
EMEA Remuneration Policy Disclosure

Pillar 3 Annual Disclosure Report

Performance Year ended 31.12.2025

16 April 2026

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Background

This document sets out a summary of the compensation (remuneration) policy applying to J.P. Morgan's subsidiaries and branches located in Europe, the Middle East and Africa (the **Legal Entities**, collectively the **EMEA Business**) in respect of the performance year ending 31 December 2025.

This document fulfils the qualitative remuneration disclosures required under the Basel Pillar 3 requirements, including the information required under paragraphs 1 (a) – (f) of Article 450 of the Capital Requirements Regulation (the **CRR**)¹ for relevant Legal Entities regulated in the European Union (**EU**) and the United Kingdom (**UK**), as well as the corresponding requirements in other EMEA jurisdictions.

The quantitative remuneration disclosures required under the Basel Pillar 3 requirements (including paragraphs 1 (g) – (i) of Article 450 of the CRR) are included in the individual Pillar 3 disclosures for each relevant Legal Entity². These individual disclosures also contain any additional qualitative disclosures specific to that relevant Legal Entity.

In this document, the terms **J.P. Morgan** or **Firm** refers to the JPMorgan Chase & Co. group of companies, and each of the entities in that group globally, unless otherwise specified. As part of the Firm, the EMEA Business is governed by J.P. Morgan's global compensation philosophy and pay practices. This document should therefore be read together with the Firm's latest U.S. Proxy Statement (the **Proxy Statement**)³.

This document sets out general principles that are subject to specific provisions contained within the relevant plan terms and conditions as in force from time to time.

This policy statement was last updated in April 2026, with no material changes in policy from the 2025 version.

¹ Regulation (EU) No. 575 / 2013, last amended by Regulation (EU) 2024/1623

² These disclosures are available at: <http://investor.shareholder.com/jpmorganchase/basel.cfm>

³ Most recent Proxy Statement is available at: <http://investor.shareholder.com/jpmorganchase/index.cfm>

1. Governance and Oversight

Compensation & Management Development Committee

The Firm strongly believes that its firmwide compensation philosophy and its implementation fosters proper governance and regulatory compliance. At the global level, the Firm's Compensation & Management Development Committee (**CMDC**), a committee of the Board of JPMorgan Chase & Co, comprising entirely of non-management directors, provides independent oversight relating to firmwide compensation practices.

The CMDC assists the Firm's Board in its oversight of the Firm's compensation programs and periodically reviews and approves the Firm's overall compensation philosophy and pay practices, which drive compensation related decision-making at the Firm. The CMDC's charter and current membership can be found on the Firm's website⁴.

The CMDC oversees the Firm's compensation programs throughout the year, which enables the Committee to be proactive in its compensation planning to address both current and emerging developments or challenges. Key committee responsibilities related to the Firm's compensation programs include:

- Periodically reviewing and approving a statement of the Firm's compensation philosophy, principles and practices
- Reviewing the Firm's compensation practices and the relationship among risk, risk management and compensation (including safety and soundness and avoiding practices that could encourage excessive risk-taking)
- Adopting pay practices and approving any necessary formulas, performance metrics or pool calculations in compliance with applicable U.S. and global regulatory, statutory or governance requirements
- Reviewing and approving overall incentive compensation pools (including equity/cash mix)
- Reviewing over multiple meetings and approving compensation for the Firm's Operating Committee and, for the CEO, making a compensation recommendation to the Board for consideration and ratification by the independent directors
- Provided with a compensation summary for employees who are material risk-takers under United Kingdom (**UK**) and/or European Union (**EU**) standards (Identified Staff (as defined below in the 'Regulatory Considerations' section)) or other similar standards (collectively, **Designated Employees**)
- Reviewing and approving the design and terms of compensation awards, including recovery/clawback provisions

The CMDC may delegate authority to the Head of Human Resources (**HR**) or other appropriate officer to administer and amend the Firm's compensation and benefits programs.

