



## M&Z plc (the “Company”)

# Remuneration Policy for Directors

The principles of the Company’s Remuneration Policy for Directors (the “Policy”) reflect a sound governance process, regulatory compliance as well as sustained and long-term value creation for the Company’s shareholders.

### 1. Introduction

- 1.1 Directive 2017/828 of the European Parliament and of the Council of 17 May 2017, amending Directive 2007/36/EC, as regards the encouragement of long-term shareholder engagement (the “**Shareholder Rights Directive II**”) among other objectives, seeks to enhance shareholder engagement and encourage listed entities to adopt a long-term and sustainable view in the conduct of their affairs. Following the transposition of the Shareholder Rights Directive II into the Capital Markets Rules in July 2019, the Company is setting out its remuneration policy (the “**Remuneration Policy**”) in the form prescribed by Chapter 12 of the Capital Markets Rules.
- 1.2 This Policy has been approved by the Board of Directors of the Company (the “**Board**”) on 27 May 2022 and ~~was first~~ be put to a binding shareholder vote at the 2022 Annual General Meeting (the “**AGM**”) of the Company. ~~Following attainment of shareholder approval on 24 June 2022, the Policy became effective from the date of the said AGM for a maximum period of 4 years. The Policy, as revised, shall be put to a binding shareholder vote at the 2026 Annual General Meeting and, subject to reattaining shareholder approval the Policy shall become effective for a further period of 4 years.~~

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### 2. Scope

- 2.1 This policy determines the basis for remuneration of all members of the Board. Accordingly, for the purposes of the policy, the term “director” means any member of the Board including both executive directors and non-executive directors of the Company and includes the ~~Chief Executive Officer (previously referred to as the Managing Director).~~
- 2.2 The Policy defines the principles and guidelines that apply to both fixed and variable remuneration, including all bonuses and benefits, which can be awarded to directors and, in the case of variable remuneration, indicates the relative proportion between fixed and variable components.
- 2.3 It is the Company’s overall intention that the implementation of this policy will constitute an adequate measure to attract and retain suitable people, calculated to provide the Company with the appropriate skills, technical knowledge experience and expertise both for the determination of policies and strategies of the Company as well as the supervisory role of the Board.
- 2.4 It has long been the philosophy of the Company to split remuneration of the majority of employees into

**Deleted:** The current operational set-up of the Company does not contemplate the necessity of a chief executive officer or deputy chief executive officer. Should this change the Remuneration Policy shall be amended accordingly.

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two components consisting of (i) a fixed salary plus overtime (if/when due) and (ii) a performance bonus component based on the monthly performance of the Company or the business portfolio that may be assigned to the individual concerned from time to time. This performance bonus system has proved to be efficient and beneficial in motivating staff across the Company.

### **3. Board Remuneration - General**

- 3.1 The Board strives to ensure that the Directors' remuneration takes into consideration Board members' required competencies, skills, effort and scope of the Board's role including the number of meetings and the preparation required by Directors to attend and actively contribute during meetings. Due consideration is also given to market demands, the size of the Company and the complexity of its business as well as to the directors' responsibilities.
- 3.2 The aggregate emoluments of all directors are from time to time determined by the Company in general meeting. Accordingly, it is the shareholders that determine the aggregate amount of remuneration that the Directors may receive in any one financial year. This policy is intended to determine the principles upon which those aggregate emoluments are distributed amongst the directors.
- 3.3 The Directors may also benefit from non-cash benefits, such as, but not limited to, health insurance and other insurance schemes; reimbursement of out-of-pocket expenses incurred by them in attending to business of the Company including meetings of the Directors or other committee or general meetings of the Company. In addition, the Directors also benefit from Company discounts on products and services of the Company as the Board may from time to time determine.
- 3.4 The Board is of the view that, based on the management and operational structure of the Company, fixed remuneration is appropriate for the Non-Executive Directors, whilst the Executive Directors are to be provided a combination of both fixed and annual performance-based remuneration.

#### ***Non-executive Directors***

- 3.5 The Company's policy currently does not contemplate the payment of any variable remuneration to any of its non-executive Directors. Each of the non-executive Directors receive the same fixed remuneration for their respective duties as directors, other than in the cases referred to in 3.6 and 3.7 below.
- 3.6 The Chairman of the Board receives a different fixed fee commensurate with the added responsibilities of the role of the Chairman.
- 3.7 In addition to the fixed remuneration, non-executive Directors who are also appointed as members of one of the committees established by the Board shall be entitled to receive additional compensation for the work performed on such committees. Such compensation shall be fixed and shall be determined by the Board from time to time within the limit of the aggregate emoluments which are approved by Shareholders in a general meeting.
- 3.8 The basis upon which such remuneration is paid shall take into account the skills, experience, technical knowledge that members of such committees require and the responsibility which such directors are to take in the context of the committees on which they sit, including whether a member is a chair of a committee or a member.
- 3.9 Non-executive Directors are not offered any share-based remuneration nor paid any benefits linked to the termination of their office and they do not benefit from any pension or early retirement schemes by virtue of their office.

