

# MULTILASER INDUSTRIAL S.A.

## MANAGEMENT COMPENSATION POLICY

### 1. PURPOSE, SCOPE AND REFERENCES

1.1. This Management Compensation Policy ("Policy") defines the objective, guidelines, and rules for determining executive officers' compensation, including members of the non-statutory Executive Board, Board of Directors, and Committees created by the Board of Directors (jointly, for the purpose of this Policy, "Managers") of Multilaser Industrial S.A. ("Company"). The members of the Fiscal Council, if and when installed, shall have their compensation defined by the general shareholders' meeting, according to the applicable law.

1.2. The references to this Policy are (i) the corporate governance rules of the Company's Bylaws; (ii) the Company's Code of Conduct; (iii) Law 6,404, of December 15, 1976, as amended ("Brazilian Corporation Law"); (iv) the Brazilian Code of Corporate Governance for Publicly Held Companies ("CBGC"); and (v) the Regulation of the Novo Mercado Listing Segment of B3 S.A. – Brasil, Bolsa, Balcão ("Novo Mercado Regulation").

### 2. PURPOSE AND GUIDELINES

2.1. The purpose of the Company's Compensation Policy is to make Management compensation an effective tool to attract, motivate, and retain the best professionals in the market to manage the Company.

2.2. Management compensation must be aligned with the Company's strategic objectives, with a focus on its continuance and long-term value creation.

2.3. The compensation of the Executive Board, statutory or non-statutory, must be approved by the Board of Directors through a formal and transparent procedure, so that management compensation:

- (a) values meritocracy, recognizing the effort and distinguished skills of the people who bring results for the Company, without, however, compromising the internal balance and sense of teamwork;
- (b) offers compensation standards compatible with the responsibilities of each position to recognize different levels of ability to impact the Company's results;
- (c) considers the costs and risks involved; and
- (d) is associated with results, with medium- and long-term goals clearly and objectively related to the creation of economic value for the Company in the long term.

2.4. The compensation and incentive structure of the Executive Officers, statutory or non-statutory, shall be aligned with the risk limits defined by the Board of Directors, forbidding the same person to control the decision-making process and its respective supervision. No one should decide about his/her own compensation.

### **3. RESPONSABILITIES AND PROCEDURES**

3.1. The Company's Board of Directors is responsible for the implementation, oversight, and periodic review of this Policy.

3.2. The Board of Directors will periodically evaluate whether the Policy is aligned with market prices to identify significant inconsistencies regarding similar companies and analyze the necessary adjustments and revisions.

3.3. The Management compensation package may be reviewed as part of the Managers' evaluation process, as provided in the Policy for Appointing Management Members.

3.4. To ensure alignment with market practices and maintain the ability to attract, motivate, and retain the best professionals, the Company intends to periodically conduct market research and studies comparing its practices with those of companies of similar size and sector. These works shall be performed by an independent consulting firm and the findings shall be submitted to the Board of Directors with the appropriate recommendations.

3.5. Based on this Policy, the Board of Directors shall design the Management Proposal for management's overall annual compensation to be submitted for approval by the general shareholders' meeting, under article 152 of Brazilian Corporation Law.

3.6. The Board of Directors shall be responsible for, at its discretion, defining the individual compensation of the members of the Board of Directors and Committees, as well as the individual compensation of the Executive Officers, within the overall limit of management compensation approved by the general meeting.

3.7. Information on Management compensation shall be provided in the Company's Reference Form, following the structure adopted in that document, namely (i) annual fixed compensation (compensation for management services rendered or salary and direct or indirect benefits); (ii) variable compensation; (iii) termination benefits, (iv) post-employment benefits; and (iv) share-based compensation, including options.

### **4. COMPENSATION OF STATUTORY AND NON-STATUTORY EXECUTIVE OFFICERS**

#### **4.1. Annual fixed compensation**

4.1.1. The annual fixed compensation is the main and fundamental item of Management compensation, and shall especially be based on the position and responsibilities performed at the Company, as well as on individual experience, and is composed of:

- (a) Compensation for management services rendered or Salary: the Company's statutory and non-statutory Executive Officers shall receive monthly compensation for management services rendered or salary, defined according to individual negotiation, guided, among others, by salary surveys of the segment of activity of the Company, subject to this Compensation Policy.
- (b) Benefits (direct and indirect): the Company's statutory and non-statutory Executive Officers may be eligible for the following benefits (i) Educational Assistance; (ii) Healthcare Plan; (iii) Meal Voucher; (iv) Life Insurance; and (v) Directors' Liability Insurance (D&O Insurance).

#### **4.2. Variable compensation**

4.2.1. The variable compensation is a discretionary item of compensation that allows the Company to offer additional pay to Executive Officers for their performance and behavior while reflecting the Company's profitability and financial condition.

4.2.2. The Executive Officers may be eligible for bonuses, profit sharing, or exceptional bonuses, among other types of variable compensation, which will be granted at the Company's discretion, under the terms and conditions of the internal policies defined by the Board of Directors.

