



REMUNERATION POLICY

OF MEMBERS OF THE MANAGEMENT BOARD AND MEMBERS OF THE SUPERVISORY BOARD OF CCC S.A.

(consolidated text after changes adopted by the resolution of the Ordinary General Meeting
No. 17/OGM/2021 of 22 June, 2021 and after changes adopted by the resolution of the Ordinary General Meeting
No. 27 OGM/2022 of 15 June, 2022)

Subject:	CCC S.A.
Address:	Strefowa Street 6 , 59-101 Polkowice District Court for Wrocław-Fabryczna in Wrocław, IX Commercial Division of the National Court Register
Court of Registration:	0000211692
National Court Register number /KRS/ number:	692-22-00-609
Taxpayer Identification Number /NIP/:	390716905
Business ID /REGON:/	

I. Preliminary provisions

1. Legal basis

The General Meeting of the company CCC S.A., based in Polkowice (hereinafter: **the "Company"**, **"CCC"**), acting on the basis of Article 90c-90f of the Act of 29 July 2005 on Public Offering and the Conditions for Introducing Financial Instruments to the Organized Trading System and on Public Companies (Journal of Laws of 2019, item 623, as amended). - hereinafter referred to as the **"Act on Public Offering"**, adopts this remuneration policy for members of the Management Board and the Supervisory Board (**"Remuneration Policy"**, **"Policy"**).

The aforementioned provisions of the Act on Public Offering entered into force pursuant to the Act of 15.11.2019 amending the Act on Public Offering and the Conditions for Introducing Financial Instruments to the Organised Trading System and on Public Companies and certain other Acts (Journal of Laws of 2019, item. 2217), which implements Directive 2017/828 of the European Parliament and of the Council (EU) of 17 May 2017 amending Directive 2007/36/EC as regards encouraging long-term commitment of shareholders (Official Journal of the EU L 132 of 20 May 2017) (hereinafter: **"the Directive"**) into the Polish legal order.

2. Objectives for implementation of the remuneration policy

The remuneration policy is introduced due to the key role played by members of the Management Board and Supervisory Board in the Company. It aims to contribute to the implementation of the Company's business strategy, its long-term interests and the stability of the Company, inter alia, by motivating the members of the above mentioned bodies to work effectively for the benefit of the Company, encouraging their long-term cooperation and linking the interests of the Management Board members with the interests of the Company.

3. Principles of Policy preparation

The policy has been drawn up in accordance with the principles of clarity and transparency.

This Remuneration Policy has been prepared on the basis of existing financial and accounting data, taking into account the current situation of the Company and its development plans.

The draft Policy prepared by the Management Board has been reviewed by the Supervisory Board and presented to the shareholders during the Ordinary General Meeting on 24 June 2020. The shareholders positively commented on the content of the proposed Policy and adopted a resolution on its adoption.

The policy is valid from 24 June 2020. i.e. the date of adoption of the aforementioned resolution of the General Meeting and its entry into force (**"Resolution"**).

II. Remuneration of the Management Board and Supervisory Board members

The amount of remuneration of the members of the Management Board and the Supervisory Board should be sufficient to acquire, maintain and motivate people with competences necessary for proper management and supervision of the Company.

When determining the remuneration of the members of the Management Board and the Supervisory Board, the amount of work necessary for the proper performance of the functions of individual members of the

above mentioned bodies, the scope of duties, responsibilities and competences related to the performance of these functions is taken into account.

The amount of remuneration corresponds to the size of the company and remains in a reasonable relation to the economic results of the Company.

In order to improve the quality and efficiency of work of the members of the Management Board, their remuneration is determined taking into account the motivational character and effective and smooth management of the Company, therefore it consists of fixed elements (basic remuneration) and variables (cash bonuses).

Remuneration consists of:

- fixed components of remuneration, including additional cash and non-monetary benefits;
- variable remuneration components (in the case of Management Board members);
- benefits arising from participation in Incentive Schemes created by the Company and its subsidiaries, consisting in granting the right to acquire shares in CCC S.A. itself, as well as in its subsidiaries (hereinafter "Incentive Programs").