### Executive Directors

- 3.10 The Executive Directors of the Company are the ~~Chief Executive Officer (formerly the Managing Director)~~ and all other Directors of the Company who are actively involved in the day-to-day management of the Company. In this context the Company's guiding policy is that their remuneration ought to reflect primarily their executive positions within the Company taking into account their competence, technical knowledge, experience and expertise in discharging their executive functions within the Company. Their role on the Board is therefore considered as primarily a consequence of their executive office in the Company.
- 3.11 Over the years, a combination of fixed and variable remuneration has delivered tangible results in attracting and retaining suitable executives and staff having the credentials, competence, skills, qualities and expertise to fulfil their duties according to the highest standards. Accordingly, the Company feels it would be prudent to adopt a similar mix of fixed and variable remuneration for certain Executive Directors, as deemed appropriate by the Board.
- 3.12 The Executive Directors receive a fixed fee as remuneration for their respective duties as directors in addition to a fixed monthly salary as remuneration for their employment as company executives. The remuneration package of certain Executive Directors (to be determined by the Board from time to time) may also include a variable component (as part of their monthly salary) in the form of a monthly performance bonus, in line with the Company's employee remuneration policy as described in 2.4 above.
- 3.13 Where applicable, a) the link fixed and variable remuneration shall be appropriate and reasonable as determined by the Board from time to time; and b) the variable component payable to each Executive Director shall not exceed 50% of their overall remuneration.
- 3.14 Executive Directors are not offered any share-based remuneration nor paid any benefits linked to the termination of their office and they do not benefit from any pension or early retirement schemes by virtue of their office.
- 3.15 Executive directors shall not receive remuneration for board assignments in the group's subsidiaries and associated companies.

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### Fixed remuneration of Executive Directors

- 3.16 Fixed remuneration constitutes compensation for a committed work contribution at a high professional level that ultimately aims to create added value for the Company's customers, shareholders, and employees.
- 3.17 The fixed remuneration of executive directors shall be based on the executive director's competence, experience, and performance. Salaries are reviewed yearly.

### Variable remuneration of Executive Directors

- 3.18 The variable bonus component payable to individual Executive Directors shall be determined in line with these policy principles, market circumstances at the applicable time and shall be agreed contractually in each of their employment contracts.
- 3.19 The variable component is subject to risk-adjusted indicators, the performance of the Company the on-going contribution of the individual and the level of responsibility attached to the position that shall be aligned to the achievement of strategic objectives and the delivery of value to shareholders.
- 3.20 The variable performance-based component of Executive Directors remuneration is determined on a number of key performance Indicators ("KPIs") against which the achievements of said executive are

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measured. These targets are intended to incentivise the delivery of the Company's business plan, financial objectives and other goals and shall be determined by the Board from time to time taking into consideration the state of affairs of the Company. These could include but shall not necessarily be limited to liquidity levels, EBIDTA goals, project realisation and results. As regards the financial performance the Board shall evaluate the attained outcomes against the relative pre-determined targets. The assessment of non-financial criteria on the other hand would be carried out by the Board considering the subjective performance of each executive director.

3.21 No deferral periods or the possibility of the Company reclaiming variable remuneration shall apply.

#### 4. Duration

4.1 The Directors are appointed on the Board of Directors either by the Shareholders in a general meeting or by letter addressed to the Company by qualifying Shareholders. In either case, unless appointed or elected for a longer or shorter period, Directors shall hold office until the conclusion of the next annual general meeting provided that an appointment cannot exceed a term of three (3) years, subject to a director's automatic eligibility for re-appointment, without the need for nomination.

4.2 In terms of the Director service contracts, Directors are appointed from one annual general meeting to the next, unless appointed or elected for a longer or shorter period and subject to a maximum term of three (3) years, renewable for further terms of up to three (3) years at the relevant annual general meeting at which their term expires.

#### 5. Implementation and Revision of Policy

5.1 The Board is tasked with keeping the remuneration policies for directors under review and considers whether such policies require revision or updating in line with market demands and the Company's strategy with a view to ensuring that the Company's Board attracts and in the case of existing directors, retains, suitable members that provide the collective skills and experience required for the proper functioning of the Board.

5.2 If the Board determines that the policy requires revision or updating it shall seek their approval at the next annual general meeting.

5.3 The Policy shall be reviewed regularly, and any material amendments thereto shall be submitted to a vote by the general meeting before adoption, and in any case at least every four (4) years.

5.4 The Remuneration Policy of the Company shall be available on the Company's website on [mz.com.mt/agm-2026/](http://mz.com.mt/agm-2026/)

Dated ~~[3 June] 2026~~

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#### Version Control

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Version number	Purpose / Change	Date of Board approval	Date of shareholder approval
1.	Initial creation	27 May 2022	24 June 2022
<del>2.</del>	<del>Updates and Statutory 4-year review and approval</del>	<del>[17 April] 2026</del>	<del>[3 June] 2026</del>

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