

REMUNERATION POLICY FOR THE MEMBERS OF THE MANAGEMENT AND SUPERVISORY BODIES OF NOVABASE - SOCIEDADE GESTORA DE PARTICIPAÇÕES SOCIAIS, S.A.

Introduction

This Remuneration Policy for the members of the management and supervisory bodies of Novabase - Sociedade Gestora de Participações Sociais, S.A. (“**Novabase**” or “**Company**”) is set out in compliance with the provisions of article 26-A et seq. of the Portuguese Securities Code, approved by Decree-Law no. 486/99 of 13 November, as amended successively (“**Securities Code**”).

In the case of Novabase, a company with shares admitted to trading on the regulated market of Euronext Lisbon, it must approve and adopt, as legally established, a clear and understandable remuneration policy that promotes Novabase's business strategy, its long-term interests and its sustainability.

The remuneration policy herein set forth also considers the features of the Company, the sectors in which it operates and, in particular, the current context of Novabase that, as disclosed to the market, is currently under an internal process of strategic redefinition and update aiming at the repositioning of the Company in certain sectors, with the ultimate goal of creating more value for the shareholders of Novabase in the medium and long term. This current context requires the Remuneration Committee of the Company to have sufficient space to, within the principles and rules foreseen in this policy and in the applicable law and guidelines, conform the remuneration practices of Novabase with the goals pursued in the context of the strategic redefinition process currently in place.

1. Scope of application

This policy applies to members of management and supervisory bodies of Novabase.

2. Framework of the Remuneration Policy

- 2.1. The remuneration of the members of management and supervisory bodies of Novabase and, in general, the company's Remuneration Policy must be guided and adapted, at all times, to Novabase's business strategy, its long-term interests and goals, as well as the sustainability of this company.
- 2.2. For the purposes of the preceding paragraph, in general terms, the following principles, embodied in the following Clauses of this Policy, must be followed:
 - a) The alignment of the interests of the members of the management body with the interests of the Company shall be promoted, and this can be done through variable remuneration components, including plans based on the company's securities, under the terms provided for in Clause 3;
 - b) Individual performance should be a criterion for determining the variable remuneration component, if applicable, without prejudice to other criteria that may be relevant due to the application of this Policy, including in particular the performance of the Company itself;

- c) In any case, the long-term interests of the Company should be considered, and they should be privileged to avoid possible conflicts with short-term interests that may impact the remunerations;
- d) The international and European context, particularly in the sectors where Novabase group operates, should be considered as parameters of comparison in order to ensure a competitive remuneration for Novabase's corporate bodies, taking into account in particular the situation of the technological sector and the high competition for talent at all levels, especially in the executive staff;
- e) The Remuneration Committee may determine, due to the duties performed, that all or part of a director's variable remuneration, if any, takes place after the clearance of the financial statements corresponding to the entire term of office;
- f) When the performance of the Company is a criterion for determining the variable remuneration, its deterioration may justify, in view of the concrete circumstances, such remuneration to be limited.

2.3. This Remuneration Policy, particularly with regard to executive directors, took into account the employment and remuneration conditions of Novabase employees, to the extent that the remuneration framework of the latter follows, when applicable and taking into account the duties performed and the level of responsibility, certain principles similar to those set out in this policy, such as the use of comparison parameters to ensure a competitive remuneration for Novabase employees and the existence of fixed and variable remuneration components favouring individual and collective performance, thus aiming at a level of consistency and significant internal equity.

3. Remuneration policy for members of the management body

3.1. Remuneration structure

- 3.1.1.** The remuneration of the Board of Directors of Novabase will comprise a fixed component and may also comprise a variable component.
- 3.1.2.** The structure of the remuneration of the members of the management body with executive functions and the structure of the remuneration of the members with non-executive functions must be appropriate to the nature of the management responsibilities taken, in particular, the principles listed in Clause 2.2 must be followed.
- 3.1.3.** Considering the rules set forth in the following clauses, the Remunerations Committee understands that the policy and model of remuneration of the members of the Board of Directors of Novabase:
 - (i) contributes for the corporate strategy of the Company, notably through the definition of financial and non-financial criteria for the attribution of variable remuneration that consider the results of the Company (notably, growth of the business volume and evolution of the net result) framed in the strategic plan of Novabase, as well as the pursuit of Novabase's strategy by the members of the Board of Directors and the implementation of the strategic projects of Novabase group;