1. Description of fixed and variable components of remuneration, as well as other cash and non-monetary benefits that may be granted to members of the Management Board and Supervisory Board

1) Fixed components of remuneration

The fixed remuneration is set at a level appropriate to the tasks entrusted to individual persons and related responsibilities, and takes into account the performance of additional functions, such as work in internal committees of the Supervisory Board.

1. Appointment fees

Management Board members receive basic remuneration for their appointment, paid in cash by the 10th day of each month (in arrears), in the amount determined by a resolution of the Supervisory Board.

The amount of monthly remuneration for appointment may differ between individual members of the Management Board due to their functions.

A member of the Management Board shall not be entitled to remuneration for the period during which he or she is suspended in the performance of his or her function.

The Supervisory Board members receive basic remuneration for their appointment, paid in cash by the 10th day of each month (in arrears), in the amount determined by a resolution of the General Meeting. No remuneration is payable for a given month if a Supervisory Board member has not participated at least once in that month for unjustified reasons in a properly convened meeting of the body.

The amount of basic monthly remuneration may vary between individual Supervisory Board members due to their functions.

2. Remuneration for additional functions in a separate committee

A member of the Supervisory Board performing an additional function in a separate committee shall receive additional fixed remuneration in the amount determined by a resolution of the General Meeting.

The amount of the above mentioned monthly additional remuneration may vary between the individual members of a given committee due to the functions they perform on that committee.

This remuneration is payable together with the basic remuneration referred to in point 1 above by the 10th day of each month (in arrears), provided that it is indicated in the above point.

3. Additional cash and non-monetary benefits

Additional benefits received by the members of the Management Board and the Supervisory Board may include, among others, the following

- private medical care, including for family members,
- the use of company cars for private purposes and covering their costs,
- the use of company telephones and other electronic devices for private use and covering the costs of their use,
- Financing of training, courses and studies, including postgraduate studies (in Poland and abroad),
- private security,
- covering the costs of the business apartment/subsistence,
- a package of additional health, property and personal insurance, including third party liability insurance for persons managing companies (D&O).

2) Variable components of remuneration

1. The members of the Management Board are granted variable remuneration components in the form of:
 - a) **Individual short-term bonus** - on the basis of individual short-term objectives, awarded for the first and second half **of the** year, the basis for determination of which will be **four times the monthly remuneration** to which a given member of the Management Board is entitled, payable for the second half of the year by 31 March and for the first half of the year by 30 September, respectively.
 - b) **Short-term team bonus** - based on short-term goals, common to the entire Management Board, awarded for annual periods, the basis of which will be **four times the monthly remuneration** to which a given member of the Management Board is entitled, payable by 31 March.
 - c) **Long-term bonus** - based on the increase in the value of CCC S.A. (understood as an increase in the share price), granted to each member of the Management Board for:
 - (1) First period from 1 January 2020 to 31 July 2021 and calculated as 100,000 x the difference between the average price of the Company's shares in the second quarter of CCC S.A. 2021 (from 1 May 2021 to 31 July 2021) and the issue price of series I and J shares, (the base price of the first period),
 - (2) Second period from 1 August 2021 to 31 July 2024 and calculated as 100,000 x the difference between the average price of the Company's shares in the second quarter of CCC SA's financial year 2024 (i.e. from 1 May to 31 July 2024) and the average price of the Company's shares in the second quarter of CCC SA's financial year 2021 (the base price of the second period);
2. The amount of the cash bonus referred to in points 1(a) and 1(b) shall depend on the extent to which the objectives are achieved, whereby:
 - a) the bonus is granted if the targets are met at a minimum of 80%;
 - b) The Supervisory Board shall fix the short-term bonus up to a maximum of 120% of the value of the basis referred to in paragraphs 1 a) and 1 b) above.

