain such experts services;

9.11 Ensure full compliance to Section 230(1) and Section 340(1)(c) of the Companies Act 2016 and Paragraph 7.24 Bursa Listing Requirements, where the Company is required to seek prior approval of shareholders in a general meeting for any payment of directors' fees and benefits including any compensation for loss of employment of a director or former director of a company or its subsidiaries. The provision with regards to annual shareholder approval for director's fees, and any benefits payable to directors pursuant to paragraph 7.24 of Bursa Securities Listing Requirements shall be reflected in the company's constitution; and

9.12 Ensure to review succession-linked remuneration planning for key management.

10.0 ANNUAL GENERAL MEETING

RC Chairman must attend the annual general meeting including any extraordinary general meetings to answer any shareholders' questions on the committee's activities, in particular on areas pertaining to proposed resolutions on director's fee for shareholders consideration. RC Chairman shall ensure adequate preparation to address shareholder queries on remuneration policies and disclosures.

11.0 REMUNERATION POLICY FOR SENIOR MANAGEMENT & DIRECTORS

11.1 In line with the Malaysian Code on Corporate Governance ("MCCG") Practice 6.1, the board through the RC shall establish and periodically review policies and procedures to determine the remuneration of directors and senior management. This policy shall be publicly available on the Company's website in line with MCCG transparency requirements.

11.2 Policy shall cover remuneration for Senior Management and Directors of the Group and it shall be under the responsibility of the Remuneration Committee (RC). Remuneration Committee shall review and amend this policy periodically and propose recommendation to the Board to aligned with market competitiveness and internal equity.

11.3 This Policy aims to observe the Malaysian Code of Corporate Governance for Performance to be measured based on given targets as to ensure a level of equity and consistency in terms of remuneration where the Board shall ensure that:

a) remuneration decisions are made through a transparent and independent process by the board nomination and remuneration committee which shall take into account the demands, complexities and performance of the company as well as skills and experience required;

b) to comply to the Intended Outcome of Practice 7.0, the level and remuneration composition of directors and senior management, shall take consideration the company's desire to attract and retain the right talent in the board and in the senior management level so as to drive the company's long-term objectives;

c) as required in Paragraph 7.23 of Bursa Securities Listing Requirements, Directors Fees payable to non-executive directors shall be on a fixed sum and no commission or percentage on profits or turnover to be considered;

d) as required under Section 230(1) of the Companies Act 2016 and Paragraph 7.24 of Bursa Securities Listing Requirements, the fees of directors, benefits payable to Directors, including any compensation for loss of employment of a director or former director shall require approval from shareholders in a general meeting prior to any payment being made; and

e) section 340(1)(c) of the Companies Act 2016 is complied with by obtaining shareholders' approval in the Company's Annual General Meeting on fixing of directors' fee, allowance and benefits for the year.

f) that remuneration does not encourage excessive risk-taking, and to incorporate non-financial performance metrics including sustainability.

11.4 No Director other than the Non-Executive Directors shall have a service contract with the Company.

12.0 THE REMUNERATION STRUCTURE

12.1 RC in determining the compensation packages, give consideration to the performance of the company in terms of earnings per share, total shareholder return, share price growth and to include non-financial KPIs (ESG, operational efficiency, governance compliance)

For Senior Management/ Executive Directors

12.2 RC shall ensure benchmarking against relevant industry and geographical market practices, be comparable with the relevant industry within each location and factors to be considered for salary range shall be the:

- a) Experience in the same field;
- b) Education level;
- c) Special Skill sets; and
- d) Years of experience.

12.3 To ensure pay-for-performance alignment where Salary Scheme to be made out of fixed pay, relevant allowance and incentives that forms our salary structure which allow sufficient pay progression to attract high-caliber employees and retention of key talents

12.4 Recruitment shall be on a fixed term employment contract and remuneration shall be based on their roles and responsibilities of their positions and ensure compliance with employment laws and contractual obligations

12.5 Reaffirm compliance to Paragraph 7.23 of Bursa Securities Listing Requirements, fees payable to non-executive directors shall be by a fixed sum, and not by a commission on or percentage of profits or turnover.

12.6 The Fees and Allowance for NED are based on the following structure which has been approved by the Board: -

<i>COMPANY</i>	<i>DIRECTOR FEE (RM)</i>	<i>AUDIT COMM FEE (RM)</i>	<i>NOMINATION COMM FEE (RM)</i>	<i>REMUNERATION COMM FEE (RM)</i>	<i>RISK MGMT COMM FEE (RM)</i>	<i>SUSTAINABILITY COMM FEE (RM)</i>	<i>MEETING FEE PER DAY(RM)</i>
<i>CHAIRMAN</i>	87,822.00	21,000.00	5,250.00	5,250.00	5,250.00	5,250	840.00
<i>DIRECTOR</i>	50,337.00	10,500.00	3,780.00	3,780.00	3,780.00	3,780.00	525.00

12.7 For Executive Directors (EDS)

The Group adopts an annual increment and bonus reward structure based on the financial performance including the key results areas on sustainability matters of the Group for its Executive Directors and Senior Management and this has been designed to recognize the contributions by each director in the group. Salaries payable to executive directors shall not consist of commission on or percentage of any turnover and remuneration does not include guaranteed bonuses unless can be justified. Project allowance / incentives may be considered on project basis with approval from remuneration committee and the board.

