



PRIVATE & CONFIDENTIAL

Ref: DG/OL/HR/26/02/118

Date: 25TH FEBRUARY 2026

MUHAMAD NAQUIB AIMAN BIN NORMAN
(010219-04-0517)

NO 11B LORONG 6 JALAN BUNGA ANTOI
KAMPUNG DATO SULAIMAN MENTERI
81100 JOHOR BAHRU JOHOR

Dear Mr Naquib,

FIXED - TERM CONTRACT OF EMPLOYMENT

MALINDO AIRWAYS SDN BHD (doing business as Batik Air) is pleased to offer you Employment in the position of **CUSTOMER SERVICE OFFICER** in our **GROUND OPERATIONS DIVISION** with effect from **02ND MARCH 2026 UNTIL 01ST JUNE 2026** as detailed in the enclosed **Contract of Employment**, which incorporates the **General Terms and Conditions of Employment** and the accompanying **Annexure A**. You will be based at our office located at:

**LOT G19-4, PUBLIC CONCOURSE
PASSENGER TERMINAL BUILDING
81250 JOHOR BAHRU JOHOR**

To accept our offer, please sign your acceptance below and initial each page of the enclosed **Contract of Employment**, and **Annexure A** and return the same to the Company.

This Conditional Offer is subject to you passing your medical screening, submission of the copies of all the necessary valid certificates, valid work permits, your training, satisfactory reference and obtaining a release letter from your previous employer, successful clearance of your Security Background Check as well as the psychometric, psychomotor or other assessments conducted by the company. This offer is null and void in the event, any of the above is unsuccessful or incomplete.

In the event that you accept and sign this Offer of Employment but subsequently choose to rescind your acceptance prior to your official start date, the Company reserves the right to recover from you an amount equivalent to one (1) month salary stated herein. This amount represents compensation for administrative, opportunity and operational costs incurred due to the withdrawal after acceptance.

This letter will lapse **seven (7) days** after the date of issuance of this Contract of Employment.

Yours sincerely,

For **MALINDO AIRWAYS SDN BHD (1018546-W)**

VISVARATNAM V SABARATNAM

General Manager, Legal & HR

I hereby accept employment with Malindo Airways Sdn Bhd, I also acknowledge, understand and accept the enclosed **Contract of Employment** and the **General Terms and Conditions of Employment** with the accompanying **Annexure A**.

Signature : 
Name : MUHAMMAD NAQUIB AIMAN BIN NORMAN
NRIC : 010219-04-0517
Date : 02 March 2026

CONTRACT OF EMPLOYMENT

This Contract of Employment (hereinafter known as **the Contract**) is made on the **25TH FEBRUARY 2026** between

MALINDO AIRWAYS SDN. BHD.(doing business as Batik Air),

a Company duly incorporated and existing under the Laws of Malaysia with its principal address at;
B2-101, Level 1, Meritus @ Oasis Corporate Park,
Jalan PJU 1A/2, Oasis Damansara, 47301,
Petaling Jaya, Selangor, Malaysia
(hereinafter known as **the Company**) on the one hand.

And

Name : MUHAMAD NAQUIB AIMAN BIN NORMAN

NRIC No : 010219-04-0517

with a resident address at:

NO 11B LORONG 6 JALAN BUNGA ANTOI

KAMPUNG DATO SULAIMAN MENTERI

81100 JOHOR BAHRU JOHOR

(hereinafter known as **the Employee**) on the other hand.

The Employee may also be referred as "You" or "Your" throughout the clauses in the Contract.

The Company and the Employee (hereinafter also referred to as "**the Parties**") have agreed to enter into this Contract, subject to the Employee being certified medically fit, meet all requirements and necessary certifications. Please carefully read and understand the following important terms and conditions.

GENERAL TERMS AND CONDITIONS OF EMPLOYMENT

1. Employment

- 1.1 You shall serve the Company in the capacity and description as stated in **ANNEXURE A**. The Company reserves the right to assign to you such further duties and/or functions based upon its operational needs.