3. The objectives referred to in points 1(a) and 1(b) shall be set out in objective charters, a model of which is annexed to this Policy.
4. The objectives are approved by the Supervisory Board by means of a resolution adopted by 31 March for the first half of the year and by 30 September for the second half of the year for the individual short-term bonus and by 31 March for the team short-term bonus.
5. The long-term bonus referred to in paragraph 1 c) (1) for the first period will be paid in 2 equal parts by 31 August 2021 and 30 November 2021 respectively.
6. The long-term bonus referred to in paragraph 1 c) (2) for the second period will be paid in 2 equal parts by 30 September 2024 and 30 November 2024 respectively.
7. The long-term bonus is not eligible in the event of:
 - a) dismissal of the member of the Management Board by the Supervisory Board before the expiry of half of the period for which he/she is awarded or expiry of his/her term of office for whatever reason;
 - b) failure to appoint an existing member of the Management Board for a further term of office before the expiry of half of the period for which it is granted.
8. If a member of the Management Board resigns from the post to which he or she was appointed, the long-term bonus referred to in point 1(c) shall not be payable.
9. The long-term bonus referred to in point 1 c) will be paid in proportion to the period of office held by the Board member concerned in the event of:
 - a) dismissal of the member of the Management Board by the Supervisory Board or expiry of the mandate after half of the period for which it is awarded;
 - b) failure to appoint an existing member of the Management Board for a new term of office after the expiry of half of the period for which it is granted;
10. In the event that a new member of the Management Board is appointed during the relevant long-term bonus settlement period, the decision to grant the right referred to in point 1 c) shall be taken by the Supervisory Board.
11. The decision to grant bonuses to members of the Management Board is taken by the Supervisory Board.
12. The individual short-term bonus and the team short-term bonus are paid in cash.
13. The long-term bonus referred to in 1 c) may, based on a decision of the Supervisory Board, be settled in shares of the company in the event that the general meeting of shareholders passes a resolution on a conditional share capital increase linked to the issue of subscription warrants to be offered to the members of the management board in order to settle such bonus.
14. If the Supervisory Board adopts a decision on the settlement of the long-term bonus in shares:
 - a) the company will offer, free of charge, to each of the eligible directors subscription warrants entitling them to subscribe for 100,000 shares in the company at an issue price equal to the base price of the first or second period respectively;
 - b) The warrants will be offered until 30 September 2021 or 30 September 2024, respectively;
 - c) The warrants will entitle the holder to subscribe for shares in the company at a price equal to the base price of the first or second period from 1 November 2021 or 1 November 2024 for a period of 18 months.
 - d) The warrants will not be transferable by operation of law;

15. The members of the Supervisory Board do not receive variable remuneration due to the nature of the functions performed by the members of this body.

2. Award criteria for variable remuneration components

1) Financial results

A. Performance criteria

The amount of variable remuneration components depends on the degree of implementation of the assumed financial goals, among others, in the scope of profitability and financial result of the Company.

B. Methods used to determine the extent to which the financial criteria are met

The determination of the extent to which individual financial criteria are met is based on the financial data presented by the Company in the separate or consolidated financial statements for the relevant period covered by the criterion or from financial and management accounting systems.

2) Non-financial performance

A. Non-financial performance criteria

These criteria include fulfilment of the tasks assigned individually or as a team to all members of the Management Board by the Supervisory Board resulting from the business strategy adopted by the Company, not based directly on financial criteria, in particular on strategic tasks corresponding to the current situation of the Company; including corporate social responsibility.

B. Methods used to determine the extent to which non-financial criteria are met

The determination of the extent to which individual non-financial criteria are met is based on data published by the Company in its annual non-financial report or contained in other documents and non-financial reports of the CCC Group.

- 3) The Supervisory Board is competent to specify the above criteria, under the authority of the General Meeting. Such authorisation shall include, in particular, the definition:

- a. specific tasks and objectives, consistent with the business strategy adopted by the Company in force during a given period;
- b. specific criteria appropriate for measuring the fulfillment of the above mentioned tasks and objectives, among those listed in the Remuneration Policy or similar, financial criteria and non-financial for each task and objective, to determine the extent to which the achievement of the objective/objective qualifies for a corresponding variable remuneration component; the criteria should be set in such a way that the expected performance is achievable while providing incentives to achieve long-term objectives and improve the business situation of the Company.

- 4) The criteria indicated in points 1 and 2 above should be clear, comprehensive, differentiated, and objective and measurable. Thus, on their basis, it will be possible to establish variable components of the remuneration of the members of the Management Board in such an amount and configuration that such remuneration meets its basic motivational goals, encourages long-term commitment to the Company and attracts reliable and highly qualified persons to the Company.