Additionally, the CMDC holds an annual joint session with the Risk Committee to review the firmwide HR and compensation practices, including:

- How the Firm integrates risk, controls, and conduct considerations into key HR practices including performance development, compensation and promotion.
- Compensation features and elements designed to discourage imprudent risk-taking (e.g. multi-year vesting, clawback, prohibition on hedging, etc.)
- Annual incentive pool processes for lines of business (**LOBs**) and Corporate Functions

⁴ CMDC charter and current membership is available at: <https://www.jpmorganchase.com/corporate/About-JPMC/ab-compensation-management.htm>

The committees are also provided with a summary of risk, controls, and conduct framework and impacts, and updates regarding HR Control Forum issues and regulatory updates which have impacted or may impact HR practices in the future.

The CMDC met formally 6 times in the 2025 performance year. For that performance year, the CMDC and Board of Directors did not engage the services of a compensation consultant.

Compensation Philosophy

The Firm’s compensation philosophy promotes a fair and well-governed long-term approach to compensation, including pay-for-performance practices that are designed to attract and retain top talent from all backgrounds, to be responsive to and aligned with shareholders, to mitigate excessive risk-taking, and to encourage a culture that supports our Purpose, Values, Business Principles and strategic framework. The Firm’s compensation philosophy provides the guiding principles that drive compensation-related decisions. The table below sets forth a summary of the Firm’s compensation philosophy.

Compensation Philosophy	
Paying for performance and aligning with shareholders’ interests	<ul style="list-style-type: none"> In making compensation-related decisions, the Firm focuses on multi-year risk-adjusted performance (the Firm’s risk and control professionals help contextualise the risk taken to achieve the return) and rewards behaviours that maintain strong governance and generate sustained value for the Firm. This means that compensation should not be overly formulaic, rigid or focused on the short term.
Encouraging a culture of shared success	<ul style="list-style-type: none"> Teamwork and leadership should be encouraged and rewarded to foster a culture that supports our Purpose, Values and Business Principles. Contributions should be considered across the Firm, within business units, and at an individual level when evaluating an employee’s performance.
Attracting and retaining talent from all backgrounds	<ul style="list-style-type: none"> The Firm believes that its long-term growth and success depend on the Firm’s ability to attract, develop, and retain talented employees and foster an inclusive work environment. The Firm’s compensation philosophy plays a significant role in the Firm’s ability to attract, properly motivate and retain talent from all backgrounds. Competitive and reasonable compensation should help attract and retain the best talent to grow and sustain the Firm’s business.
Integrating risk management and compensation	<ul style="list-style-type: none"> Risk management, compensation recovery, and repayment policies should be robust and designed to be responsive to and aligned with shareholders, to mitigate excessive risk-taking and to encourage a culture that supports the Firm’s Purpose, Values, Business Principles and strategic framework. Conduct matters should be reviewed following firmwide frameworks. Recoupment policies should include recovery of cash and equity compensation. The Firm’s pay practices must comply with applicable rules and regulations, both in the U.S. and globally.
No special perquisites and non-performance based compensation	<ul style="list-style-type: none"> Compensation should be straightforward and consist primarily of cash and equity incentives. The Firm does not have special supplemental retirement or other special benefits just for executives, nor does it have any change in control agreements, golden parachutes, merger bonuses, or other special severance benefit arrangements for executives.

<p>Maintaining strong governance</p>	<ul style="list-style-type: none"> • Strong corporate governance is fostered by independent Board oversight of the executive compensation program by the CMDC, including periodically reviewing and approving the Firm's compensation philosophy, reviewing and approving the Firm's overall incentive compensation pools, and approving compensation for the Operating Committee, including the design and terms of compensation awards. • The Firm has a rigorous process in place to review risk, controls, and conduct issues at the Firm, line of business, functional, and regional level, which can impact compensation pools as well as reduce compensation at the individual level, in addition to other employee actions.
<p>Transparency with shareholders</p>	<ul style="list-style-type: none"> • Transparency to shareholders regarding the Firm's executive compensation program is important. The Firm discloses all material terms of its executive pay program, and any actions on the part of the Firm in response to significant events, as appropriate.

Alignment of pay practices with compensation philosophy

Highlighted below are pay practices that are integral to the Firm's compensation program.