- (ii) promotes the long-term interests of Novabase and its sustainability, notably through the setting up of mechanisms for the deferral of the variable remuneration (in cash as well as in the context of the stock option plan over shares of Novabase) and the possibility of, when the performance of the Company is a criterion for determining the variable remuneration, its deterioration justifying, in view of the concrete circumstances, such remuneration to be limited. Such mechanisms intend to discourage the adoption of excessive risks or favouring short-term interests, thus protecting the interests of the shareholders of Novabase and remaining stakeholders;
- (iii) Promotes the sustainability of the Company, notably through the provision of benchmarks to determine the variable remuneration which reflect the economic soundness of the Company and the shareholders' return (such as the total return for the shareholders of Novabase, the growth of the business volume and the evolution of the Company's net result), promoting as well the performance of the company in environmental, social and corporate governance benchmarks, that shall also be taken into consideration when determining the variable remuneration of the members of the Board of Directors.

3.2. Fixed Remuneration

- 3.2.1.** The determination of the fixed remuneration of the members of the management body of Novabase must take into account, on the one hand, the duties performed by each of the members and respective responsibilities and, on the other hand, the market practices for similar duties.
- 3.2.2.** The fixed component of the remuneration of the members of the management body of Novabase must remunerate, among other factors that are considered appropriate by the Remuneration Committee, (i) the know-how and experience of the members taking into account the duties they perform, (ii) the level of responsibility inherent to those duties (in the assessment of the level of responsibility the time dedicated to the office by the member of the Board of Directors and the level of demand imposed by the areas under supervision shall be taken into account), and (iii) where applicable, the management tasks pursued and the performance of its own non-delegable powers.
- 3.2.3.** The fixed remuneration is defined annually by the Remuneration Committee and, unless otherwise decided by the Remuneration Committee, will usually be paid in 12 monthly instalments, without attendance vouchers.

3.3. Variable remuneration

- 3.3.1.** The variable remuneration shall be granted taking into account the duties performed by each member within the management body, and may be granted to executive members of the management body and, if the concerning duties and responsibilities so justify, also to non-executive members, and may be composed of:
 - a) Variable cash remuneration associated, among other factors mentioned below, with the performance of Novabase, being such remuneration determined annually;

- b) Plans based on Novabase securities, namely taking part in the Novabase Stock Option Plan currently in force or in other similar plans that may be approved by the competent corporate bodies, under the terms provided for in Clause 3.3.6 and following.

3.3.2. Variable remuneration in cash

3.3.2.1. The variable remuneration in cash is determined on an annual basis by the Remuneration Committee, in the beginning of each financial year by reference to the performance of the Company and its directors, based on the criteria referred to in the following clauses, during the previous financial year.

3.3.2.2. The determination of the total amount of the variable remuneration must be associated with the performance and appraisal of the members of the management body of Novabase and their duties, as well as with the performance of the Company, based on financial and non-financial criteria that must be in line with the strategic goals of the Novabase group and the business plans approved by the Board of Directors. In particular, the variable remuneration shall be determined based on:

- a) In what respects financial criteria, (i) the total return for Novabase's shareholders (corresponding to Novabase's shares appreciation plus the distributed results) , (ii) the growth of the business volume of Novabase in the context of the strategic plan of the Company, and (iii) the evolution of the Company's net result also in the context of the strategic plan, during the previous financial year, and
- b) In what respects non-financial criteria, (i) the performance of the Company in environment, social and corporate governance benchmarks, which should reflect the fulfilment of goals in such benchmarks to be defined by the Remunerations Committee, and (ii) the qualitative assessment by the Remuneration Committee of the activity carried out by the Board of Directors, especially by the executive directors throughout the year, which should consider the achievement of the corporate strategy of Novabase by the members of the Board of Directors and the implementation of strategic projects of Novabase group, and (iii) the duties of each director.

3.3.2.3. When determining the variable remuneration, the Remuneration Committee shall consider the performance of the Company based on the aforementioned criteria, the collective performance of the Board of Directors and the individual performance of each of the directors, including their contribution for the performance of the Company and of the Board of Directors in the financial and non-financial criteria aforementioned.

