SCA SOLUTIONS BERHAD

(Company Registration No: 202501047718 (1649126-A))
(Incorporated in Malaysia)

REMUNERATION POLICY FOR DIRECTORS AND SENIOR MANAGEMENT

(Version: 1.0)
(Approved by the Board of Directors of the Company on 13 January 2026)

The Board of Director ("the Board") of **SCA SOLUTIONS BERHAD** ('the Company") assumes the overall responsibility to establish and implement effective remuneration policy for the members of the Board and Senior Management ("Remuneration Policy") in pursue of the medium to long term objectives of the Company and its subsidiaries (collectively, "the Group"). The responsibility for the implementation of this Remuneration Policy is delegated to Remuneration Committee ("RC"), which is governed by the Terms of Reference approved by the Board of the Company. This Remuneration Policy outlines the guiding principles for the remuneration of the Group.

A. OBJECTIVES

The objectives of the Remuneration Policy are as follows:

- to attract and retain highly qualified Directors and Senior Management by providing a well-balanced and competitive compensation package.
- to ensure that the interests of Executive Directors and Senior Management are aligned with the business strategy, risk appetite, values and medium to long-term sustainability goals of the Group and are consistent with the "pay-for-performance" principle.
- to promote strong teamwork culture among the Executive Directors and Senior Management.
- to instil transparency and openness in the review and approval of compensation packages for Board members and Senior Management.

B. PRINCIPAL COMPONENTS OF COMPENSATION FOR EXECUTIVE DIRECTORS

The principal elements of the Executive Directors' remuneration program consist of fixed and variable compensation, benefits and other arrangements, and are generally set to provide market competitiveness to attract, retain and motivate executives of the highest calibre to competently manage the company.

i. Fixed Salary

- For each Executive Director, RC will determine the amount of Fixed Salary as part of total compensation.

B. PRINCIPAL COMPONENTS OF COMPENSATION FOR EXECUTIVE DIRECTORS (Cont'd)

i. ***Fixed Salary*** *(Cont'd)*

- Fixed salary for each Executive Director is determined based on his/her knowledge, skills, experience and responsibilities assigned.

- Fixed salary shall be reviewed by RC at least once annually and report the results of the review to the Board for deliberation and approval. RC will take into consideration, including but not limited to, the performance of respective Executive Directors, country of assignment, country-specific annual inflation rate, market rate of pay and etc.

- Executive Directors must abstain from deliberation and approval of his/her own fixed salary during the motion.

ii. Director's Fees

- Director's fee for the Executive Directors is fixed for all Executive Directors based on his/her knowledge, skills, competencies, responsibilities assigned to such director and his/her contributions to the Board.

- Director's fees for Executive Directors shall be reviewed by the Board annually and proposed to shareholders for approval in general meetings and Directors who are shareholders and controlling shareholders with a nominee or connected Director on the Board must abstain from voting at general meetings to approve fees and benefits in relation to such interested Director.

iii. Variable Compensation

- Variable compensation is intended to strengthen Executive Directors' commitment to the Group's business strategy, sustainability goals, risk appetite, values and medium and long-term performance.

- The Group's Annual Incentive Plan, such as performance bonus is designed to reward Executive Directors based on the financial performance of their respective entities and individual Directors' contributions.

- In determining the appropriate level of remuneration for Executive Directors, the Board should also take into consideration the performance of individual Executive Directors in managing material sustainability risks and opportunities.

B. PRINCIPAL COMPONENTS OF COMPENSATION FOR EXECUTIVE DIRECTORS (Cont'd)

iii. Variable Compensation *(Cont'd)*

- Variable compensation shall not include commission on or percentage of sales.

- RC shall review the variable compensation proposed by the Managing Director ("MD") and report the results of the review to the Board for deliberation and approval.

- Executive Directors must abstain from participating in deliberation and approval of his/her own variable compensation during the motion to deliberate and approval of his/her benefits-in-kind.

iv. Benefits and Other Arrangements

- Executive Directors receive other benefits-in-kind based on their contractual agreements, local customs and comparable arrangements for comparable senior executives in the industry.

