I REIT MANAGERS SDN. BHD.

Registration No. 202101014501 (1414801-X)

REMUNERATION POLICY FOR DIRECTORS AND SENIOR MANAGEMENT

1. INTRODUCTION

The Nomination and Remuneration Committee ("NRC") of I REIT Managers Sdn Bhd (the "**Manager**"), the management company of AME Real Estate Investment Trust ("**AME REIT**") is responsible for ensuring that Directors and Senior Management of the Manager are fairly rewarded for their individual contributions to the Manager's and AME REIT's overall performance.

The remuneration of Independent Directors, Executive Directors, Non-Executive Directors and Senior Management is set by the Board of Directors ("**Board**") of the Manager based on the recommendation from the NRC in accordance with all applicable rules, laws, and regulations.

2. OBJECTIVE

The objective of this Policy is to outline the principles for the NRC to determine and propose an appropriate level of remuneration that allows the Manager to attract and retain talented and well-qualified Directors and Senior Management.

3. GUIDING PRINCIPLES IN REMUNERATING THE DIRECTORS OF THE COMPANY

The guiding principles in remunerating the Directors of the Company are as follows:

- Fees payable to Directors who hold non-executive office in the Manager shall be paid by a fixed sum and not by the commission on the percentage of profits or turnover;
- Fees and/or benefits (including meeting allowances) payable to Directors of the Manager are subject to annual shareholders' approval at a general meeting of AME Elite Consortium Berhad ("AME Elite"), the ultimate holding company of the Manager, where notice of the proposed fees and/or benefits has been given in the notice convening the respective annual general meeting of AME Elite and/or its adjournment;
- Fees payable to an Alternate Director (if any) shall be agreed upon between the Alternate Director and the Director nominating him/she and shall be paid out of the remuneration of the latter; and
- Salaries and other emoluments payable to Directors of the Manager who hold an executive office pursuant to a contract of service are not subject to the annual shareholders' approval at a general meeting of AME Elite but such salaries and emoluments may not include a commission on or percentage of turnover.

4. EXECUTIVE DIRECTORS AND SENIOR MANAGEMENT STRUCTURE

4.1 Fixed Components

Fixed monthly salaries for Executive Directors and Senior Management are set according to:

- ✓ Job nature of the position including responsibility and complexity
- ✓ Qualification, skills, expertise and experience
- ✓ Other market conditions

4.2 Variable Components

Performance-based remuneration e.g. short-term incentive – bonus, long term incentive – share options (if any) are determined based on:

- ✓ Individual performance indicators
- ✓ Individual overall contribution to the business

4.3 Benefits Components

Common benefits e.g. annual leave, medical leave and Employee Provident Fund ("EPF")

Benefits-in-kind e.g. company car, driver, club subscription, professional membership subscription, medical, travel and life insurance coverage.

In addition to common benefits, benefits-in-kind may be provided to increase the economic security of Executive Directors and Senior Management as an incentive to attract and retain talent.

4.4 Abstain from Voting

Each Director shall abstain from voting on his/her individual remuneration during the deliberation and decision making by the NRC of his/her respective individual remuneration respectively.

5. Independent Directors and Non-Executive Directors

The Independent Directors' and Non-Executive Directors' remuneration should reflect the Board's responsibilities, qualifications, skills, expertise and experience, as well as the complexity of the Manager's activities. The Independent Directors' and Non-Executive Directors' remuneration shall consist of fixed Directors' fee per annum and meeting allowances for every meeting attended. When the Independent Directors and Non-Executive Directors attend more than one board, committee or general meeting held within a single day, only one meeting allowance will be payable to the Directors. Their remuneration shall be reviewed annually with reference to companies in similar industries or scales by the NRC and the Board.

6. BENCHMARKING

Periodic or appropriate benchmarking exercises shall be conducted by the Manager to assess the competitiveness of the Manager's total remuneration packages for Directors and Senior Management with relevant market and industry.

The Manager shall refer to the disclosures in annual reports of companies or listed REITs in similar industries or scale, as one of the sources to obtain benchmarking information.

7. KEY CONSIDERATION FACTORS

The setting and adjustment of the Directors and Key Senior Management's remuneration should consider the key factors below:-

a) **Business Acumen**
Ability to deal with a business situation in a manner that is likely to lead to a positive outcome.

b) **Relevant Knowledge**
Ability to understand the Manager's and AME REIT's organisational strategy, culture, financial metrics, macro and microeconomics, operating model, sustainable business growth, shareholder value creation prevalent to the Manager and AME REIT and how is achieved through human capital.

c) **Legislative Regulations and Governance**
Ability to understand and comply with Main Market Listing Requirements of Bursa Malaysia Securities Berhad, the Companies Act 2016, as well as all other relevant laws, regulations, and guidelines issued by the Securities Commission Malaysia and other authorities.

d) **Risk Management**
Ability to understand and deliberate the Manager's Risk Management Framework including the risk appetite, risk profile and risk control measures.

e) **Leadership**
Ability to provide guidance and direction in terms of key business decisions in terms of people strategy, human resources policy, training and development, employee relations, employee engagement and value propositions.

f) **Decision Making**
Be willing to make unpopular decisions and deliver "bad news" to Management and/or Board for whatever reason.

g) **Willingness to Make Unpopular Decisions**
Ability to propose and/or make decisions decisively and take the necessary actions in the best interests of all stakeholders.

h) **Analytical and Problem Solving**
Ability to understand the various components of the business and resolve issues efficiently by applying logical thinking, asking the right questions and understanding the trade-off effect of one decision on other processes.

i) **Engagement in Deliberation**
Ability to participate in meetings in such a way that encourages robust and probing productive and constructive deliberation.

j) **Communication and Stakeholder Management**
Ability to adopt a stakeholder inclusive approach that balances the needs, interests and expectations of stakeholders in the best interests of AME REIT over time.

k) **Strategy Development**
Ability to play a prominent role in the strategy development process and should ensure that the remuneration package is linked to value creation for stakeholders over the short, medium and long-term.

l) **Monitoring Performance**
Ability to effectively interpret data and information in whatever format presented in order to readily identify key points, issues, trends or anomalies of contextual significance relating to the Manager and AME REIT.

m) **Critical Thinking**
Ability to conduct objective analysis and evaluation of an issue to form a judgement and reserve judgement until all facts have been thoroughly examined.

n) **Interpersonal Skills**
Ability to work effectively with others, influence positively and constructively and demonstrate a high degree of emotional intelligence.

o) **Conflict Management (Independent Non-Executive Director)**
Be proficient in managing the conflicts and tensions between the minority unitholders' interest of AME REIT and/or management. The ability to act independently in terms of character and judgement and there should be no relationships or circumstances which are likely to affect or could appear to affect this independence.

p) **Conscience**
Act with full integrity, intellectual honesty and independence of mind in the best interests of the AME REIT and its stakeholders in accordance with the inclusive stakeholder approach to corporate governance.

q) **Commitment**
Be diligent in performing duties and devote sufficient time to the Manager's and AME REIT's affairs. Dedicate sufficient time for preparation, attendance of meetings (including contribution in the meeting), follow-up activities as well as unitholders' meetings of AME REIT, where required.

8. REVIEW

This Policy shall be reviewed by the NRC and submitted to the Board for deliberation and approval every three(3) years or as required.

This Policy is adopted by the Board on 16 November 2022. This Policy is reviewed and approved by the Board on 4 June 2025.