The evaluation process by the Remuneration Committee of the applicable criteria will be annual, with regular monitoring, and should be based on concrete information made available to the Remuneration Committee for the monitoring of such criteria.

- 3.3.3.** The variable component of the remuneration aims to acknowledge and reward the contribution of the members of the management body, as well as their performance as a collegial body, for the achievement of Novabase's goals, in line with the overall strategy of the company, as well as with sustainable and adapted performance to the risk of this company.
- 3.3.4.** The payment of part of the total amount of the variable remuneration for a given year must be deferred, under the terms and conditions to be decided by the Novabase Remuneration Committee, and at least half of the variable remuneration must be deferred over a period of three years, in line with Novabase's global strategy and considering its sustainable performance and the alignment of the interests of the members of the management body with the long-term interests of the Company.
- 3.3.5.** This Policy does not foresee mechanisms governing the possibility of requesting the restitution of a variable remuneration paid to the directors of Novabase. Without prejudice, to the extent that Novabase's performance is one of the criteria for determining the variable remuneration of the members of the management body, its deterioration may justify, in view of the concrete circumstances, such remuneration to be limited, under the terms and conditions to be decided by the Remuneration Committee.

3.3.6. Remuneration plans based on securities

- 3.3.6.1.** Novabase currently has a medium / long-term plan for the granting of a variable remuneration, namely, to the members of the Board of Directors of the Company, based on the performance of the Company's shares, approved by a resolution of the General Meeting held on September 26, 2019 ("**Plan**") as well as the regulation of said plan. The terms and conditions of the Plan, including its regulations, are available at the Company's website (<https://www.novabase.pt/en>) The following shall be highlighted:
- (i) Under the Plan, options over shares representing Novabase's share capital may be attributed, these being attributed through resolution by the competent body, on a case-by-case basis and according to criteria to be established by the same, which will be the Remuneration Committee in the case of attribution of options to members of the Board of Directors of the Company.
 - (ii) The attributed options that are exercised by the Plan participants on the respective maturity date or on the 1st anniversary counted as from the respective attribution date as provided for in the Plan, will be settled: (a) in relation to 50% of the options exercised, through the granting of Novabase shares (*net share settlement*), (b) in relation to the remaining 50% of said options, through the granting of Novabase shares (*net share settlement*) or, alternatively, in cash (*net cash settlement*), as chosen by the participant.
 - (iii) Novabase shares corresponding to the options that may be exercised by the participant under the Plan according to the terms of subparagraph (a) above (that is, 50% of the options subject to exercise) will be retained by Novabase for a period of three years from the relevant exercise date, only the ownership

of the same being transmitted to the participant once such period has elapsed and conditioned to the positive performance of Novabase during the same period.

In light of the Plan's rules, in particular the dependency between the number of shares to be attributed or the corresponding amount in cash and the price of Novabase's shares on the relevant exercise dates, as well as the retention by Novabase of the shares corresponding to the options exercised by the participants for a period of three years, it is understood that the Plan takes into account and contributes to the Company's business strategy, its long-term interests and its sustainability.

- 3.3.6.2. Without prejudice to the aforementioned Plan, which is currently in force, the variable remuneration of the management body may consist of other plans based on Novabase securities that may be approved by the relevant corporate bodies (which may include, in particular, plans for the attribution of shares, options over share, restricted stock, phantom shares, among others, under legal terms). The attribution of variable remuneration to the members of the Board of Directors through this type of plans shall be based on financial and non-financial criteria that promote the alignment of this variable remuneration component with Novabase's business strategy, its long-term interests and the sustainability of the Company, thus preventing risky behaviour or based on short-term interests by the management, including the criteria set forth in Clause 3.3.2 and following relating to the determination of the variable remuneration in cash.

3.4. Bonuses and other benefits

In addition to the provisions of Clause 6, members of the management body of Novabase may be granted non-cash complementary benefits, under the terms and conditions to be decided by the Remuneration Committee, which may include, in particular, insurance (health, life, D&O and occupational accidents, including during travel), vehicle and cell phone availability, among other non-cash benefits whose granting may be decided by the Remuneration Committee.

The non-cash complementary benefits currently granted to the members of the management body do not have a relevant weight in their remuneration, representing less than 10% of the total remuneration cost.

