

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 includes fees, benefits-in-kind and other benefits including meeting allowances.

The Non-Executive Directors' proposed revised fee structure is set out in the table below:

Board/Board Committees	Proposed fees per annum for the period from 24 June 2022 until the next AGM of FGV (RM)	
	Chairman of the Board	NED
Board	480,000.00	150,000.00
	Chairman of the Board Committee	Members of the Board Committee/ NED
Audit Committee	80,000.00	40,000.00
NRC	45,000.00	30,000.00
Board Governance & Risk Management Committee	40,000.00	20,000.00
Investment Committee	40,000.00	20,000.00
Board Sustainability Committee (established on 1 September 2021)	40,000.00	20,000.00
Other Board Committees	40,000.00	20,000.00

The Non-Executive Directors' proposed revised remuneration structure (excluding Directors' fees) is set out below:

Proposed new benefits payable

Meeting Allowance (per meeting)

NEC and NED

- Local: RM2,000.00
- Overseas (Flight time <= 8 hours): RM3,000.00
- Overseas (Flight time > 8 hours): RM5,000.00
- Teleconferencing: RM2,000.00

Official Business Allowance

NEC and NED

- Official Business Allowance (RM1,000.00 per day) for the following:
 - attending meetings with government representatives/third parties such as consultants, bankers and advisors on behalf of the Company with an official report to the Board/Board Committees; or
 - official site visits (visiting projects and/or reference sites) to advise management and/or the Company with an official report to the Board/Board Committees.

Other Benefits

NEC

- One (1) company car of at least 2000cc with RM180,000.00 per annum of car utility expenses
- Driver (actual)
- Club membership (RM10,000.00 per annum)
- Mobile phone bills (actual)
- Personal entertainment (RM24,000.00 per annum)
- One (1) personal bodyguard at Chairman's disposal within Malaysia (actual)
- Medical coverage (RM100,000.00 per annum)
- Group Personal Accident insurance coverage (RM200,000.00 per annum)

NED

- Medical coverage (RM100,000.00 per annum)
- Group Personal Accident insurance coverage (RM200,000.00 per annum)

SUMMARY OF SENIOR MANAGEMENT'S REMUNERATION POLICY

The Senior Management's remuneration structure consists of fixed and variable remunerations. Group Human Capital (GHC) was tasked to review and link the remuneration of the Senior Management especially performance-based remuneration to the individual's performance and contribution to the Group and also benchmarked against the industry to ensure alignment and pay competitiveness. GHC presents proposals to NRC which includes annual salary increments, performance bonuses, promotions, salary adjustments, promotion adjustments, other benefits and benefits-in-kind.