<p>Alignment of pay practices with compensation philosophy</p>	
<ul style="list-style-type: none"> • Principles-based compensation philosophy Guiding principles that drive compensation-related decision-making. 	<ul style="list-style-type: none"> • Competitive benchmarking The Firm evaluates pay levels and pay practices against relevant market data.
<ul style="list-style-type: none"> • Robust anti-hedging/anti-pledging provisions Strict prohibition on unvested awards and for members of the firm's Operating Committee only, on shares owned outright. 	<ul style="list-style-type: none"> • Responsible use of equity The Firm used less than 1% of weighted average diluted shares in 2025 for employee compensation.
<ul style="list-style-type: none"> • Strong clawback provisions The Firm is enabled to cancel, reduce or require repayment, if appropriate. 	<ul style="list-style-type: none"> • Risk, controls, and conduct factors The Firm considers material issues as part of performance and pay decisions when appropriate.
<ul style="list-style-type: none"> • Performance-based pay Appropriately balanced short-, medium-, and long-term incentives based on performance linked to shareholder value and safety & soundness. 	<ul style="list-style-type: none"> • Robust shareholder engagement Each year, the Board receives feedback on the Firm's compensation programs and practices.

In addition, Operating Committee members are required to retain significant portions of net shares received from awards to increase ownership over the long-term. Further details on stock ownership and retention requirements are included in the Firm's Proxy Statement.

Regulatory considerations

As financial services businesses, the Legal Entities in the EMEA Business are subject to multiple regulations on compensation, particularly within the EU and the UK.

Many of these regulations require the Firm to identify employees who, due to their role and / or responsibilities, are designated as material risk takers (also referred to as **Identified Staff**). Often Identified Staff are governed by more prescriptive rules in respect to their compensation, including the structure of their incentive (variable) compensation.

The Firm does not pay variable remuneration through vehicles or methods that are intended to facilitate non-compliance with any applicable remuneration rules.

In relation to the Capital Requirements Directive V (**CRD V**), relevant Legal Entities in the EMEA Business designate individuals as Identified Staff based on the criteria set out by the European Banking Authority, Prudential Regulation Authority, Financial Conduct Authority, Federal Financial Supervisory Authority (BaFin) and any applicable local regulations (**CRD V Identified Staff**).

Under the Alternative Investment Fund Managers Directive (**AIFMD**) and the latest iteration of the Undertakings for Collective Investment in Transferable Securities Directive (**UCITS V**), relevant Legal Entities in the EMEA Business are also required to identify individuals who, due to their role and / or responsibilities, could potentially have a material impact on their risk profile or that of the Alternative Investment Funds and UCITS funds they manage.

Under the Investment Firms Prudential Regime (**IFPR**) and Investment Firms Directive (**IFD**), relevant Legal Entities in the EMEA Business are also required to identify individuals who, due to their role and / or responsibilities could have a material impact on the risk profile of that Legal Entity.

Individuals are designated as Identified Staff under AIFMD and UCITS V based on the guidance set out by the European Securities and Markets Authority and any applicable local regulations (**AIFMD Identified Staff** and **UCITS Identified Staff**) respectively, under IFPR based on the guidance set out by the Financial Conduct Authority (**IFPR Identified Staff**), and under IFD based on the criteria set out in Commission Delegated Regulation (EU) 2021/2154 and any applicable local regulations, together with CRD V Identified Staff referred to as **Identified Staff**.

Individuals classified as Identified Staff for the relevant entities may include (but are not limited to):

- Executive and Non-Executive members of the Board of Directors of relevant entities
- Senior management, including Senior Managers under the UK's Senior Manager Regime and those roles identified in the layer directly below the Management Board of JPMSE which have executive and management duties
- Heads of Risk, Compliance and Internal Audit and, if applicable, their relevant direct reports
- Heads of 'material business units' and, if applicable, their relevant direct reports
- Heads of key functions, including Finance, Human Resources, Technology and Legal
- Heads of Portfolio Management and other senior Portfolio Managers (depending on the size and materiality of the funds they manage)
- Individuals whose total compensation for the prior performance year was above the relevant quantitative criteria and who are deemed to have a material impact on the risk profile, in accordance with the application of the relevant Regulatory Technical Standards

The Identified Staff groups are reviewed on an ongoing basis and Identified Staff are notified of their status and any impact on their remuneration structure. An individual may be Identified Staff under one or more of CRD V, AIFMD, UCITS V, IFPR and IFD.

