

REMUNERATION POLICY

INTRODUCTION

This Remuneration Policy is in accordance with the Malaysian Code of Corporate Governance ("MCCG"). It is intended to provide guidance for the Board of Directors ("Board") and the Remuneration Committee ("RC") in administering the remuneration of its Directors and Senior Management, considering the demands, complexities, and performance of the Company and its subsidiaries (collectively referred to as the "Group"), as well as the skills and experience required.

OBJECTIVES

- Determine the level of remuneration package of the Executive Directors and Senior Management whereas, the remuneration of Non-Executive Directors also operate as the same basis, except it requires shareholders' approval.
- Attract, develop, and retain high performing and motivated Executive Directors and Senior Management with a competitive remuneration package.
- Remuneration and rewards shall be granted based on the achievement of Key Performance Indicators (KPIs) and subject to the Group's overall performance and affordability.

REMUNERATION COMPONENTS

A. Fixed Remuneration for Executive Directors and Senior Management

The fixed salary is determined according to:

- The scope of the duty and responsibilities.
- The conditions and experiences required.
- The corporate and individual performance.
- Current market rate within the industry and in comparable companies.
- The prevailing financial position of the Company.

Other Benefits and Allowances

- Executive Directors and Senior Management entitled to receive those benefits available to the Company. The said benefits include medical coverage, insurance coverage, travelling allowance and leave passage.

Bonus

The bonus in the case of Executives Directors and Senior Management is designed to reward performance. The bonus is granted to the Executive Directors' and/or Senior Management's performance against annual measures and targets set at the start of the year as well as Group's results. A discretionary assessment is made to ensure that all factors which include measurable and qualitative criteria are considered.

B. Fixed fee for Non-Executive Directors

The fixed fee is determined according to:

- On par with the rest of the market.
- Reflect the qualifications and contribution required in view of the Group's scale and complexity.
- The extent of the duty and responsibilities
- The number of Board meetings; and
- The corporate and individual performance.

Other Benefits and Allowances

The benefits and allowances which should be recommended by the Board includes the following and subject to shareholders' approval, where necessary:

- Chairman's allowance.
- Meeting allowance; and
- Expenses incurred in the course of their duties as Directors; and

PROCEDURE

- The annual salaries, incentive arrangements, service arrangements and other employment conditions for the Executive Directors are reviewed by the RC and recommend to the Board for approval and where necessary, subject to shareholders' approval.
- Senior Management who reports directly to the Executive Directors are evaluated annually premised on annual measurements and targets set. Thereafter, the Executive Directors approve the remuneration of Senior Management based on their performance.
- With the recommendation of the Remuneration Committee, the determination of the remuneration for Non-Executive Directors is a matter for the Board as a whole. The Executive Directors are not present when matters affecting their own remuneration arrangements are considered.
- The policy of the RC is in line with the Group's business strategy and long-term objectives and overall practice on compensation and benefits, which is to reward employees competitively, taking into account performance, market comparisons and competitive pressures in the industry. Whilst not seeking to maintain a strict market position, it considers comparable roles in similar organisations.

REVIEW

This policy is subject to regular review by the Remuneration Committee and will be amended as appropriate to align with the current market practices and requirements of the Malaysian Code on Corporate Governance and any other new requirements. Amendment to this policy must be submitted to the Board for approval.

This Policy has been adopted by the Board of Directors on 27 September 2024.