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## SUMMARY OF REMUNERATION POLICY

### SUMMARY OF NON-EXECUTIVE DIRECTORS' REMUNERATION POLICY

The Non-Executive Directors' remuneration package reflects the experience, expertise and level of responsibilities undertaken by the Non-Executive Directors. The Non-Executive Directors' remuneration include fees, benefits-in-kind and other benefits including meeting allowances.

Details of the Non-Executive Directors' annual fees for the Board and the Board Committees are listed below:

Board/Board Committees	Annual Fees
Board	- RM600,000.00 (Chairman) - RM120,000.00 (Non-Executive Directors)
Audit Committee	- RM64,000.00 (Chairman) - RM32,000.00 (Non-Executive Directors)
Nomination and Remuneration Committee	- RM35,000.00 (Chairman) - RM20,000.00 (Non-Executive Directors)
Special Board Committee	- RM36,000.00 (Chairman) - RM24,000.00 (Non-Executive Directors)
Other Board Committees	- RM32,000.00 (Chairman) - RM16,000.00 (Non-Executive Directors)

Details of the Non-Executive Directors' benefits in accordance with the remuneration structure (excluding Directors' annual fees) are set out below:

MEETING ALLOWANCE	OTHER BENEFITS
<ul style="list-style-type: none"><li>• Local: RM2,000.00</li><li>• Overseas (Flight time &lt;= 8 hours): RM2,000.00</li><li>• Overseas (Flight time &gt; 8 hours): RM5,000.00</li><li>• Teleconferencing: RM1,000.00</li></ul>	<ul style="list-style-type: none"><li>• Company car allowance, driver, club membership and telecommunication device for Non-Executive Chairman</li><li>• Medical coverage, insurance coverage, travel expenses, benefits-in-kind and other claimable benefits</li></ul>

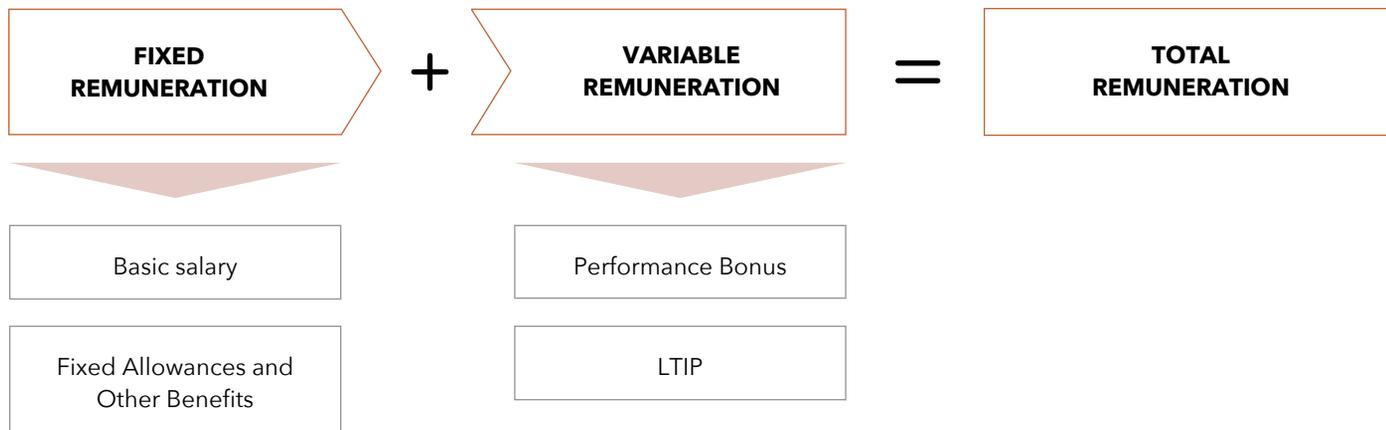
In addition to the remuneration received from FGV, Non-Executive Directors received annual fees, benefits-in-kind, meeting allowances and other benefits from FGV. As at 31 December 2018, none of the Non-Executive Directors of FGV sit as directors in FGV subsidiary companies except for Datuk Wira Azhar Abdul Hamid, who is also the Chairman of MSM Malaysia Holdings Berhad.

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## SENIOR MANAGEMENT'S REMUNERATION POLICY

The Nomination and Remuneration Committee reviews annually the remuneration framework for Senior Management. The Nomination and Remuneration Committee takes into consideration the Company's performance to ensure the sustainability of the remuneration package in the long run. FGV's remuneration structure which consists of fixed and variable remunerations are benchmarked against the industry to ensure alignment and pay competitiveness.

The following remuneration structure has been in effect since 2016. The Nomination and Remuneration Committee decided not to make material changes to the framework for 2018.



In general, Senior Management's Performance Bonus is determined based on Group, Sector, Cluster or Division and individual performances. Individual weightage for these factors vary between employee groups depending on employees' accountability and line of sight.

The Board of Directors is responsible in assessing the individual performance of the GCEO, Company Secretary and Chief Internal Auditor. The performance of other Senior Managements are assessed by the GCEO.

Based on the mechanism approved by our Board of Directors in February 2016, 11.67 million shares were granted under a Restricted Share Plan to eligible employees in 2018. The vesting of the shares, expected in three years based on a ratio of 30:30:40, is dependent on the employees' performance level.