Legal Entity governance

The CMDC assists the Firm's Board in its oversight of the Firm's compensation programs and periodically reviews and approves the Firm's overall compensation philosophy and pay practices, which drive compensation related decision-making at the Firm. The CMDC's charter and current membership can be found on the Firm's website.

The CMDC receives updates on material regulatory developments which may impact remuneration structure or practices to understand the Firm's obligations in this area, including in relation to the EMEA Business.

Where applicable, the Board of Directors of the relevant Legal Entities in the EMEA Business are responsible for reviewing, adopting and/or approving, at least annually, the terms of the applicable

remuneration policy, and overseeing its implementation as it applies to the Legal Entity. In certain jurisdictions, these responsibilities may be delegated to a Remuneration Committee formed of non-executive members of the relevant Board.

In addition, where applicable, the Legal Entity's Risk and Compliance functions are involved in the review of the applicable remuneration policy, including reviewing the approach to the identification of its Identified Staff. The Internal Audit function annually conducts independent testing that includes an evaluation of the design, implementation and effectiveness of the Firm's remuneration policies, including an assessment of compliance with regulatory requirements, and its findings are reported to the relevant Boards.

Measures taken to avoid conflicts of interest

The Firm's compensation governance practices contain a number of measures to avoid conflicts of interest, including the following:

- The CMDC is composed entirely of independent directors and provides independent oversight of the Firm's compensation programs
- All employees who are part of the Firm's annual review process are evaluated against common performance dimensions to help facilitate a balanced assessment of employee performance. Employees in roles which could expose the Firm to greater risks, including Identified Staff, are subject to a more disciplined evaluation process, including risk and control related inputs such as feedback provided from Control Function Partners, who are expected to raise any significant behavioural issues that they are aware of
- All employees are prohibited from the hedging and pledging of unvested RSUs and PSUs, and unexercised stock appreciation rights or stock options. In addition, shares owned outright or through deferred compensation by an Operating Committee member may not be hedged, and shares held directly by an Operating Committee or Board member may not be held in margin accounts or otherwise pledged
- There is active engagement, transparency and assessments of risk and control issues by Risk, Compliance and Internal Audit (**Control Function**) heads, senior management and subject matter experts across the Firm
- Remuneration for the Control Functions is determined by reference to independent objectives and the incentive compensation allocations for these groups are managed separately from the LOBs that the Control Functions cover
- The Firm's Chief Executive Officer, Chief Risk Officer, Chief Financial Officer and Head of Human Resources review incentive compensation pool recommendations which are then presented to the CMDC in December. Additionally, the CMDC holds an annual joint session with the Risk Committee in December to review firmwide HR and compensation practices, including how the Firm integrates risk, controls, and conduct considerations into key HR practices. In January, the CMDC approves the annual discretionary incentive pool
- Individual compensation decisions are also subject to oversight and governance, including HR review. Total Compensation recommendations for highly paid individuals are shared with the Firm's Operating Committee and the CMDC
- Strong clawback and recovery provisions enable the Firm to cancel or reduce unvested awards and require repayment of previously awarded compensation, if appropriate
- Performance development and related compensation processes are designed to hold employees accountable for their conduct, where appropriate
- A portion of the variable remuneration for Portfolio Managers and Research Analysts of the Asset and Wealth Management (**AWM**) businesses are subject to a mandatory deferral under the Mandatory Investor Plan (**MIP**) which tracks the funds they manage/contribute to. The Firm has assessed the potential conflicts of interest arising from this arrangement and is satisfied that the best interests of clients are better served by aligning variable pay to the performance of the funds under management

2. Compensation Structure

The Firm's pay-for-performance framework focuses on Total Compensation – base salary and incentive pay – based on the performance of the Firm, the LOB or Function, and the individual. This includes a holistic evaluation of an employee's performance across Performance Dimensions and Firmwide Expectations.

