

REMUNERATION COMMITTEE REPORT

This Remuneration Committee Report outlines the mandate, activities, policies, and decisions of the Remuneration Committee ('the Committee') of Susdev Group International Holdings Company Limited ('the Company') for the financial year ended 31 December 2025.

1) Composition of the Remuneration Committee

As at 31 December 2025 and up to the date of this Report, the Remuneration Committee comprised the following members:

Name	Position
Mrs. Le Thi My Loan	Chairwoman
Mr. Vo Hoang Duc Son	Member
Mrs. Trinh Phuong Anh	Member
Mr. Nguyen Duc Thinh	Member
Mr. Alvin Feng	Member
Ms. Pham Ngoc Anh Thi	Member
Mr. Nguyen Hoang Minh	Member

The Committee consists of a mix of independent, non-executive, and executive members with diverse backgrounds across governance, finance, compensation structuring, and operations. The Chairwoman ensures proper functioning, fairness, and independence in remuneration decision-making.

2) Duties and Responsibilities

The Remuneration Committee is responsible for establishing, reviewing, and recommending to the Board the Group's remuneration framework, including executive remuneration, senior management performance incentives, employee compensation philosophy, and alignment of pay with long-term strategy and shareholder value.

The Committee's responsibilities include:

- Reviewing and recommending the remuneration policy for Directors, senior executives, and key management personnel.
- Ensuring compensation structures are performance-linked, market-competitive, and aligned with responsible risk-taking.
- Overseeing annual performance evaluations and determining variable compensation (bonuses, incentives, commissions).
- Reviewing long-term incentive plans (LTIs), including performance share schemes and retention incentives.
- Ensuring compliance with corporate governance principles and transparency in remuneration disclosures.

- Reviewing remuneration implications arising from organisational changes, leadership appointments, and succession planning.

3) Meetings and Attendance (FY2025)

The Committee held **three (3)** meetings during FY2025. Attendance is summarised below:

Member	Attendance
Mrs. Le Thi My Loan (Chairwoman)	3/3
Mr. Vo Hoang Duc Son	3/3
Mrs. Trinh Phuong Anh	3/3
Mr. Nguyen Duc Thinh	3/3
Mr. Alvin Feng	3/3
Ms. Pham Ngoc Anh Thi	3/3
Mr. Nguyen Hoang Minh	3/3

4) Executive Remuneration Framework

The Group follows a structured remuneration framework designed to reward performance, attract and retain talent, and reinforce alignment with long-term corporate strategy.

Executive remuneration comprises:

- **Fixed remuneration** – base salary reflecting responsibilities, experience, and market benchmarks.
- **Short-term incentives (STI)** – annual performance bonuses linked to KPIs such as revenue growth, EBITDA performance, project delivery, governance, and ESG milestones.
- **Long-term incentives (LTI)** – multi-year incentive plans tied to strategic value creation, capital discipline, and sustainability objectives.
- **Benefits and allowances** – covering health insurance, travel, mobility allowances, and other role-specific benefits.
- **Pension/retirement schemes** – based on local statutory and Company policies.

5) Performance Assessment and KPIs

Performance evaluation for FY2025 was based on a balanced scorecard covering financial, operational, strategic, and ESG dimensions. The following KPIs formed the core of the assessment:

- **Financial:** Group revenue, EBITDA, operating cashflow, capex discipline.
- **Operational:** Project milestones, delivery quality, operational readiness.
- **Strategic:** Execution of long-term initiatives, market expansion, partnerships.

- ESG: Energy/water intensity reduction, waste diversion, safety metrics (LTIFR), diversity & inclusion, training hours.
- Governance & Risk: Compliance, internal control effectiveness, timely reporting.

6) Directors' and Senior Executives' Remuneration Outcomes (FY2025)

The Committee reviewed FY2025 performance and approved remuneration outcomes consistent with Company policy and market benchmarks. A summary is provided below (illustrative):

Director	Base Salary	Bonus	Benefits	Pension	Total (US\$)
Ms. Pham Ngoc Anh Thi	—	—	42,000	—	42,000
Mr. Nguyen Hoang Minh	420,000	180,000	36,000	18,000	654,000
Mr. Truong (Zhang Weihao)	360,000	140,000	30,000	16,000	546,000

Bonus outcomes reflect individual and Group performance, leadership impact, and progress achieved on commercial, financial, and sustainability objectives.

7) Key Matters Reviewed in FY2025

During FY2025, the Committee reviewed and approved:

- Annual salary reviews and performance-linked bonuses for senior executives.
- Enhancements to the remuneration framework to further align incentives with long-term strategy and sustainability goals.
- Succession planning updates and remuneration implications for key leadership positions.
- Proposals for strengthening retention programmes at hospitality and development project levels.
- Market benchmarking exercises for remuneration competitiveness across APAC peers.

8) Alignment with Governance, Risk and Sustainability

The Committee ensures remuneration reinforces prudent risk-taking, internal control culture, and strategic alignment. ESG-linked KPIs formed part of STI and LTI scorecards, including energy intensity reduction, waste diversion, safety metrics, and leadership quality.

Clawback and malus provisions apply in cases of misconduct, material misstatement, or breach of governance obligations.

9) Outlook for FY2026

The Committee's priorities for FY2026 include:

- Embedding ESG-linked remuneration metrics deeper across executive layers.
- Reviewing market competitiveness amidst regional expansion.
- Supporting leadership succession planning and talent pipeline development.
- Strengthening transparency in remuneration disclosures.

On behalf of the Remuneration Committee,

Mrs. Le Thi My Loan

Chairwoman, Remuneration Committee