



REMUNERATION POLICY

KUCINGKO

Corporate Address

H-G-03 Glomac Square
Jalan SS6/16A, Kelana Jaya
47301 Petaling Jaya
Malaysia

maomao@kucingko.com

1. Introduction

The Board of Directors (“**Board**”) of Kucingko Berhad (“**Kucingko**” or “**Company**”) recognises that a fair and competitive remuneration is essential to attracting, retaining and motivating talent, including both directors and employees to support the growth of the Company.

This policy sets out the principles and guidelines for the remuneration of Directors and employees within the Kucingko and its subsidiaries (“Group”), ensuring alignment with our business strategy, corporate values, and stakeholder expectations.

2. Objectives

- **Attracting and Retaining Talent**
The policy enables the Company to secure and retain capable individuals who are critical to achieving our strategic and operational goals.
- **Motivating High Performance**
Performance-linked remuneration encourages excellence at all levels of the organisation by rewarding results that drive sustainable growth and value creation.
- **Promoting Fairness and Transparency**
A clearly defined and consistently applied policy helps foster a positive workplace culture, strengthen trust, and boost employee morale.

3. The Remuneration Policy

3.1 Board of Directors

The policy outlines the principles and structure for compensating Executive and Non-Executive Directors, ensuring their remuneration reflects responsibilities, performance, and market norms while maintaining fairness, transparency and good governance.



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3.2 Employees

The policy provides guidance on how employee remuneration is structured, aiming to establish fair, competitive, and performance-based compensation packages. Remuneration decisions will consider factors such as qualifications, experience, job scope, and industry benchmarks.

4. Principle Guidelines for Employee Remuneration

4.1 Attracting and Retaining Talent

The policy enables the Company to secure and retain capable individuals who are critical to achieving our strategic and operational goals.

4.2 Transparency and Fairness

The policy is clearly communicated to ensure employees understand how remuneration is structured and determined.

4.3 Market Competitiveness

Compensation levels are benchmarked against industry standards for comparable roles.

4.4 Performance-Linked Rewards

A portion of employee remuneration is tied to individual, team, and the Company's performance.

4.5 Balanced Compensation Structure

The policy incorporates both fixed components (e.g., base salary) and variable incentives (e.g., bonuses, commissions, long-term incentives such as stock options).

4.6 Comprehensive Employee Benefits

In addition to salary, employees may receive benefits including medical coverage, EPF, SOCSO contributions, and other perks.

4.7 Periodic Review and Adjustment

The policy is reviewed regularly to maintain relevance, alignment with industry trends, and effectiveness in meeting the Company's strategic objectives.



5. Policy Review and Governance

5.1 The Remuneration Policy is subject to an annual review by the Remuneration Committee (“RC”) to ensure that it is in line with current market practices and requirements of the Malaysian Code of Corporate Governance.

5.2 For employees, the policy is reviewed based on performance at individual, team, and company levels. The RC ensures that the policy remains fit for purpose—competitive, equitable, and capable of attracting and retaining high-calibre individuals who contribute meaningfully to the Company’s vision.

5.3 Any amendment to this policy is subject to the Board’s approval.

This policy was adopted by the Board on 22 April 2025.

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