Fixed compensation is set at a level which allows a fully flexible policy on incentive (variable) compensation, including the possibility to pay zero incentive compensation. Where applicable, the EMEA Business complies with limits on the ratio between fixed and variable compensation, in accordance with applicable regulations. The Firm has obtained the relevant shareholder approvals in accordance with Article 94(1)g of CRD V (and its local implementation) to pay EU-only regulated CRD V Identified Staff in the EMEA Business a maximum ratio of fixed to variable compensation of 1 : 2. For UK-only regulated CRD V Identified Staff cannot exceed the maximum fixed and variable compensation ratio(s) approved by the UK Remuneration Committee from time to time.

The following sections set out the components of compensation that may be available to Staff of the EMEA Business.

Components of fixed compensation

Fixed compensation consists primarily of base salary. Many factors can influence an employee's base salary, such as the role, experience level, market pay levels, location of the job, and available talent. Base salary can be all, or a significant part, of an employee's Total Compensation, depending on the LOB/Function and the employee's role. Base salary is typically reviewed annually as part of the year-end planning cycle, with any increases generally taking effect in February. Certain Staff in the EMEA Business may also receive a Fixed Allowance in addition to base salary.

Individual salary increases are managed within the context of the Firm's annual salary budget. The Firm's overall annual salary budgets are determined after reviewing expenses, economic outlook, market competition, country-specific inflation and other relevant factors.

Base salaries are supplemented by benefits and pension contributions, provided in accordance with local market practice and company objectives. They include, but are not limited to, the provision of (typically) defined contribution pension plans (including certain matched employer contributions), medical coverage, life insurance and other employment benefits. In certain locations, employees may receive fixed allowances reflecting their role, responsibilities or experience (**Fixed Allowances**) or local costs of living (**Local Allowances**). Fixed Allowances and Local Allowances are not based on performance, and are generally paid in cash on a monthly basis.

In the case of Staff on international assignments, other allowances may be provided in addition to base salary taking into account living costs and applicable tax rates in their host country and/or the role to which the member of Staff has been assigned (**Assignment Allowances**). Such Staff may participate in the pension arrangements as are applicable to their home country and be eligible for tax/legal support.

The Firm does not provide discretionary pension benefits based on performance.

Components of incentive (variable) compensation

In the EMEA Business, incentive (variable) compensation is primarily delivered through the Firm's Annual Incentive Compensation Plan, a discretionary compensation program that aligns with the key tenets of the Firm's Compensation Philosophy. The plan serves to motivate and reward employees for delivering sustained results and demonstrates a heavy focus on risk, controls, and conduct and the Firm's Business Principles.

Discretionary incentive compensation (**IC**) delivered under this plan may be composed of the following:

- Cash Incentive
- Retained Stock (awarded to Identified Staff)

- Restricted Stock Units (**RSUs**)
- Performance Share Units (**PSUs**) (only awarded to members of the Firm's Operating Committee)
- Deferred Cash (primarily awarded to Identified Staff)
- MIP (only awarded to certain employees in the AWM LOB)

Awards are subject to the Firm's right to cancel or reduce an unvested or unexercised award (**Malus**), and require repayment of the value of certain shares distributed under awards already vested (**Clawback**) in certain circumstances, as further described below. Further details on these components of IC are set out below.

Cash Incentive

The portion of IC payable in cash is generally delivered shortly after the end of the relevant performance year. Generally, as Staff become more senior or the impact of their role increases, a greater portion of IC will be awarded in deferred vehicles (see below).

Retained Stock

For Identified Staff, a portion of non-deferred IC may be delivered in immediately vested stock which is subject to a post-vesting retention period during which the shares acquired may not be sold, pledged, assigned, hedged or transferred. The length of this retention period and the proportion of IC delivered in Retained Stock is at least in line with the minimum required by the applicable regulations under which they are designated as Identified Staff.

Restricted Stock Units

The deferred equity portion of IC is awarded in the form of RSUs (each RSU represents a right to receive one share of J.P. Morgan Chase common stock on the vesting date). Dividend equivalents are paid on the RSUs at the time actual dividends are paid on common stock, other than where prohibited under local regulations.

The percentage of IC being awarded in deferred Restricted Stock Units is higher for more highly compensated employees, thus increasing the aggregate value subject to the continued performance of the Firm's stock.

For employees who are not designated as Identified Staff, generally 50% of the RSU portion of the award vests on the second anniversary of the grant date and 50% vests on the third anniversary of the grant date. For Identified Staff, generally the RSU portion may vest in equal annual tranches pro-rata over the relevant deferral period, but no faster.