3. Proportion of fixed and variable remuneration

The Company shapes the remuneration system so that the share of variable remuneration is between 65% and 150% of the fixed remuneration (excluding the long-term share-based bonus).

4. One-off / extraordinary remuneration

The Company allows for one-off payments to members of the Management Board, granted, in extraordinary circumstances, which do not constitute remuneration for performing functions or providing services to the Company.

Among the benefits of this type may include, among others:

- 1) severance pay related to the termination of cooperation, including retirement and disability benefits,
- 2) bonuses paid once at the beginning of a cooperation (*sign-on fee*) or for the purpose of *retaining* a given member of the body (*retention bonus*),
- 3) compensation for relocation/removal due to taking up or changing positions.

The granting of one-off/additional remuneration is based on a resolution of the Supervisory Board.

5. Remuneration received from other CCC Group entities

Members of the Management Board, with the consent of the Supervisory Board, may establish cooperation on the basis of an employment contract, managerial contract or other civil law contract with another entity, in particular belonging to the CCC Capital Group.

The total remuneration received by the above mentioned Board members from other entities of the CCC Capital Group should not exceed 5% of the total remuneration received from CCC SA.

6. Conditions of participation in Incentive Schemes

CCC S.A. and its subsidiaries can create Incentive Schemes consisting in granting the right to take up shares in CCC S.A. itself as well as in its subsidiaries.

The establishment of the Incentive Scheme in CCC S.A. and setting its conditions require a resolution of the General Meeting of Shareholders of the Company. The resolution of the General Meeting of Shareholders of CCC S.A. establishes the rules of participation of the members of the Management Board in the Incentive Program created by the Company.

The establishment of the Incentive Scheme in a subsidiary company requires an opinion of the Supervisory Board of CCC S.A. and a resolution of the General Meeting of Shareholders of such a subsidiary company.

1) Participation of the members of the Management Board of the Company in the Incentive Schemes of the subsidiaries.

Members of the Management Board of the Company, with the consent of the Supervisory Board, can participate in Incentive Schemes created by other entities belonging to the CCC Capital Group (subsidiaries) under the conditions approved by the Board. If members of the Management Board perform supervisory functions in a subsidiary establishing an Incentive Scheme, a resolution of the general meeting of shareholders of the subsidiary is also required for such a member to join the scheme. In the case of participation of the

members of the Management Board of the Company, with the consent of the Supervisory Board, in the Incentive Schemes, the limitation of the amount of remuneration from other entities of the CCC Capital Group does not apply.

The condition of participation of the members of the Management Board of the Company in the Incentive Schemes, created by the subsidiaries of CCC S.A., is the direct involvement of such persons in the operation of the subsidiary or the supervision over such a company.

The total participation of the members of the Management Board in the Incentive Schemes of the subsidiaries should not exceed 25% of the shares within the Incentive Scheme.

Each time, the participation of the members of the Management Board in the Incentive Program of the subsidiary company requires the consent of the Supervisory Board of CCC S.A., expressed by way of a separate resolution, which:

- a) indicates the authorized persons;
- b) confirms the fulfillment of the conditions for the participation in the Incentive Schemes of subsidiaries specified in the Policy;
- c) confirms that the participation of specified persons in the Incentive Scheme of the subsidiary is justified from the point of view of building the value of a given company and the entire CCC Capital Group;
- d) determines the substantive prerequisites for the realization of the rights arising from the Incentive Scheme, with the provision that members of the Management Board of CCC S.A. may participate in the Incentive Scheme created by its subsidiary Modivo S.A. to the extent entitling them to take up, against payment, up to 15% of the shares issued under the Incentive Scheme in the situation when the market valuation of Modivo S.A. reaches at least PLN 8,000,000.

2) Participation of the Chairman of the Supervisory Board in the Incentive Scheme.

