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NOS, SGPS, S.A.

REMUNERATION COMMITTEE REGULATIONS

These Regulations shall establish the rules applicable to the composition, operation and powers of the Remuneration Committee of NOS, SGPS, S.A. (hereinafter the "Company"), appointed pursuant to and for the purposes of Article 399(1) of the Commercial Companies Code and Article 14(1) and (2) of the Articles of Association.

Article 1

(Composition)

1. The Remuneration Committee shall be composed of two or more members, whether shareholders or not, with appropriate knowledge and/or experience in matters involving remuneration policies, elected or re-elected by the General Meeting of Shareholders, with a term of office with the same duration to other corporate boards term of office.
2. Remuneration Committee members shall be remunerated by decision of the General Meeting of Shareholders.
3. The General Meeting of Shareholders that elects or re-elects the members of the Remuneration Committee shall also appoint its respective Chairman.

Article 2

(Powers)

In addition to other duties expressly assigned to it by law or by decision of the General Meeting of Shareholders, the Remuneration Committee shall be responsible for:

- a) Preparing and submitting a proposed Remuneration Policy for the members of the governing and other corporate boards to the General Meeting of Shareholders for its approval, at least once every four years, or whenever a relevant change occurs to the Remuneration Policy in effect;
- b) Preparing and submitting a revised Remuneration Policy proposal to the next General Meeting of Shareholders, whenever the proposal referred to in the above subparagraph is not approved by the General Meeting of Shareholders to which it was submitted;

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- c) Establishing, in accordance with the Remuneration Policy, the remuneration of the members of the governing and other corporate boards, including in the event of termination of duties;
- d) Obtaining and assessing, from other boards and committees of the Company, information deemed necessary or indispensable pursuant to the law, these Regulations or the regulations of these boards or committees, for the performance of its duties;
- e) Attending, or being represented by one of its members, at the annual General Meeting of Shareholders, at any other General Meeting of Shareholders whose agenda includes a matter related to the remuneration of members of the Company's governing and other corporate boards, or whenever such attendance is requested by shareholders, and providing there the information or clarifications requested.

Article 3

(Operation, Meetings and Decisions)

1. The Remuneration Committee shall hold ordinary meetings on an annual basis, and extraordinary meetings whenever convened by one of its members.
2. Except in cases when the Remuneration Committee must meet on an emergency basis to decide on matters within its purview, the Remuneration Committee's meetings must be convened at least 5 (five) days in advance, via written notification (post or e-mail) or simple verbal communication, including via telephone, with express reference to the matters to be dealt with. Support documentation for meetings shall be provided at least 3 (three) days before the meeting date, except in the case of emergency meetings.
3. Any member may request the inclusion of new agenda items, with advance notice of 2 (two) days, providing supporting documentation in advance whenever possible.
4. Remuneration Committee meetings may be held at the Company's registered office, or at another location chosen for this purpose, as well as via telematic means, provided that the authenticity of statements and security of communications are ensured, with a record of their content and the respective participants.
5. The Remuneration Committee may not make decisions without a majority of its members present; such decisions shall be made by a majority of votes cast.

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6. Minutes shall be drawn up for each Remuneration Committee meeting and signed by all committee members in attendance at the meeting.
7. The Remuneration Committee may request any information, documentation or assistance required to exercise its powers from the Board of Directors, the Executive Committee, the Appointments and Assessment Committee or any other corporate board or internal committee of the Board of Directors.
8. The Remuneration Committee may freely decide to contract, through the Company, any consultancy services necessary or convenient for the performance of its duties, within the Company's budgetary limits, ensuring that such services are provided independently, and that the respective providers will not be contracted to provide any other services to the Company itself or to other companies with which it has a control or group relationship, without its express authorization.

Article 4

(Duties of Remuneration Committee Members)

Notwithstanding other duties provided for by law or the Articles of Association, Remuneration Committee members shall be obliged to:

- a. Act at all times in accordance with high standards of professional diligence, impartiality, care and loyalty in pursuing the Company's interests;
- b. Participate in Remuneration Committee meetings, justifying, with due notice, any inability to attend;
- c. Keep themselves informed to ensure the proper performance of their duties;
- d. Maintain confidentiality with regard to facts and information made known to them as a result of their duties, except when such disclosure is required by law;
- e. Promptly notify the committee of any facts that may constitute or cause a conflict between their interests and those of the Company and, in the event of a conflict, refrain from interfering in the respective decision-making process, notwithstanding the duty to provide information and clarifications requested.

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Article 5

(Final Provisions)

1. These Regulations, in the version in effect at any given time, shall be published at the Company's website.
2. The provisions of these Regulations shall be interpreted in accordance with the law and Articles of Association in effect.
3. Any matters not specifically regulated by these Regulations shall be governed by the general provisions of applicable legislation in force.
4. These Regulations were approved by the Company's Remuneration Committee on 6 March 2023 and shall enter immediately into effect.