

ZHULIAN®

ZHULIAN CORPORATION BERHAD

Company No. 199701000031 (415527-P)

(Incorporated in Malaysia)

**REMUNERATION POLICY
FOR DIRECTORS AND
SENIOR MANAGEMENT**

1. INTRODUCTION

Zhulian Corporation Berhad and its subsidiaries (“the Group”) are committed to ensuring a fair, transparent, and competitive remuneration framework for its Board of Directors (“the Board”) and Senior Management.

This Policy sets out the principles and guidelines for determining the remuneration of Directors and Senior Management, in alignment with Bursa Malaysia’s Listing Requirements, the Malaysian Code on Corporate Governance (MCCG), and global best practices.

2. OBJECTIVES

The objectives of this Policy are to:

- Attract, motivate, and retain high-calibre Directors and Senior Management to lead the Group effectively.
- Ensure remuneration packages are aligned with the scope of responsibilities, experience, and performance of each individual.
- Align remuneration practices with the Group’s strategic goals, sustainability objectives, and shareholders’ long-term interests.
- Promote value creation for the Company, its stakeholders, and society.

3. SCOPE

This Policy applies to:

- **Board of Directors** – Executive, Non-Executive, and Independent Directors.
- **Senior Management** – Executive Directors, Chief Executive Officer, Chief Financial Officer, and other key management personnel as determined by the Board from time to time.

4. REMUNERATION PRINCIPLES

The Group adopts the following principles in setting remuneration:

- **Merit-based and fair** – Remuneration reflects responsibilities, qualifications, skills, and performance.
- **Market competitive** – Packages are benchmarked against industry peers and comparable companies.
- **Performance-linked** – A portion of remuneration is tied to corporate and individual performance, including sustainability-linked KPIs.
- **Balanced and transparent** – Ensures accountability to shareholders while motivating Directors and Senior Management to achieve long-term goals.

5. REMUNERATION COMPONENTS

5.1 Executive Directors

- **Fixed Salary** – Determined based on scope of responsibilities, experience, and prevailing market conditions.
- **Performance Bonus** – Linked to Group and individual performance, with consideration of ESG and sustainability KPIs.
- **Benefits-in-Kind** – May include medical coverage, insurance, or other approved allowances.

5.2 Non-Executive Directors

- **Directors' Fees** – Reflect experience, contribution, and responsibilities, subject to shareholder approval at the Annual General Meeting.
- **Meeting Allowances** – Paid for attendance at Board and Committee meetings.
- **Other Benefits** – Reimbursement of expenses incurred in the course of duties, and other approved benefits.
- Non-Executive Directors shall not participate in performance-based incentive schemes to preserve independence.

5.3 Senior Management

- **Fixed Salary** – Based on scope of duties, expertise, and market benchmarks.
- **Performance Bonus** – Linked to corporate performance, individual KPIs, and ESG targets.
- **Benefits-in-Kind** – Medical coverage, insurance, and other approved allowances.

6. GOVERNANCE & PROCEDURES

- The **Nomination and Remuneration Committee (NRC)** reviews and recommends the framework and packages for Directors and Senior Management to the Board for approval.
- The NRC ensures remuneration is aligned with the Group's business strategies, performance, and sustainability objectives.
- Executive Directors shall not participate in discussions relating to their own remuneration.
- Directors' fees and benefits are subject to shareholder approval at the Annual General Meeting.

7. MONITORING, DISCLOSURE & REVIEW

- This Policy shall be disclosed on the Group's corporate website and in the Annual Report.
- The NRC shall review this Policy annually or more frequently as required to ensure its relevance, competitiveness, and effectiveness.
- Any amendments to this Policy shall be recommended by the NRC and approved by the Board.

8. EFFECTIVE DATE

This Policy was reviewed and approved by the Board of Directors of Zhulian Corporation Berhad on 22 October 2025.