Also for Identified Staff, the RSUs may be subject to a post-vesting retention period during which the shares acquired may not be sold, pledged, assigned, hedged or transferred. The length of this retention period, the proportion of IC deferred in equity and the length of the deferral period is at least in line with the minimum required by the applicable regulations under which they are designated as Identified Staff.

Performance Share Units

The Firm has a long-term incentive compensation program consisting of PSUs, which are currently only awarded to members of the Firm's Operating Committee. Further details are set out in the Firm's Proxy Statement.

Deferred Cash

For Identified Staff, deferred incentives may also be awarded in the form of deferred cash which vests over a multi-year period in line with RSUs awarded in respect of the same performance year. Interest is accrued on deferred cash and paid at, and subject to, vesting other than where prohibited under local regulations.

Mandatory Investor Plan

For certain Staff in the AWM LOB, deferred incentives may also be awarded under the MIP. Selected individuals in the Investor population (including Portfolio Managers and Research Analysts) are subject to a mandatory deferral of long-term IC under the MIP. Sales Staff, on a selective basis, may also participate in the MIP on a voluntary basis.

In general, MIP awards provide for a rate of return equal to that of the particular fund(s), thereby aligning the investment professional's pay with that of their client's experience/return and to provide a direct long-term link between how the investment professional performs and how they are paid. Subject to any minimum mandatory non-cash instruments requirements for relevant Identified Staff, for certain investment professionals, 50% of their long-term incentives are subject to a mandatory deferral in the MIP, and the remaining 50% can be granted in the form of RSUs or additional participation in the MIP at the election of the investment professional.

For the portion of long-term incentives subject to a mandatory deferral in the MIP (50%), the incentives are allocated to the fund(s) the investment professional contributes to, as determined by the employee's respective manager and reviewed by senior management (e.g. in the case of a portfolio manager, the specific fund(s) a portfolio manager is named on). In addition, named Portfolio Managers on dedicated sustainable funds are required to allocate at least 25% of their mandatory deferral in at least one dedicated sustainable fund. Investment professionals, regardless of whether they are named on and/or contribute to a sustainable fund, also have the ability to allocate a portion of their mandatory deferral to a sustainable fund.

Other Compensation Plans

In addition to the Annual Incentive Compensation Plan described above, a small number of employees in the Asset & Wealth Management LOBs may also participate in business-aligned incentive compensation plans, tailored to the specific needs for their business and/or relevant market practice. All such local compensation plans are in line with the Firm's compensation philosophy described above.

Awards to new hires and leavers

The EMEA Business does not award guaranteed variable compensation except on an exceptional basis when hiring new Staff and limited to the first year of employment. Such awards would not be made if the relevant Legal Entity did not have a sound and strong capital base.

The Firm may replace unvested awards forfeited by new hires from their previous employer (**Buy-out Awards**) if such awards align with the long term interests of the EMEA Business. Buy-out Awards for Identified Staff are structured to comply with the appropriate regulatory requirements.

All payments made on termination of employment must align with local legal and regulatory requirements and must be consistent with the Firm's aim of making sure that individuals are not rewarded for failure or misconduct (this includes no golden parachutes).

In cases of redundancy and similar situations, employees may be eligible to receive a payment and/or arrangements under relevant social plans, policies, practices, agreements or local laws, under which such payments and/or arrangements will be determined in accordance with formulas set out in the applicable social plans, policies, practices, agreements or local laws.

Compensation of Non-Executive Directors

Non-Executive Directors receive only fixed compensation, based on their experience, role (including Board Committee membership) and time commitment.

Where a Non-Executive Director also performs an executive role within another part of the Firm, the individual's variable compensation reflects only their executive duties. Such Non-Executive Directors may still be eligible to receive a fixed annual fee based on their time commitment.

3. Link between Pay and Performance

As described in the Firm's compensation philosophy, in making compensation related decisions, the Firm focuses on multi-year risk-adjusted performance and rewards behaviours that maintain strong governance and generate sustained value for the Firm. This means compensation should not be overly formulaic, rigid or focused on the short-term.