2. Induction Course

- 2.1 All new employees are required to attend an induction course on the first day of reporting duty or any other day organised and conducted by the HR Department. The induction course is compulsory and failure to attend may result in non-confirmation of employment.

3. Probation Period

- 3.1 You are appointed on probation as stated in **ANNEXURE A**.
- 3.2 During the aforesaid probation period, either party may give a written Notice of termination of the contract as Notice, as stated in **ANNEXURE A** or settle payment in lieu of such Notice
- 3.3 The Company shall at its discretion confirm your appointment on the position or where required, extend the initial probationary period stated in the Contract of Employment or terminate your services if you are found to be unsuitable for the role and have not performed your assigned duties to the acceptable levels as required.

- 3.4 Upon completion of the probation period, the Company shall at its discretion confirm your appointment on the position as a CUSTOMER SERVICE OFFICER.

4. Contract Period

- 4.1 The period of your employment contract and the commencement date shall be as stated in **ANNEXURE A**.

5. Termination.

- 5.1 Upon confirmation on the position, either party may terminate this contract of service by giving the other, a written Notice or payment of salary in lieu of such Notice as stated in **ANNEXURE A**.
- 5.2 Notwithstanding the above, the Company reserves the right to terminate your employment without having to give any Notice or pay salary in lieu of Notice in the event you commit any material or repeated breach of non-observance of any of the provisions herein or non-observance of any direction issued by the Company or if such termination is taken on disciplinary grounds or poor performance.

6 Training/Service Bond Agreement

- 6.1 The Company is obliged to recruit, educate and train you in line with the Employee's functions and positions thus incurring costs, expenses and remunerations as stated in the **ANNEXURE A** and/or in the Service Bond Agreement.
- 6.2 For an Employee (where applicable and/or required) will be subjected to the relevant simulator training and any other training, as instructed in order to maintain the flying license and meet the requirement of the respective CAAM regulations.
- 6.3 The Company shall bind you during and/or upon completion of the training to be in the employment of the Company as stated in **ANNEXURE A** and/or the Service Bond Agreement.
- 6.4 If you resign and/or cause your contract to be terminated, you will be required to reimburse the Company the full amount specify in the Service Bond Agreement, signed between you and the Company.

7. Undertakings by the Employee

- 7.1 You warrant and agree that you have the skills, aptitude and ability to perform the services for which you are being employed, and that you shall adhere to the standards of performance prescribed by the Company from time to time in respect of the fulfillment of those duties.
- 7.2 You agree that you shall at all times dedicate your best efforts and skills towards enhancing the business and interests of the Company in all respects.
- 7.3 You agree that you shall adhere to and comply with the **General Terms and Conditions of Employment** stated herein, which shall include but not limited to the following instructions issued by the Company, which may be amended from time to time:-

a) Employee Handbook

b) Company's Codes of Conduct / Ethics / Operations Manuals

c) Rules, Regulations, Policies, Procedures and Practices.

d) Instructions, Memos and Notices.

- 7.4 During the duration of your employment with the Company, which is an essential industry, you shall not be engaged, concerned or interested, whether directly or indirectly, in any outside activity whatsoever including trade unionism, which is in contrary to the interests of the Company.
- 7.5 You are required NOT to join or form or participate in any trade unions or unions during your period of employment with the Company, without the written approval from the Chief Executives Officer (CEO) of the Company.