The Chairman of the Supervisory Board - delegated by the Supervisory Board to personally exercise control and devoting the vast majority of his professional activity to the CCC Capital Group - may participate in the Incentive Scheme established by the subsidiary company Modivo S.A. to the extent entitling to take up, against payment, up to 10% of the shares issued under the Incentive Scheme in a situation where the market valuation of Modivo S.A. reaches at least PLN 8,000,000,000 on the general terms adopted for all the participants of the Incentive Scheme. Details of the Incentive Scheme of Modivo S.A. and approval of the participation of members of the Supervisory Board of Modivo S.A. in the Incentive Scheme shall be adopted by a resolution of the General Meeting of Shareholders of Modivo S.A.

III. Taking into account the working and pay conditions of employees when establishing the remuneration policy

The amount of fixed remuneration of the members of the Management Board and the Supervisory Board remains reasonable in relation to the average remuneration of the Company's employees who are not members of the Management Board or the Supervisory Board.

The remuneration of the Company's employees is at the same time adjusted to the Company's situation and its financial results.

The Company makes every effort to ensure that the HR policy of the CCC is based on respect for the law, ethics and mutual respect for employees. Both the HR Policy and the Code of Ethics have been implemented in the CCC Group, which are observed by the employer and employees. The Company actively promotes equality in employment based on a consistent organizational culture, respect for diversity, cooperation and involvement of employees and implementation of innovative development projects.

IV. Terms and conditions of agreements concluded with members of the Management Board and Supervisory Board

Both members of the Management Board and the Supervisory Board cooperate with the Company on the basis of an appointment letter to perform their functions. There are no employment contracts, managerial contracts, contract of mandate or other civil law contracts connecting the Company with individual members of these bodies and regulating the principles of cooperation between the parties. However, the Company does not rule out concluding the aforementioned agreements with members of the bodies in the future.

Neither the members of the Management Board nor the Supervisory Board are covered by the work and remuneration regulations adopted by the Company.

V. Main features of supplementary pension schemes and early retirement schemes

The members of the Management Board are not covered by the Employee Capital Plan (PPK) in the Company - the Act on Employee Capital Plans does not provide for the inclusion in the plan of members of the Management Board remunerated for performing functions in the Management Board.

Members of the Supervisory Board may be covered by the Employee Capital Plan in accordance with the Act on Employee Capital Plans - participation in the plan is voluntary.

The Company has not yet introduced or is planning to introduce additional pension schemes or early retirement schemes for members of the Management Board or Supervisory Board.

VI. Description of the decision-making process carried out for the establishment, implementation and review of the remuneration policy

The decision-making process carried out to establish the Policy included:

1. regular verification of all issues of remuneration and rules of cooperation with members of the Management Board under the existing rules applicable in the Company, including monitoring of the achievements and level of execution of tasks by individual members of the Management Board by the Supervisory Board,
2. strategic, legal and economic analysis, based on consultations within the Company, consultations with the legal department and independent external advisors in the field:
 - 1) examining the current forms of remuneration of the members of the Management Board and the Supervisory Board, including verification whether the remuneration paid in this form meets the objectives set out in point I.2,
 - 2) examining alternative options for remuneration of the members of the Management Board and Supervisory Board,
 - 3) determining the consequences of the choice of the different remuneration options;
3. regular exchange of knowledge between the Supervisory Board and the Management Board in order to jointly develop the objectives and assumptions of this Policy,
4. consultations with selected shareholders at the stage of creating the remuneration policy,
5. development of this Policy by the Management Board on the basis of assumptions developed jointly with the Supervisory Board, taking into account the opinions of shareholders,
6. the Supervisory Board's opinion on the draft Policy,
7. discussing the resolution during the General Meeting,
8. submitting this Policy to the vote of the General Assembly,
9. adoption of the Policy by the General Meeting by way of a resolution.

The Supervisory Board will monitor on an ongoing basis the implementation of the Remuneration Policy, the compliance of the method of payment of remuneration with the assumptions of the Policy, as well as verify whether the adopted criteria for payment of remuneration actually contribute to the implementation of the Company's business strategy, its long-term interests and the stability of the Company.

If the need arises to revise the provisions of the Policy or its important assumptions, the same procedure as in the case of establishing the Policy (internal exchange of knowledge, consultations, development of new assumptions of the Policy, submitting the Policy to the General Assembly's vote) will be conducted.

