TERMS OF REFERENCE OF

INVESTMENT AND DEVELOPMENT COMMITTEE

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1. OBJECTIVE

The Investment and Development ("IDC") is established to assist the Board in overseeing investment proposals, business recovery planning, strategic development, and expansion initiatives. The Committee plays a critical role in evaluating business risks and opportunities, ensuring alignment with the Group's strategic objectives.

2. FUNCTIONS

The IDC is entrusted with the following functions:

a) Review, evaluate and recommend strategic investments and expansion plans, including mergers and acquisitions, for Board consideration.
b) Monitor the implementation of approved investment and development projects, including periodic performance updates.
c) Review and guide the Company's 5-year business plan, including sales, operations, financial, HR, and CSR components.
d) Review and recommend the Group's key performance indicators (KPIs) and targets in support of business growth.
e) Provide oversight on business continuity strategies, including the Business Recovery Plan and operational resilience following material incidents.
f) Evaluate key risks and mitigating actions associated with expansion, investment, or operational transformation initiatives.
g) Consider strategic proposals put forth by Management to ensure alignment with long-term business sustainability and competitiveness.
h) Ensure relevant due diligence is carried out on proposed investments or acquisitions.

3. COMPOSITION

- The Committee shall comprise at least three (3) members appointed by the Board.
- The Chair of the Committee shall be a member of the Board.
- The Company Secretary or another suitable officer shall act as Secretary of the Committee.

4. MEETINGS

- The Committee shall meet as often as necessary but at least once annually.
- A quorum shall consist of two (2) members.
- The Chairman may invite members of senior management or external advisers to attend meetings as necessary.
- Minutes of meetings shall be properly documented and tabled at the next Board meeting.

5. AUTHORITY

- The Committee is authorised to access all relevant information, resources, and personnel required to discharge its duties.
- The Committee may engage external experts, subject to Board approval, to advise on matters under its remit.

6. REPORTING

- The IDC shall report its findings and recommendations to the Board in a timely manner.
- Summary of deliberations and decisions shall be disclosed where appropriate in the Annual Report.

7. REVIEW OF TERMS OF REFERENCE

- The Committee's Terms of Reference shall be reviewed as and when required or at least once every two years.
- Amendments to the TOR must be approved by the Board.

Last reviewed and approved by the Board on 23 October 2025.