

LIKEI LOGISTIC SERVICES BERHAD

Registration No. 202101036465 (1436765-X)
(Incorporated in Malaysia)

BOARD AND KEY SENIOR MANAGEMENT REMUNERATION POLICY

The Board of Director (“**the Board**”) of Likei Logistic Services Berhad (“**the Company**”) assumes the overall responsibility to establish and implement effective remuneration policy for the members of the Board and key senior management (“**this Policy**”) in pursue of the medium to long term objectives of the Company and its subsidiaries (“**the Group**”). The responsibility of the implementation of this Policy is delegated to Remuneration Committee (“**RC**”), which is governed by the Terms of Reference of RC approved by the Board.

This Policy outlines the guiding principles for the remuneration framework of the Company and will be reviewed by the RC as and when required and updated in accordance with the needs of the Group and any new or changes in regulations that may have an impact on the discharge of the Board’s responsibilities, and in any event, at least once every three (3) years. Any revisions to this Policy as recommended by the RC will be submitted to the Board for consideration and approval.

A. Objectives

The objectives of this Policy are as follows:-

- to attract and retain highly qualified members of the Board, Chief Executive Officer (“**CEO**”) and key senior management by offering a well-balanced and competitive compensation package.
- to align the interests of executive directors, CEO and members of key senior management with the business strategy, risk appetite, values and medium to long-term interests of the Group in accordance with the "pay-for-performance" principle.
- to promote strong teamwork culture among the executive directors, CEO and members of key senior management.
- to instill transparency and openness in the review and approval of compensation package of members of the Board and key senior management.

B. Principal Components of Compensation for Executive Directors, CEO and Members of Key Senior Management

The principal elements of the executive directors, CEO and members of key senior management remuneration package consist of fixed (i.e. base salary) and variable compensation, benefits and other arrangements.

i. Salary

- For each executive director, CEO and members of key senior management, the RC will determine the level of fixed salary as part of total compensation, subject to discretionary adjustments. The Board may contemplate various factors when deciding whether to adjust the fixed salary.

- Fixed salary for each executive director, CEO and members of key senior management is determined based on his/her knowledge, skills, experience and responsibilities assigned.
- Fixed salary shall be reviewed by the RC at least once annually. The RC will take into consideration, including but not limited to, the performance, country of assignment, country specific annual inflation rate, market rate of pay and other relevant factors, before recommending any adjustments to the Board for deliberation and approval.
- Executive directors must abstain from deliberation and approval concerning their own fixed salary adjustments.

ii. Variable Compensation

Variable compensation will be used to strengthen executive directors, CEO and members of key senior management's commitment to the Group's business strategy, risk tolerance, value and medium and long-term performance.

- Variable compensation is initially granted based on collective performance of executive directors, CEO and members of key senior management as measured against financial and strategic targets set by the Board and personal objectives.
- The Group's annual incentive plan, such as, performance bonus is designed to reward executive directors, CEO and members of key senior management for the achievement of annual financial goals determined annually based on group's budget.
- Variable compensation shall not include commission or percentage of sales.
- Variable compensation shall be reviewed by RC upon the variable compensation proposed by CEO and to report the results of the review to the Board for deliberation and approval.
- Executive directors must abstain from deliberation and approval concerning their own variable compensation.

iii. Benefits and Other Arrangements

Executive directors, CEO and members of key senior management receive benefits-in-kind based on their contractual agreements, industry practices and in comparable companies.

- Executive directors must abstain from deliberation and approval concerning their own benefits-in-kind.

C. Principal Components of Compensation for Non-Executive Directors

The Company's non-executive directors shall be remunerated in the following manner:-

i. Annual Director's Fees

- Annual director's fee for non-executive directors is fixed based on his/her knowledge, skills, competencies, responsibilities assigned to such director and his/her contributions to the Board and the Board committees.
- Annual director's fees for non-executive directors shall be reviewed by the RC who will make recommendations to the Board as a whole annually and proposed to shareholders for approval at general meeting.

ii. Other Benefits and Allowance

- The benefits and allowances are provided to non-executive director for the purpose to defray cost/expenses incurred by him/her in carrying out the responsibilities assigned in respect of the Board and the Board committees in which he/she is member. Such allowances shall be subject to review by the RC and approval from the Board as a whole annually.

Non-executive directors shall not be paid in linear relationship solely based on financial performance of the Group and shall not include bonus schemes and equity vesting entitlements to prevent potential conflict with their primary role as an independent representative of stakeholders.

Fees payable to non-executive directors shall not be increased except in pursuant to a resolution passed at a general meeting, where notice of the proposed increase has been given in the notice convening the meeting. Based on recommendations from the Board, any adjustments in directors' fees to the general meeting for approval by shareholders.

Non-executive directors must abstain from deliberation and approval concerning their own remuneration.

D. Periodic Review and Disclosure

The RC should conduct a periodic review of the criteria to be used in recommending the remuneration package of directors, CEO and members of key senior management. The RC should promptly communicate the new changes or amendments to the criteria to the Board and individual directors.

This policy will be reviewed periodically by the RC or as and when it is required to ensure the information remains current and updated.

The Board should disclose this policy in the annual report.

This Board and Key Senior Management Remuneration Policy was approved by the Board on 12 August 2025.