KEIN HING INTERNATIONAL BERHAD
[Registration No. 200301013636 (616056-T)]
(Incorporated in Malaysia)

TERMS OF REFERENCE OF THE REMUNERATION COMMITTEE

1. Composition

The Members of Remuneration Committee shall be appointed by the Board of Directors ("the Board") from amongst the Directors of the Company consisting a majority of Independent Directors. It shall consist of not less than three (3) members.

2. Quorum

Two (2) members shall form a quorum for meetings.

3. Chairman

The members of the Remuneration Committee shall elect a Chairman from among their members who shall be an Independent Director or the Senior Independent Director. The Chairman of the Remuneration Committee shall not also be the Chairman of the Board. In the absence of the Chairman of the Remuneration Committee, the remaining members present shall elect one of their members as Chairman of the meeting.

4. Secretary

The Secretary to the Remuneration Committee shall be the Company Secretary and/or his assistant(s).

5. Meetings and Minutes

a) The Remuneration Committee shall meet at least once a year or at such other times as the Chairman of the Committee deems necessary.

b) Minutes of meetings shall be recorded and kept.

c) Questions arising from the meeting shall be decided by a majority of votes and determination by a majority of members shall for all purposes be deemed a decision of the Remuneration Committee.

d) In the case of an equality of votes, the Chairman of the meeting shall have a second or casting vote provided that where two (2) members form a quorum, the

Chairman of the meeting at which only such a quorum is present, or at which only two (2) members are competent to vote on the question at issue, shall not have a casting vote.

6. Scope of Responsibilities

a) To assist the Board in developing and administering fair and transparent policies and procedures to determine the remuneration of directors and senior management, which takes into account the demands, complexities and performance of the Company as well as skill and experience required.

b) To recommend to the Board the framework of Executive Directors' remuneration and the remuneration package for each Executive Director, drawing from outside advice as necessary.

c) To ensure that the remuneration and incentives for Independent Directors do not conflict with their obligation to bring objectivity and independent judgement on the matters discussed at board meetings.

d) To review and recommend to the Board guidelines for determining remuneration of Independent Directors.

e) To recommend to the Board any performance related pay schemes for Executive Directors.

f) To review the Executive Directors' service contracts periodically every three (3) years or when there is a change in the terms and/or conditions of the service contract.

g) To consider the appointment of the service of advisers or consultants as it deems necessary to fulfil its functions.

7. Reporting Procedures

a) The Remuneration Committee shall report if the Company has a fair remuneration for the directors and senior management taking into account the demands, complexities and performance of the Company as well as skill and experience required to attract, retain and motivate directors and senior management to be aligned with the business strategy and long-term objectives of the Company.

b) The remuneration of Directors shall be the ultimate responsibility of the full Board after considering the recommendation of the Remuneration Committee.

c) Executive Directors do not participate in discussion of their own remunerations.

d) Directors who are shareholders should abstain from voting at meetings to approve their fees.

e) The determination of remuneration packages of Independent Directors shall be a matter for the Board as a whole.

f) The remuneration of individual directors which includes fees, salary, bonus, benefits-in-kind and other emoluments will be disclosed on a named basis. This detailed disclosure allows the shareholders to make an informed decision when voting on the approval of directors' remuneration and to consider the appropriate remuneration packages taking into account the responsibilities of the directors, where appropriate.

g) Decisions and recommendations of the Remuneration Committee shall be reported to the Board.

8. Location

The Terms of Reference of the Remuneration Committee can be accessed at the Company's website at www.keinhing.com.

(Date of review: 25 June 2026)