4.2.3. The methodology for defining variable compensation shall be annually reviewed to ensure alignment with the purpose and guidelines of this Policy.

#### **4.3. Post-employment benefits**

4.3.1. The Company may grant a pension plan to the Executive Officers, in which the modalities, among other benefits, shall be defined by the Board of Directors.

#### **4.4. Termination benefits**

4.4.1. After termination of the Executive Officers' term of office, the Board of Directors may, at its discretion, grant specific termination benefits to such Executive Officers.

#### **4.5. Share-based compensation, including options**

4.5.1. The Executive Officers may also be eligible to participate in long-term incentive plans with share-based compensation, including options or other types of instruments defined by the Company.

4.5.2. The design of long-term, share-based compensation aims to generate concrete incentives to attract, motivate, and retain the Executive Officers, as well as align their interests to the interests of shareholders and the Company's strategic objectives, to maximize the creation of value in the long term.

4.5.3. Long-term incentive plans with share-based compensation, including options or other types of instruments defined by the Company, will be ruled by specific documents to be submitted for approval by the shareholders at a general meeting.

## **5. COMPENSATION OF BOARD OF DIRECTORS' AND COMITEES' MEMBERS**

### **5.1. Annual fixed compensation**

5.1.1. The annual fixed compensation is the basic item of the members of the Board of Directors and Committees, and is composed of:

- (a) Compensation for management services rendered: the members of the Board of Directors and Committees shall receive monthly compensation for services rendered, defined according to individual negotiation, determined, among others, by the time dedicated to the duties, skills, and professional reputation, and the value of the services of each member in the market, as well as by compensation surveys of the sector of activity and companies of similar size to the Company, subject to this Compensation Policy.
- (b) Benefits (direct and indirect): The Company may refund expenses incurred by the members of the Board of Directors and Committees with travel, lodging, meals, and/or other expenses related to attendance at specific meetings and that contribute to assisting the Company's practices, upon receipt of proof of such expenses by the Board member. Moreover, the members of the Board of Directors and Committees are covered by the Directors' Liability Insurance (D&O Insurance).

### **5.2. Variable compensation**

5.2.1. The members of the Board of Directors and Board Committees will not be entitled to variable compensation.

### **5.3. Termination benefits**

5.3.1. The members of the Board of Directors and Board Committees will not be entitled to termination benefits.

### **5.4. Post-employment benefits**

5.4.1. The members of the Board of Directors and Board Committees will not be entitled to post-employment benefits.

### **5.5. Share-based compensation, including options**

5.5.1. The members of the Board of Directors and Board Committees may also be eligible to participate in long-term incentive plans with share-based compensation, including options or other types of instruments defined by the Company.

5.5.2. The design of long-term, share-based compensation aims to generate concrete incentives to attract, motivate, and retain the members of the Board of Directors and Board Committees, as well as align their interests to the interests of shareholders and the Company's strategic objectives to maximize the creation of value in the long term.

5.5.3. Long-term incentive plans with share-based compensation, including options and other types of instruments defined by the Company, will be ruled by specific documents to be submitted for approval by the shareholders at a general meeting.

#### **5.6. Compensation of Board of Directors' or Committees' members who are also members of the Executive Board**

5.6.1. Board of Directors members who are also members of the Executive Board, statutory or non-statutory, shall be exclusively entitled to compensation received as an Executive Officer.

5.6.1.1. The cumulation of positions between the Chair of the Board of Directors and the Company's Chief Executive Officer is prohibited, under B3's Novo Mercado Regulation.

#### **5.7. Compensation of Committee members who are also members of the statutory or non-statutory Executive Board or Board of Directors**

5.7.1. Committee members, statutory or non-statutory, who are also members of the Board of Directors or Executive Officers, statutory or non-statutory, shall not be entitled to any increase in compensation for management services rendered or other items of compensation due to their participation in the Committees.

### **6. MISCELLANEOUS**

#### **6.1. Non-existence of interference in the Employment Relationship or Permanence in the Office**

6.1.1. None of the provisions contained in this Policy shall be interpreted as a creation of rights to Executive Officers, members of the Board of Directors, members of the Committees, or other Company employees, or as granting the right to remain as employee, Executive Officer, member of the Board of Directors, or member of the Committee, or somehow to interfere in the Company's right to terminate the relationship with any person at any time, under the conditions defined in law and the employment contract.

6.1.2. Moreover, this Policy shall not grant any Executive Officer, member of the Board of Directors, or member of a Board Committee the right to remain in office until the expiration of their terms of office, or to interfere in the Company's right to remove them or ensure them the right to be reelected to the office.

#### **6.2. Changes**

6.2.1. The Company also reserves the right, at any time, to revise, change, alter, or revoke this Policy, especially in the event of any essential or relevant changes to the laws or regulations applicable to the Company.

## **7. EFFECTIVENESS**

7.1. This Policy was approved by the Board of Directors, is effective as of today, and can only be changed by a resolution of the Company's Board of Directors.

São Paulo, May 11, 2021.

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