

Variable Pay Policy for Managers and Non-Managers

1. Introduction:

This policy document is a quick guideline for the applicable Variable Pay of the Managers and Non-Managers.

2. Eligibility:

- Managers and Non-Managers (Employees whose salary has variable component).

*Disbursement of a variable component to someone who resigns and serving notice period is under the Management discretion.

3. Variable Calculation as mentioned below:

For Managers as below:

Manager	Percentage
Revenue	80%
EBITDA	20%
Grade	0%

For Non-Managers as below:

Non-Manager	Percentage
Revenue	0%
EBITDA	20%
Grade	80%

Grading Scale for Variable pay:

Grading	Percentage
A	100%
B	80%
C	60%
D	40%

Note: Any exceptions will be based on Management approvals.