8. Remuneration & Taxes

- 8.1 Your basic salary/allowance shall be as stated in **ANNEXURE A** payable by the Company on or before the 7th day of each following month and all payments due to you pursuant to this Contract, however termed, shall be paid by the Company net of all deductions required to be made by the Company under the laws of the country of your permanent station, as stated in **ANNEXURE A**.
- 8.2 Your salary increment and bonus, where applicable, shall be determined at the absolute discretion of the Company.
- 8.3 Your salary and benefits constitute confidential information which shall not be disclose without the Company's prior authorization.
- 8.4 You are responsible for paying the necessary income tax and other such statutory dues to the respective domestic authority in the country wherein you are employed. If you are however re-stationed or relocated to serve at another jurisdiction in a different subsidiary or associate of the Company or seconded to another entity, any increase in such income taxes due from you from that of the Malaysian authority's rate shall be borne by the Company.
- 8.5 You warrant and authorise the Company to deduct from your salary/allowance any amount lawfully owed to the Company, including but not limited to overpayments, bonds, training costs, loans, advances, reimbursement for lost or damaged Company property or breach penalties (if any). The Company shall provide written notice in advance of such deductions, and any disputes shall be addressed through the Company's internal resolution process.

9. Location Of Employment - Country, Entity, etc

- 9.1 The determination of the location of your employment hereunder shall be at the absolute discretion of the Company.
- 9.2 Without limitation to the foregoing, the Company reserves the right to transfer or second you at its absolute discretion to any location, section, department, division, branch, subsidiary, affiliate or associate of the Company or to second you to another entity from time to time.
- 9.3 In any event (where applicable and/or required) as part of your familiarization to the aircraft, you may be assigned to serve other carries.

10. Working Days/ Working Hours

- 10.1 You shall be required to work in accordance to the Company's office working days and hours or working schedule, or for Flight Operations and Cabin Crew, rosters drawn-up in advance by the Company, for such days or number of hours as instructed by the Company from time to time.

10.2 The Company reserves the right to vary your working days and/or hours, working schedule or rosters at its sole and absolute discretion.

11. Employee's Privilege Travel

11.1 Employees joining the Company with effect from 01st January 2026, will be entitled to ID 90 travel benefit as per the Company travel policy. FOC entitlement will not apply.

11.2 The Clause 28.1, as per Employee Handbook in relation to FOC tickets is not valid.

12. Leave Entitlement

12.1 Subject to your services having been confirmed by the Company, you shall be eligible to take the number of prorated paid annual leave as stated in **ANNEXURE A** which shall be determined and approved by the Company at its absolute discretion.

13. Sick Leave & Hospitalisation

13.1 You shall be entitled to paid sick leave as stated in **ANNEXURE A**.

14. Retirement Age

14.1 Employee shall retire upon attaining the age in accordance with Minimum Retirement Age Act 2012 (Act 753). The mandatory retirement age effective 01.07.2013 is sixty (60) years old.

15. Accommodation

15.1 You would be accorded accommodation based on your entitlement at designated hotels or apartments or dormitory as per Company policy when you are out of your base station including provision of per diem allowances (if applicable).

16. Right to Search

16.1 The Company shall have the right to conduct any test and/or search upon you or your belongings from time to time.

17. Confidentiality

17.1 You shall not at any time during and/or after your employment at the Company disclose any trade secrets, Company processes, knowledge and / or information of a confidential nature concerning the affairs and/or operations of the Company and/or related corporations of the Company which may come to your knowledge in the course of your employment with the Company.

17.2 You shall not publish and/or cause to be published any articles, books, photographs and/or letters and/or give any interview and/or broadcast and/or deliver any lecture and/or speech on any matter which concerns your duties and/or the business of the Company and/or related corporations of the Company and/or civil aviation matters without prior written consent from the Company.

18. Force Majeure

18.1 The Company shall not be liable for failures or delay in performing the obligations hereto arising from any cause beyond their control including but not limited to acts of god, act of any civil or military

authority, fires, strikes, lock-outs', labour disputes, epidemics, pandemics, governmental restrictions, war, civil commotions, riots, earthquakes, storms, typhoons, and floods (hereinafter referred to as the "Force Majeure").

- 18.2 During Force Majeure events, the Company shall have the right to undertake cost containment measures to ensure sustainability across the organization which may include adjustments to basic salaries and payables for employees.
- 18.3 In the event the state of Force Majeure continues for a period exceeding thirty (30) days, the Company reserves the right to terminate this Letter of Offer in accordance with Clause 5.1 of this Letter of Offer.

