

PLB ENGINEERING BERHAD
(CO. NO.: 199701002728 (418224-X))

REMUNERATION POLICY

1. INTRODUCTION

PLB ENGINEERING BERHAD and its subsidiaries (the “Group”) have established a remuneration policy for the Group’s Executive Directors including the Group Executive Chairman, Managing Director & Executive Directors (collectively “EDs”), Non-Executive Directors (including Independent Directors and Non Independent Directors) (“Non-EDs”) and the Key Management personnel (including the Group Chief Operating Officer & Heads of Divisions) to support and drive business strategy and long term objectives of the Company and the Group in line with the recommendation of the Malaysian Code on Corporate Governance (“MCCG Code”).

2. REMUNERATION GUIDELINES

- 2.1 The objective of this Remuneration Policy of the Group is to: –
- determine the level of remuneration packages of the EDs, Non-EDs and Key Management;
 - attract and retain experienced, qualified, high calibre and the right credentials with a competitive remuneration package to drive the business, strategy, objectives, values and long term interests of the Group;
 - provide a remuneration which commensurate with, and reflects the level of responsibilities, accountability, risks and experiences of the EDs, Non-EDs and Key Management; and
 - encourage value creation for the Group and its stakeholders.
- 2.2 In this regards, the Group’s Remuneration Policy is approved by its Board of Directors (“Board”) on the recommendations of the Remuneration Committee.
- 2.3 On a yearly basis, the Remuneration Committee shall review and recommends to the Board the remuneration packages of EDs and Key Management and it is the responsibility of the Board as a whole to approve the remuneration packages.
- 2.4 For Non-EDs, the Remuneration Committee shall review the remuneration packages of the Non-EDs at least once in every year and thereafter makes its recommendation to the Board for endorsement prior to tabling to the Company shareholders for their approval at general meetings.
- 2.5 No Director shall participate or vote on the deliberations and decisions concerning his or her own remuneration.

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3. REMUNERATION POLICIES AND PROCEDURES

Although the responsibilities for developing and implementing the Remuneration Policy and in reviewing the remuneration of EDs, Non-EDs and Key Management lie with the Remuneration Committee, nevertheless, it is the Board which ultimately is responsible for the approval of the said the remuneration.

Remuneration Procedures

3.1 Group Executive Chairman/Managing Director/Executive Directors (collectively “EDs”)

The remuneration of the EDs is made up of basic salaries, allowances, annual bonus & etc. and are set according to:-

- the demands, complexities of activities and performance of the Group;
- the nature of job;
- the level of skills, expertise, experience and scope of responsibilities of individual EDs;
- the individual ED’s performance indicators in the job;
- the individual ED’s overall contribution to Group’s strategy and operation;
- industry benchmarks against companies of similar size and industry; and
- the risk environment so as to ensure the remuneration does not encourage excessive risk taking.

In formulating the remuneration levels, the Remuneration Committee must consider the assessment on the performance of the EDs against such targets as well as benchmarking to market rate for benefits-in-kind, annual increment and bonus.

The performance measures are derived from a mixture of financial and strategic measures, as follows:

- *Financial measures* may include profitability of the Group; and
- *Strategic measures* may include but not limited to competitive performance metrics such as enhancement of shareholder value/market share.

Remuneration of the EDs shall be structured to link rewards to corporate and individual performance and shall take into consideration remuneration paid to directors of other similar companies, whether in size and/or industry, the individual’s performance and responsibility, market competitiveness as well as the Group’s overall performance.

3.2 Non-Executive Directors (includes Independent Directors and Non-Independent Directors) (“Non-EDs”)

The remuneration of the Non-EDs consists of fixed annual directors’ fees. In addition, Non-EDs may also receive other benefits-in-kind including but not limited to reimbursable/claimable benefits-in-kind as may be determined from time to time.

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In relation to the remuneration of Non-EDs, the Remuneration Committee is further guided by the following:-

- a suitable balance of fees between annual Board and Board Committee. The principle is to ensure recognition of workload and responsibilities for the Non-EDs who sit on various Board Committees, ensuring a balance is struck between compensating for time spent, frequency of meetings and also as a reflection of the continued responsibilities for all Non-EDs;
- the remuneration should not conflict with the Non-EDs' obligation to bring objectivity and independent judgment;
- Constitution of the Company;
- the remuneration must not place an inappropriate burden on the Group's finances;
- the Remuneration Committee undertakes a robust review of the remuneration packages of the Non-EDs at least once every year and thereafter makes its recommendation to the Board. In conducting the review and if necessary, the Committee may engage the services of an independent professional advisor; and
- all remuneration to be paid/payable to the Non-EDs must be tabled to the shareholders of the Group for approval pursuant to the provision of the Companies Act 2016

3.3 Key Management

The remuneration of the Key Management is made up of basic salaries, annual bonus & etc. and are set according to:-

- the nature of job;
- the level of skills, experience and scope of responsibilities of individual;
- the individual's performance indicators in the job;
- the individual's overall contribution to Company's strategy and operation; and
- market and industry's rate.

Remuneration of the Key Management shall be structured to link rewards to corporate and individual performance and shall take into consideration remuneration paid to them of other similar companies, whether in size and/or industry, the individual's performance and responsibility, market competitiveness as well as the Group's overall performance.

4. SCOPE OF THE POLICY

Remuneration Approval Process

The EDs and Key Management who report to the Group Executive Chairman are evaluated annually by the Group Executive Chairman premised on annual measurements and targets set. Thereafter, the Group Executive Chairman recommends the remuneration levels for EDs and the Key Management to the Remuneration Committee for approval. The Remuneration Committee operates under the delegation of the Board to provide an oversight of the Group's

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remuneration and compensation plans on behalf of the Board. The Remuneration Committee reviews the remunerations strategy and plans of the Group, compares the strategy and plans with community and industry standards and, where possible, verifies the appropriateness of the strategy and plans by reference to external information and advice.

REVIEW OF POLICY

The Remuneration Policy is to be regularly reviewed by the Board as and when required.

This Policy has been approved by the Board of Directors for adoption with effect from 26 December 2024