

HWA TAI INDUSTRIES BERHAD
197401002656 (19688-V)
(Incorporated in Malaysia)

TERMS OF REFERENCE OF REMUNERATION COMMITTEE

DEFINITIONS

- “Hwa Tai” or “Company” : Hwa Tai Industries Berhad
- “Board” : Board of Directors of Hwa Tai
- “Group” : Hwa Tai and its subsidiaries

1.0 Composition

The Remuneration Committee shall consist of at least three members, all of whom shall be Non-Executive Directors with the majority being independent directors. The members of the Remuneration Committee shall be appointed by the Board based on the recommendations of the Nomination Committee. The appointment of a Committee member terminates when the member ceases to be a Director, or as determined by the Board. The members of the Remuneration Committee shall elect a Chairman from among their members who ideally shall not be the Chairman of the Board. If at the end of the selection process, the Chairman of the Board is selected as the Chairman, the Committee shall be satisfied that there are objective reasons to support its decision.

2.0 Authority

- 2.1 The Committee may consult the Chairman and/or Managing Director and/or Chief Executive Officer and/or Chief Operating Officer of the Company regarding proposals relating to the remuneration of Executive Directors. The Committee may consult other Non-Executive Directors in its evaluation of the Executive Directors. The Committee may request other Directors and key Executives to participate in Committee Meetings, as necessary, to carry out the Committee’s responsibilities. The Committee may delegate to the Executive Directors to determine the remuneration package of senior management of the Group.

- 2.2 The Committee shall have access to such information and advice, both from within the Group and externally, as it deems necessary or appropriate in accordance with the procedures determined by the Board and at the cost of the Group. The Committee is authorised by the Board to obtain external legal or other professional advice, as well as information about remuneration practices elsewhere. The Committee may, if think fit, secure the attendance of external advisers with relevant experience and expertise. No Director or Executive shall take part in decisions involving his/her own remuneration.

3.0 Scope and functions

The scope and functions of the Remuneration Committee shall include the following:-

- 3.1 To establish and recommend to the Board the remuneration structure and policy for Executive Directors and senior management including the terms of employment or contract of employment/service, benefits, pension or incentive scheme entitlement, bonuses, fees and expenses and any compensation payable on the termination of the service contract by the Company and/or the Group and to review for changes to the policy, as necessary.
- 3.2 To review the Executive Director's goals and objectives and to assess his/her performance against these objectives as well as contribution to the corporate strategy.
- 3.3 To ensure that a strong link is maintained between the level of remuneration and individual performance against agreed targets, the performance-related elements of remuneration setting forming a significant proportion of the total remuneration package of Executive Directors.
- 3.4 To consider other matters as referred to the Committee by the Board.

The Committee shall apply the Company's remuneration structure and policy when carrying out its scope and functions.

4.0 Frequency and Attendance

- 4.1 The Committee shall meet at least once a year. Additional meetings shall be scheduled as considered necessary by the Committee or Chairman of the Committee.

- 4.2 The quorum for the meeting of the Remuneration Committee shall be at least two (2) members, of which one shall be an independent Director. In the absence of the Chairman of the Committee, the members present shall elect one of their number to chair the meeting.
- 4.3 Matters arising at any meeting shall be decided by a majority vote, each member having one (1). In the event of equality of votes, the Chairman of the Committee shall have a casting vote. However, at meetings where two (2) members are present or when only two (2) members are competent to vote on an issue, the Chairman will not have a casting vote.
- 4.4 The Company Secretary shall be the secretary of the Remuneration Committee.
- 4.5 The Committee meeting agenda shall be the responsibility of the Committee Chairman with input from Committee members. The Chairman may also ask management to participate in this process.
- 4.6 The Notice and agenda for each meeting shall unless otherwise agreed to by the members, be circulated at least five business days before each meeting to the Committee members and all those who are required to attend the meeting.
- 4.7 The Committee shall cause minutes to be duly entered in the books provided for the purpose of all resolutions and proceedings of all meetings of the Committee. Such minutes shall be signed by the Chairman of the meeting at which the proceedings were held or by the Chairman of the next succeeding meeting and if so signed, shall be conclusive evidence without any further proof of the facts thereon stated. The minutes of the Committee meeting shall be circulated to all Board members.
- 4.8 The Committee, through its Chairman, shall report to the Board at the next Board of Directors' meeting after each Committee meeting. When presenting any recommendation to the Board, the Committee will provide such background and supporting information as may be necessary for the Board to make an informed decision. The Committee shall provide such information to the Board as necessary to assist the Board in making a disclosure in the Annual Report in accordance with the Principles of the Malaysian Code on Corporate Governance and Bursa Malaysia Listing Requirements.
- 4.9 The Chairman of the Committee shall be available to answer questions about the Committee's work at the Annual General Meeting of the Company.

These Terms of Reference were reviewed and approved by the Board on 26 August 2025