12.8 On Remuneration Components

The Nomination and Remuneration Committee reviews and approves the remuneration packages clearly linked to performance outcomes for Directors and Senior Management (Key Officers). Details on the remuneration components are as herein stated: -

A) On Salaries

The Executive Directors and Senior Management's remuneration package is structured based on a compensation of fixed components consisting of monthly basic salary, allowances and benefits-in-kind/emoluments.

B) On Incentives / Special Allowance

Incentive or any Special Allowance is rewarded to individuals for achievement of certain goals / targets set which includes business contributions. These variable components, which are determined based on individual's performance/contribution and is aligned to the group's target performance and can be a one off as approved by the RC and Board.

C) On Other Benefits (Non-Cash Benefits or Benefits-In-Kind)

Benefits in kind to Executive Directors & Senior Management, consist of car allowances, retirement gratuity, leave passage, Group medical insurance, personal accident insurance and term life insurance.

D) On Performance Reward Bonus

Our reward system is based on the performance of individuals, the entity and the group depending on the level or grade of individual as to encourage high performance results. This also includes rewards for individual initiatives for improvement projects that they are given or undertake.

E) On Other Forms of Rewards

Other forms of reward include formal and informal performance recognition that are being practice and non-monetary related rewards for motivation and harmonious working environment.

12.9 Remuneration Procedure

12.9.1 Upon first salary package being awarded, yearly revision / increment will be practice based on the evaluation carried out and the financial performance of the company.

12.9.2 Reward system in the form of bonus or is linked to the individual, company and group performance with emphasis on high performance at the end of each calendar year.

12.9.3 Salary scale is reviewed annually, and changes if any will take effect in month of April each year. When determining & reviewing the base salary, consideration shall be given to comparable responsibility, experience and skills in similar industry.

12.9.4 Assessment of individual performance shall be based upon predetermined criteria set to provide monetary & non-monetary benefits in order to attract and retain key talents.

12.9.5 There are no maximum or ceiling rate for base salary. Any annual increase shall be consistent to the range awarded across the Group. Additional increases are justified with significant increase in responsibility or expanded job scope.

12.9.6 Director's fee including any benefits payable are subjected to annual shareholder approval at the general meeting only after annual review is approved by Board.

12.9.7 Detailed disclosure on named basis for individual directors on the component of remuneration that include fees, salary, bonus, benefits-in-kind and other emoluments will be made in the Company Annual Report.

12.9.8 A total remuneration amount disclosure for top five senior management team member shall include salary, bonus, benefits-in-kind and other emoluments.

12.9.9 A statement in the annual report shall be made if directors receive any additional remuneration for the services rendered in the subsidiaries, apart from listed company.

12.9.10 Payments for Loss of Office (Retirement Benefits for Employees including Executive Directors) may be considered in the event of early retirement or termination of Directors & Senior Management as severance pay but no such payment will be made for rotation or retiring Non-Executive Directors.

13.0 DISCLOSURE OF REMUNERATION

13.1 In line with MCGG's Intended Outcome 8.0, the Remuneration Committee shall ensure that Stakeholders are able to assess whether the remuneration of directors and senior management commensurate with their individual performance by taking into consideration the company's performance.

13.2 In compliance to Paragraph 11, Part A, Appendix 9C of Bursa Securities Listing Requirements and MCGG Practice 8.1 (detailed disclosure), the contents of the annual report shall include the remuneration of directors of the listed issuer (including the remuneration for services rendered to the listed issuer as a group) for the financial year on a named basis, stating the amount received

or to be received from the listed issuer and on a group basis respectively. The disclosure must include the amount in each component of the remuneration (e.g., directors' fees, salaries, percentages, bonuses, commission, compensation for loss of office, benefits in kind based on an estimated money value) for each director.

14.0 REVIEW OF TERMS OF REFERENCE (TOR)

This TOR shall be reviewed at least once every two (2) years or as required.

15.0 CONFLICT OF INTEREST

Members shall disclose conflicts and abstain from deliberations.

16.0 PERFORMANCE EVALUATION

The Committee's effectiveness shall be assessed annually.

Policy adopted in July 2017 - Effective: August 2017
Reviewed in September 2019 - Effective: October 2019
Reviewed in August 2023 - Effective: September 2023
Reviewed in May 2026 - Effective: June 2026

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