VII. Description of measures taken to avoid conflicts of interest relating to with the remuneration policy or the management of such conflicts of interest

There is a conflict of interest where a decision by an employee, associate or member of the governing bodies of the Company within the scope of their competence is made taking into account their own personal or financial interests or those of another person or entity, particularly a competitor, that is contrary to the interests of the Company or the CCC Group. There is also a conflict of interest where the interests of an employee, associate or body member of the Company, and their relatives, whether personal or financial, conflict with those of the Company or the Group.

Measures taken to avoid or manage conflicts:

- internal procedures,
- organization of training courses for employees and members of the Management Board and the Supervisory Board in identifying, escalating and managing conflicts of interest,
- implementation of detailed management processes governing the reporting and resolution of conflicts of interest,
- taking into account the shareholders' comments on the draft Policy submitted during the General Meeting,
- acceptance of possible deviations from the application of the Policy in case of exceptional circumstances referred to in Section IX.2 of the Policy,
- periodic comparative remuneration reviews and assessments of their effectiveness in achieving the objective set out in point I.2,
- if necessary, adoption of a resolution of the General Meeting to change the Policy or a resolution of the Supervisory Board to introduce a derogation from the Policy.

The Company may enter into non-competition agreements with members of the Management Board upon termination of the mandate. The maximum remuneration on this account may amount to 50% of the basic fixed remuneration.

VIII. How the Policy contributes to the objectives set out in I.2

The establishment of this Remuneration Policy, based on clear, transparent and objective principles, contributes to the implementation of the Company's business strategy, its long-term objectives and the stability of the Company, inter alia, through

- increase the confidence of shareholders in the Company and its managers,
- to increase the motivation and efficiency of the members of the Management Board and Supervisory Board who are remunerated according to clear criteria,
- partial dependence of the variable remuneration paid to members of the Management Board on the Company's and the Group's performance, which is directly affected by their actions,
- linking the interests of the Management Board members with those of the Company and its shareholders,

- appointing to the members of the Management Board specific, ambitious, but also within the scope of possibilities tasks consistent with the direction of the Company's business strategy, the fulfilment of which entitles the members of this body to receive an attractive variable remuneration,
- long-term relationship of the members of the Management Board and the Supervisory Board with the Company, which positively affects the effective and smooth management and stability of the Company,
- making the payment of variable components of remuneration dependent on the results obtained over longer periods of time, which is crucial for achieving long-term goals and ensuring stability of the Company's operations.

IX. Temporary withdrawal from the Policy

1. A temporary derogation from the application of the Policy may be made if necessary for that purpose:
 - 1) the pursuit of long-term interests of the Company and
 - 2) ensure the Company's financial stability or guarantee its profitability.
2. The Supervisory Board of the Company decides on a temporary withdrawal from the application of the Remuneration Policy by way of a resolution. A resolution of the Supervisory Board on withdrawal from the application of the Policy defines the period of withdrawal, as well as indicates the premises, procedure and justification.
3. Withdrawal from the Policy may not last longer than 2 consecutive financial years at a time.
4. Another withdrawal from the Policy may be introduced not earlier than 6 months after the end of the previous withdrawal period.

X. Empowerment of the Supervisory Board to specify the provisions of the Policy

The General Meeting authorizes the Supervisory Board, within the limits set forth in this Remuneration Policy, to specify the following elements of the Policy:

- 1) description of fixed and variable components of the remuneration of members of the Management Board, as well as bonuses and other cash and non-cash benefits that may be granted to members of the above-mentioned bodies,
- 2) financial and non-financial performance criteria for the allocation of variable remuneration components.

XI. Application of the Policy

1. The Company pays remuneration to individual members of the Management Board and the Supervisory Board only in accordance with this Remuneration Policy.
2. The Company shall immediately publish the Policy and the Resolution on the Policy together with the date of its adoption and the results of voting on its website. These documents remain available as long as they are applicable.
3. If the Supervisory Board adopts resolutions concerning the participation of members of the Management Board or the Supervisory Board in the Incentive Schemes of subsidiaries, information concerning such resolutions and their implementation shall be included in the remuneration report.