

## **TERMS OF REFERENCE**

### **REMUNERATION COMMITTEE OF G3 GLOBAL BERHAD**

#### **1. Membership**

- 1.1. Members of the Committee shall be appointed by the Board, on the recommendation of the Nominating Committee in consultation with the Chairman of the Remuneration Committee. The Committee shall be made up of at least 3 members, consist exclusively of non-executive directors.
- 1.2. Only members of the Committee have the right to attend Committee meetings. However, other individuals such as the Chief Executive, the Executive Directors, the head of human resources and external advisers may be invited to attend for all or part of any meeting, as and when appropriate.
- 1.3. The Board shall appoint the Committee Chairman who shall be an independent non-executive director. In the absence of the Committee Chairman and/or an appointed deputy, the remaining members present shall elect one of their number to chair the meeting.

#### **2. Secretary**

- 2.1. The Company Secretary or their nominee shall act as the Secretary of the Committee.

#### **3. Quorum**

- 3.1. The quorum for each meeting shall be two (2). A duly convened meeting of the Committee at which a quorum is present shall be competent to exercise all or any of the authorities, powers and discretions vested in or exercisable by the Committee.

#### **4. Meetings**

- 4.1. The Committee shall meet not less than once (1) a year, and hold additional meetings as and when necessary.
- 4.2. Executive directors should play no part in decision on their own remuneration.
- 4.3. The determination of remuneration packages of non-executive directors, including non-executive chairman should be a matter for the board as a whole. The individuals concerned should abstain from discussion of their own remuneration.

#### **5. Notice of Meetings**

- 5.1. Meetings of the Committee shall be summoned by the Secretary of the Committee at the request of the Chairman or any member of the Committee.

- 5.2. Unless otherwise agreed, notice of each meeting confirming the venue, time and date, together with an agenda of items and its supporting papers to be discussed, shall be forwarded to each member of the Committee, no later than three (3) working days before the date of the meeting.

## 6. Minutes of Meetings

- 6.1. The Secretary shall minute the proceedings and resolutions of all Committee meetings, including the names of those present and in attendance.
- 6.2. Minutes of Committee meetings shall be circulated promptly to all members of the Committee and the Chairman of the Board and, once agreed, to all other members of the Board, unless a conflict of interest exists.

## 7. Annual General Meeting

- 7.1 The Chairman of the Committee shall attend the Annual General Meeting prepared to respond to any shareholder questions on the Committee's activities.

## 8. Duties and functions

The Committee is authorised by the Board to :-

- 8.1. To establish and review the short-term, mid-term and **long-term talent management** and remuneration strategy of **all levels** of the Group.
- 8.2. As part of talent management, to assess the skill sets, experience, functional knowledge, competencies, commitment, contribution and performance, in determining suitable candidates for **Key Senior Management** positions.
- 8.3. To ensure the **succession planning of critical and key roles** are established and HIPOs are identified to fill the gap of operation and strategic needs.
- 8.4. To determine and agree with the Board the framework or broad policy for **the criteria to be used in assessing the performance** of Senior Management and **relevant remuneration** of the company's Senior Management which would include Chief Executive, the executive directors and such other members of the executive management as it is designated to consider, which should align with business strategy and long term objectives of the company and are reflective of their responsibilities and expertise. The remuneration of non-executive directors, including non-executive chairman, shall be determined by the Board as a whole. No director or manager shall be involved in any decisions as to their own remuneration;
- 8.5. In determining such policy, take into account all factors which it deems necessary. The objective of such policy shall be to ensure that members of the executive management of the company are provided with appropriate incentives to encourage enhanced performance and are, in a fair and responsible manner, rewarded for their individual contributions to the success of the company;

- 8.6. To determine the policy for, and scope of, pension arrangements for each executive director and other senior executives, if applicable;
- 8.7. To ensure the contractual terms on termination, and any payments made, are fair to the individual executive directors and other senior executives (if applicable), and the company, that failure is not rewarded and that the duty to mitigate loss is fully recognised;
- 8.8. Within the terms of the agreed policy and in consultation with the Chairman and/or Chief Executive as appropriate, determine the total individual remuneration package of each executive director and other senior executives including bonuses, incentive payments and share options or other share awards;
- 8.9. To review and note annually the remuneration trends across the company or group;
- 8.10. To oversee any major changes in employee benefits structures throughout the company or group;
- 8.11. Be exclusively responsible for establishing the selection criteria, selecting, appointing and setting the terms of reference for any remuneration consultants who advise the committee: and to obtain reliable, up-to-date information about remuneration in other companies. The Committee shall have full authority to commission any reports or surveys which it deems necessary to help it fulfil its obligations.

## **9. Reporting Responsibilities**

- 9.1. The Committee Chairman shall report to the Board on its proceedings after each committee meeting. The Committee shall make recommendation to the Board as appropriate on any area within its responsibility or as delegated by the Board, where action or improvement is needed.

## **10. Other**

- 10.1. The Committee shall, at least once a year, review its own performance, constitution and terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the Board for approval.

## **11. Authority**

- 11.1. The Committee is authorised by the Board to seek any information it requires from any employee of the company in order to perform its duties.
- 11.2. The Committee is authorised to obtain, at the company's expense, outside legal or other professional advice on any matters within its terms of reference.