19. Other Terms and Conditions.

The Company does not wish to get associated with Political or Sensitive matters with Government or Opposition political parties and as such, request you to refrain from actively voicing such ideas/concerns in social media and actively participating in political organizations while you are associated with the Company.

All other terms and conditions of employment not stated in this Contract of Employment shall be regulated by the Employee Handbook, Company's Code of Conduct and, Ethics, Operations Manuals, Rules, Regulations, Policies, Procedures, Practices, Instructions, Memos and Notices that may be made and issued by the Company in the course of its business are hereby incorporated and shall constitute an integral part of this Contract.

IN WITNESS WHEREOF, the Parties have caused this Contract to be duly executed as of the date first above written.



SIGNED BY :

VISVARATNAM V SABARATNAM

On behalf of MALINDO AIRWAYS SDN. BHD. (Co reg.1018546-W)

I, **MUHAMAD NAQUIB AIMAN BIN NORMAN**, NRIC No: **010219-04-0517**, declare that I have READ AND FULLY UNDERSTOOD the contents of this Contract of Employment which shall be regulated by the Employee Handbook, Company's Code of Conduct and Code of Ethics, before I placed my signature to it.

I acknowledge the content and understand the privacy policies and confidentiality clauses of the Company.

I further declare that I hereby accept employment with Malindo Airways Sdn Bhd, I also accept the **General Terms and Conditions of Employment** stated therein and the accompanying **Annexure A** and agree to abide by it.

Signature : 

Name : MUHAMMAD NAQUIB AIMAN BIN NORMAN

NRIC : 010219-04-0517

Date : 02 March 2026

ANNEXURE A

This Annexure is to be read together with the Contract of Employment.

Employee Name : MUHAMAD NAQUIB AIMAN BIN NORMAN
Employee Address : NO 11B LORONG 6 JALAN BUNGA ANTOI KAMPUNG DATO SULAIMAN
MENTERI
81100 JOHOR BAHRU JOHOR
Date of Birth : 19TH FEBRUARY 2001
Nationality : MALAYSIAN
NRIC / Passport No. : 010219-04-0517

1.	DESIGNATION	:	CUSTOMER SERVICE OFFICER
2.	COM MENCEMENT DATE	:	02ND MARCH 2026
3.	DURATION OF FIXED TERM CONTRACT	:	3 MONTHS (02ND MARCH 2026 UNTIL 01ST JUNE 2026)
4.	DURATION OF BOND	:	NA
5.	RECRUITMENT/TRAINING COST	:	NA
6.	PROBATIONARY PERIOD	:	3 MONTHS
7.	TERMINATION NOTICE DURING PROBATION	:	2 WEEKS
8.	TERMINATION NOTICE UPON CONFIRMATION	:	1 MONTH
9.	LOCATION AND COUNTRY	:	MALAYSIA
10.	REMUNERATION	:	Basic : RM 2,000.00 Allowances: a) Productivity : RM 300.00 *Allowance is given at the absolute discretion of the management , and it may be withdrawn prior notice or varied during the tenure and upon transfer.
11.	STATUTORY BENEFIT & DEDUCTIONS	:	PCB (INCOME TAX),EPF (for Malaysian nationals only) & SOCSO as per prevailing rates
12.	LEAVE ENTITLEMENT	:	Paid leave : 12 days : 14 days : 16 days Length of Service : Less than 2 years : 2 years to 5 years : 5 years or more Medical Leave : 14 Days : 18 Days : 22 days Length of Service : Less than 2 years : 2 years to 5 years : 5 years or more *Kindly note that Employee’s Annual Leave entitlement shall accrue for the period between 1st January and 31st December of each year.The Annual Leave shall be prorated accordingly for those who have completed twelve (12) months of services.
13.	GOVERNING LAW/ JURISDICTION	:	Malaysia