- Executive Directors must abstain from participating in deliberation and approval of his/her own benefits-in-kind during the motion to deliberate and approval of his/her benefits-in-kind.

- Directors' fees and benefits requiring shareholder approval under corporation or securities laws and regulations shall be proposed to shareholders for approval in general meetings. Directors who are shareholders or controlling shareholders with a nominee or connected Director on the Board must abstain from voting at general meetings on resolutions related to fees and benefits for such interested Director.

C. PRINCIPAL COMPONENTS OF COMPENSATION FOR SENIOR MANAGEMENT

The principal elements of the Senior Management remuneration program consist of fixed and variable compensation, benefits and other arrangements, and are generally set to provide market competitiveness to attract, retain and motivate executives of the highest calibre to competently manage the company.

i. Fixed Salary

- Fixed salary for Senior Management is determined based on his/her knowledge, skills, experience and responsibilities assigned.

C. PRINCIPAL COMPONENTS OF COMPENSATION FOR SENIOR MANAGEMENT (Cont'd)

ii. Fixed Salary (Cont'd)

- Fixed salary shall be reviewed by MD and subsequently by the RC at least once annually and report the results of the review to the Board for deliberation and approval. RC shall take into consideration, including but not limited to, the performance of respective Senior Management (including sustainability management), annual inflation rate, market rate of pay and etc.

iii. Variable Compensation

- Variable compensation is intended to strengthen Senior Management commitment to the Group's business strategy, sustainability goals, risk appetite, values and medium and long-term performance.

- The Group's Annual Incentive Plan, such as performance bonus is designed to reward Senior Management based on the Group's financial performance and individual contributions.

- In determining the appropriate level of remuneration for Senior Management, the Board should also take into consideration the performance of Senior Management in managing material sustainability risks and opportunities.

- Variable compensation shall be reviewed first by the MD and subsequently by RC, which will then report the results of the review to the Board for deliberation and approval.

- Senior Management receives other benefits-in-kind based on their contractual agreements and comparable arrangements for comparable senior executives in the industry.

D. PRINCIPAL COMPONENTS OF COMPENSATION FOR NON-EXECUTIVE DIRECTORS

The Company's Non-Executive Directors shall be remunerated in the following manner:

i. Director's Fees

- Director's fee for Non-Executive Directors is fixed based on his/her knowledge, skills, competency, responsibilities assigned to such Director and his/her contributions to the Board and the Board Committees.

- Director's fees for Non-Executive Directors shall be reviewed by the Board annually and proposed to shareholders for approval in general meeting of the Company and Directors who are shareholders or controlling shareholders with a nominee or connected Director on the Board must abstain from voting at general meetings to approve fees in relation to such interested Director.

D. PRINCIPAL COMPONENTS OF COMPENSATION FOR NON-EXECUTIVE DIRECTORS (Cont'd)

ii. ***Director's Fees*** *(Cont'd)*

- Director's fees for Non-Executive Directors shall take into consideration the performance of individual Non-Executive Directors in overseeing the management of material sustainability risks and opportunities.

iii. Allowance

- Allowances are granted to Non-Executive Directors for the purpose of defraying 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 a member. Such allowances shall be subject to review and approval from the Board annually.

- Allowances for Non-Executive Directors which require approval by shareholders under corporation or securities laws and regulations shall be proposed to shareholders for approval at general meetings. Directors who are shareholders or controlling shareholders with a nominee or connected Director on the Board must abstain from voting at general meetings on the resolution related to allowances of such interested Non-Executive Director.

- Compensation for Non-Executive Directors shall not be tied to the financial performance of the Group and shall not include cash bonus schemes or equity vesting entitlements to avoid conflicts with their primary role as an independent representative of stakeholders.

- Non-Executive Directors must abstain from participating in deliberation and approval of his/her own compensation during the motion to deliberate and approval of his/her compensation by the Board.

E. REVIEW OF THIS POLICY

This Remuneration Policy is to be reviewed by RC at least once every three (3) years or as and when the need arises. Any requirement for the amendment shall be deliberated by RC and any recommendation for revisions shall be presented to the Board of the Company for deliberation and approval.