



EUPE CORPORATION BERHAD
Registration No. 199601005416 (377762-V)
(Incorporated in Malaysia)

DIRECTORS' AND SENIOR MANAGEMENT'S REMUNERATION POLICY

1. Purpose

- 1.1 The Directors' and Senior Management's Remuneration Policy ("the Policy") has been adopted by the Board of Directors ("Board") of Eupe Corporation Berhad (the "Company" or "Eupe") on 2 May 2018, setting out the remuneration principles and guidelines for the Board and the Nomination and Remuneration Committee ("NRC") in reviewing and/or determining the remuneration packages of Executive Directors (including the Group Managing Director) ("EDs"), Non-Executive Directors ("NEDs") and Senior Management¹.
- 1.2 The Policy is designed with the aim to support the Company's long-term objectives and create a strong performance-orientated environment to be able to attract, motivate and retain the right talent in the Board and Senior Management. The Policy shall adhere to the following key principles:
- (i) The level of remuneration package of the Directors and Senior Management should be aligned with the business strategy and long-term objectives of the Company and are competitive and comparable with the relevant market and industry practice;
 - (ii) Remuneration should commensurate with the level of responsibility of the Directors and Senior Management as well as the demands, complexities and performance of the Company;
 - (iii) To consider appropriate incentives to attract talent as well as nurture and retain high calibre Directors and Senior Management, whilst taking into account the interests of other stakeholders, including shareholders and employees; and
 - (iv) To ensure that the remuneration and incentives for Independent Directors do not conflict with their obligation to bring objectivity and independent judgment on matters discussed at board meetings.
- 1.3 The Board recognises the need to be competitive in today's volatile business environment and the Directors' and Senior Management's remuneration packages are dictated by market competitiveness and level of experience or responsibilities involved. Any review or change to the existing package will be deliberated upon by the Board as a whole upon recommendation of the NRC, with individual Directors abstaining from discussion of his/her own remuneration.

¹ Senior Management includes means senior management staff, who shall be primarily responsible for, among others, running the Group's business operations, management of corporate and financial affairs and who shall report directly to the Managing Director.



2. Policy on Salaries of EDs and Senior Management

- 2.1 Remuneration packages for EDs and Senior Management should involve a balance between fixed and performance-linked (variable) elements. The relative weightage of fixed and variable remuneration for performance varies with level of responsibility, complexity of the role and typical market practice.
- 2.2 The executive remuneration should be set at a competitive level for similar roles within comparable markets to recruit and retain high quality EDs and Senior Management. Individual pay levels should reflect the performance of the individual and corporate, skills and experience as well as responsibility undertaken.
- 2.3 The remuneration package for EDs and Senior Management shall consist of both fixed (i.e. base salary and benefits) and variable (performance based incentive) remuneration components.
- 2.4 Salaries payable to the EDs may not include a commission on or percentage of turnover and the performance-based incentive is determined in a manner which promotes sound risk management and does not induce excessive risk-taking.
- 2.5 Variable remuneration may contain any or all of the following:
 - (i) Special short-term incentive (i.e. bonus) payments to reward individuals for outstanding business contributions, and in meeting Key Performance Indicators ("KPIs") and/or set at a level sufficient to provide the EDs and the Senior Management with the motivation to achieve operational targets; and
 - (ii) Long-term incentive (i.e. performance based incentive) payments shall be designed to link the EDs' reward with KPIs that drive sustainable growth in shareholders' value over the long term, with the objective of aligning the EDs and Senior Management's incentives with shareholders' interests, and to balance the short-term with long-term focus.
- 2.6 To review nature of commitments in the event of early termination of Directors and Senior Management (e.g. severance payment).
- 2.7 Any change to the policies and benefits should not be revised retrospectively and shall be in line with regulatory requirements.

3. Policy on Other Benefits (Non-Cash Benefit) for the EDs and Senior Management

- 3.1 EDs shall be entitled to benefits provided to employee of the Company and other additional benefits as approved by the Board.
- 3.2 Allowances relating to business expenses (i.e. entertainment and travel) incurred are reimbursed in such a way as to give rise to no additional compensation to the EDs and Senior Management. All claims for reimbursements must be accompanied with receipts and should be submitted to the respective immediate superior for processing on a timely basis.

4. Policy on Remuneration of NEDs

- 4.1 Fees payable to NEDs shall be by a fixed sum, and not by a commission on or percentage of profits or turnover.



- 4.3 NEDs receive remuneration in the form of directors' fees and other benefits payable as compensation for their services plus the reimbursement of expenses (i.e. meeting allowances) incurred in the course of performing their services.
- 4.4 The remuneration of the NEDs should take into account fee levels and trends for similar positions in the market and the time commitment required from the NEDs.
- 4.5 The fees of the NEDs are reviewed by the Board (via the NRC) and where necessary, advised by subject matter experts or consultants, taking into account the fees paid to NEDs of comparable companies and capacity to attract and retain highly competent NEDs.
- 4.6 NEDs are not entitled to receive performance-based bonuses nor participate in short-term and/or long-term incentive plans.

5. Policy on Remuneration of Alternate Director

Any fee paid by the Company to an alternate Director shall be deducted from the principal Director's remuneration.

6. Implementation and Adherence to the Policy

- 6.1 The fees of Directors, and any benefits payable to Directors shall be subject to annual shareholders' approval at a general meeting.
- 6.2 Any benefits payable to the Directors (save for entitlement given due to his/her office as Executive/Management position) including any compensation for loss of employment of a Director or former Director of Eupe Group shall be approved at a general meeting.
- 6.3 Directors who are shareholders should abstain from voting at the general meetings to approve their fees.
- 6.4 Similarly, EDs should not be involved in deciding their own remuneration.
- 6.5 The Board will make appropriate disclosure in the Company's Annual Report of the remuneration of Directors and Senior Management in accordance with the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

7. Review of the Policy

The Board (via the NRC) will review the Policy as and when it deems necessary so as to ensure the Policy remains relevant and appropriate. Any amendment to the Policy shall be deliberated and approved by the Board as a whole from time to time as the Board may consider fit.