



Bubs Australia Limited
REMUNERATION POLICY

1. BACKGROUND

Bubs is committed to attracting and retaining the best people to work in the organisation, including directors and senior management. A key element in achieving that objective is to ensure that Bubs is able to appropriately remunerate its key people.

2. PURPOSE OF POLICY AND KEY PRINCIPLES

The purpose of this remuneration policy is to establish a framework for remuneration that is designed to:

- (a) ensure that coherent remuneration policies and practices are observed which enable the attraction and retention of directors and management who will create value for shareholders;
- (b) fairly and responsibly reward directors and senior management having regard to their performance, the performance of the senior management and the general pay environment; and
- (c) comply with all relevant legal and regulatory provisions.

3. RESPONSIBILITIES

The Nomination & Remuneration Committee (the Committee) is responsible, amongst other things, for assisting the Board to determine the appropriate remuneration for directors and senior management.

4. REMUNERATION PACKAGES FOR EXECUTIVE DIRECTORS AND SENIOR EXECUTIVES

Remuneration for executive directors and senior executives may incorporate fixed and variable pay performance elements with both a short term and long term focus. Remuneration packages may contain any or all of the following:

- (a) annual base salary - reflecting the value of the individuals' personal performance, their ability and experience, as well as Bubs' obligations at law and labour market conditions and should be relative to the scale of the business of Bubs;
- (b) performance based remuneration - rewards, bonuses, special payments and other measures available to reward individuals and teams following a particular outstanding business contribution having regard to clearly specified performance targets;
- (c) equity based remuneration - share participation via employee share and option schemes, reflecting Bubs' medium and long term performance objectives;
- (d) other benefits - such as holidays, sickness benefits, superannuation payments and long service benefits;
- (e) expense reimbursement - for any expenses incurred in the course of the personnel's duties; and



- (f) termination payments - any termination payments should reflect contractual and legal obligations and will not be made when an executive is removed for misconduct.

5. REMUNERATION FOR NON-EXECUTIVE DIRECTORS

Remuneration for non-executive directors may contain any or all of the following:

- (a) annual fees - reflecting the value of the individuals' personal performance, time commitment and responsibilities of the role;
- (b) equity based remuneration - issues of shares or securities, reflecting the contribution of the Director towards Bub's medium and long term performance objectives; and
- (c) other benefits - superannuation payments, but not including retirement benefits that are additional to the individual's superannuation.

6. ASSESSING REMUNERATION

The Remuneration Committee will make a recommendation to the Board regarding the remuneration of executive directors and senior management having regard to various factors including performance and any recommendations made by the Managing Director/CEO, senior management, compensation consultants and other advisors. The Remuneration Committee will also make a recommendation to the Board regarding the remuneration of non-executive directors having regard to, amongst other things, any recommendations made by compensation consultants and other advisors.

7. REVIEW AND AMENDEMENTS

This Policy will be reviewed periodically and can only be amended with the approval of the Board.

This Policy was reviewed and approved by the Board in April 2026.