4. Remuneration policy for members of the supervisory body

- 4.1. The remuneration of the members of the Audit Board of Novabase must be structured in such a way as to allow the alignment of their interests with those of the Company, following a rigid model insofar as it should consist of a fixed annual remuneration and in line with the market practice except when circumstances arise that justify a solution different from market practices.
- 4.2. The remuneration of the members of the Audit Board of Novabase is determined annually by the Remuneration Committee based on the principles and rules set out in the Clause above.

- 4.3. In addition to the respective fixed remuneration under the terms described above, the granting of bonuses or other benefits to the members of the Audit Board of Novabase is not foreseen.
- 4.4. The Novabase Statutory Auditor or Audit Firm must be remunerated in accordance with normal market remuneration practices and conditions for the type of services in question, in accordance with the service agreement to be executed with the same. A proposal must be submitted by the Novabase Audit Board for this purpose.

5. Contracts or agreements with the members of the management and supervisory bodies of Novabase

- 5.1. There are currently no contracts or agreements with members of the management or supervisory bodies of Novabase.
- 5.2. Since this issue is already governed by law, there is no rule determining the granting to Novabase directors of any right to compensation in addition to that provided for in the law, and no general prohibition is set out, preventing Novabase to establish such compensations in the future, if and when it sees fit.
- 5.3. Regarding the members of the supervisory body of Novabase, there is also no provision for the granting of any right to compensation in addition to that provided for in the law.

6. Supplementary pension or early retirement schemes

The terms and conditions for carrying out retirement supplements (“*complementos de reforma*”), as well as their application to benefits to be granted and to benefits contracted in accordance with such terms and conditions, are as follows:

- a) Granting to the directors of retirement supplements that may be associated with the fixed component and / or the variable component of the remuneration, as decided by the Remuneration Committee, namely through the channelling of funds granted to such directors, related to the fixed remuneration and / or the variable remuneration, to top up the insurance contributions that are in force at Novabase in replacement of the payment of part of those remunerations;
- b) The value of the supplement shall be equivalent to the accrued amount of the life pensions acquired through the continuous premiums paid, plus the revaluations granted during the applicable formation period, according to what is negotiated with the relevant insurance company;
- c) Financing through the payment of premiums by Novabase regarding the relevant insurance policy, as defined by the Remuneration Committee;
- d) As an alternative to the pension supplement provided for above, the director may choose to redeem the accrued capital, under the terms and within the limits provided for by law;
- e) Under the terms and within the limits established by law, beneficiaries of the right to reimbursement of the accrued capital may be appointed in the event of death of the director before he / she transits to retirement;

- f) Other terms and conditions to be defined by the Remuneration Committee in conjunction with the Board of Directors.

7. Approval, entry into force, amendments and prevention of conflicts of interest

- 7.1. This Policy was prepared by and subscribed by all members of the Novabase Remuneration Committee in order to be submitted to the General Meeting of the company to be held on May 25, 2021, taking effect on the date of its approval by the General Meeting.
- 7.2. The supervision and monitoring of the implementation and compliance with this Policy must be carried out, throughout each fiscal year, by the Novabase Remuneration Committee, which must be independent from the management and supervisory bodies in order to avoid any conflicts of interest.
- 7.3. The members of the management and supervisory bodies as such are prevented from voting on any resolutions of the governing bodies that concern, or are related, to their own remuneration.
- 7.4. Without prejudice to the provisions of clause 8, under the terms and for the purposes of article 26-F, paragraph 2 of the Securities Code, this Remuneration Policy is in force until the General Meeting of Novabase approves a new remuneration policy.
- 7.5. Without prejudice to the provisions of the following Clause, the review of this Remuneration Policy and any amendments thereto shall be made by the Remuneration Committee of Novabase and are subject to resolution by the General Meeting of the company.

8. Temporary derogation of the Remuneration Policy

- 8.1. Novabase may temporarily derogate the Remuneration Policy if such derogation is needed, exceptionally, to serve long-term interests and its sustainability or to ensure its viability, under the terms and for the purposes of article 26-D of the Securities Code.
- 8.2. The derogation of the Remuneration Policy under the terms provided for in this clause 8 shall be decided by the Remuneration Committee of Novabase.

9. Publication

This Policy is published on Novabase's website and must remain available to the public, free of charge, at least while it is in force, and must also mention the date of the General Meeting at which it was approved, as well as the voting results.