VANZO HOLDINGS BERHAD
[Registration No.: 202301051922 (1545836-M)]

REMUNERATION POLICY

1. INTRODUCTION

The Remuneration Policy ("**Policy**") of Vanzo Holdings Berhad (the "**Company**") and its subsidiary companies ("**Group**") is to establish a formal approach in determining the remuneration packages of the Directors and Senior Management of the Group, considering the demands, complexities and performance as well as skills and experiences.

2. OBJECTIVES

This Policy applies to the Managing Director ("**MD**"), Executive Directors ("**ED**"), Non-Executive Directors ("**NED**"), and Senior Management of the Group.

a) The Policy is designed to meet the following objectives:

   (i) To attract, motivate, retain and reward Directors and Senior Management who will manage and drive the Company's success.

   (ii) It is the Company's interest that this remuneration policy shall fairly support the Directors and Senior Management in carrying out their responsibilities and fiduciary duties in steering the Group to achieve its long-term goals and enhance shareholders' value.

b) This policy shall adhere to the following key principles:

   (i) The total remuneration shall be set at levels that are competitive with the relevant market rates and industry standards;

   (ii) The MD's and ED's remunerations shall be performance-based and subject to the company's overall financial performance;

   (iii) Incentive plans, performance measures and targets shall be aligned with shareholders' interest;

   (iv) Ensure a level of equity and consistency.

3. REMUNERATION COMPONENTS

a) Remuneration packages for Managing Director and Executive Directors is determined according to:
   (i) The scope of their duties and responsibilities;
   (ii) The conditions and experiences required;
   (iii) The ethical values, internal balances and strategic targets of the Company;
   (iv) The corporate and individual performance; and
   (v) Current market rate within the industry and in comparable companies.

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b) Fixed fees for NED shall be by a fixed sum, and not by a commission on or percentage of profits or turnover. The fixed fee is determined according to:
   (i) Market rate of fees payable to NED of comparable companies;
   (ii) Reflect the qualifications and contribution required in view of the Group's complexity;
   (iii) The extent of their duties and responsibilities; and

c) Remuneration packages for Senior Management is determined according to:
   (i) The scope of their duties and responsibilities;
   (ii) The conditions and experiences required;
   (iii) The corporate and individual performance;
   (iv) Individual's overall contribution to the Company's strategy and operation; and
   (v) Current market rate within the industry and in comparable companies.

d) Annual bonuses, if any, are discretionary and not contractual. The bonus in the case of MD, ED and Senior Management is designed to reward outstanding performance. A discretionary assessment is made to ensure that all factors which include both quantitative and qualitative measurements are considered.

e) Other Benefits and Allowances may include:
   (i) Meeting allowance;
   (ii) Benefits-in-kind such as, motor vehicle, petrol, driver, accommodation and such other benefits deemed appropriate and in line with industry standards.

4. REVIEW OF THIS POLICY

The Board shall review and assess the relevance and effectiveness of this Policy periodically to assess their effectiveness, and in any event, at least once every 3 year, the Board deem necessary and/or require to ensure its relevance and effectiveness in keeping with the Group's changing business environment, administrative or operational needs as well as changes to legislations.

5. REVISION OF THIS POLICY

The provisions of this Policy can be amended and supplemented from time to time by a resolution of the Board.

6. PUBLISHED AT THE WEBSITE

This Policy is made available on the Company's website.

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