The Firm uses a disciplined pay-for-performance framework to make decisions about compensation so that compensation is commensurate with the overall performance of the Firm, the respective businesses and individual performance.

Setting of incentive compensation pools

Each major LOB and function is allocated incentive compensation funding as part of the annual year-end compensation process.

These compensation pools are determined by executive management and the CMDC based on a holistic review of the performance of the Firm and LOB/function, and take into consideration several key criteria including:

- Business results
- Risk, Controls, and Conduct
- Progress against the Firm's strategic framework
- Alignment with the Firm's Business Principles
- Market competition and trends
- Other qualitative factors, such as major staffing decisions and organisational change

A variety of financial measures are used to assess the Firm's financial performance, including but not limited to Revenue, Pre-tax Income (ex. Loan Loss Reserves), Net Income, Return on Tangible Common Equity, expense management and other factors such as client satisfaction, market share, capital and any additional relevant performance metrics for individual businesses.

Incentive compensation is determined in the context of the Firm's capital and liquidity considerations, it is completely flexible and discretionary and each LOB incurs capital charges as if they were stand-alone businesses as part of the allocation process that underscores incentive accruals and pool determinations.

Performance Development

The Firm's performance development process actively manages the performance of its employees through the year, taking into account both what has been accomplished and how it was accomplished. To that end, the Firm uses both quantitative and qualitative criteria to assess performance and to then inform individual compensation determinations.

Performance Dimensions

All employees who are part of the Firm's annual review process are evaluated against four broad performance dimensions:

- Business Results
- Client / Customer / Stakeholder
- Teamwork and Leadership
- Risk, Controls, and Conduct

These performance dimensions appropriately consider short, medium and long-term priorities that drive sustained shareholder value, while accounting for risk, controls, and conduct objectives. To promote a proper pay-for-performance alignment, the Firm does not assign relative weightings to these dimensions and also considers other relevant factors, including market practices. No single

performance dimension in isolation determines total compensation; however, it is possible for a single significant shortcoming in any performance dimension to have a downward impact on variable compensation without limitation.

Performance Goals and expectations

The Firm has specific expectations under each performance dimension which differ depending on the employee's level and/or role. Demonstrating the expected behaviours consistent with the Firm's Business Principles and Code of Conduct is an important factor in the performance development process and these expectations are generally incorporated into these standard expectations which are available to employees in the Firm's performance development system.

Employees may set additional goals against each performance dimension in collaboration with their manager. As priority setting is an ongoing and iterative process, employees and their managers may, through regular check-ins, discuss progress against goals throughout the year.

The Risk, Controls, and Conduct dimension is a key focus for the Firm and there currently are three expectations specific to this dimension: (1) Drives a robust risk and control environment, (2) Demonstrates expected behaviours, and (3) Identifies, escalates and remediates issues. In addition, Environmental, Social, and Governance (**ESG**) matters are an important consideration in how the Firm does business - including how the Firm develops products and services, serve the Firm's customers, support employees and help lift the Firm's communities – and may be incorporated into individual goals depending on the employee's role.

As described above, the compensation and performance development process for Control Functions is determined by reference to priorities that are independent from the LOBs that the Control Functions support.

Performance feedback

Managers and employees receive holistic performance feedback, including on Risk, Controls, and Conduct, gathered in a number of ways, including from the employee's peers, managers, colleagues, direct reports and other team members. Where relevant, feedback may also be gathered on performance in respect of a specific legal entity. The Firm expects managers to address performance issues on an ongoing basis. During the annual review process, if an employee has failed to demonstrate performance on the applicable expectations required for their role it will be noted in their performance review and other impacts may be considered as appropriate, including compensation and other employment and HR-related decisions. Code of Conduct violations that rise to the level of Written Warning are embedded into the performance development process to be incorporated into the manager's overall performance evaluation of the employee.

Performance ratings

The Firm operates a multiple ratings approach using a 3-point scale (with no overall rating) to assess employees at every level against each of the performance dimensions, with the exception of the Risk, Controls, and Conduct dimension.

Managers record a performance rating against each performance dimension reflecting the employee's performance considering performance goals, firmwide expectations by level and any feedback received. The 3-point performance rating scale is as follows:

- Strong
- On Track
- Growth Area

For the Risk, Controls, and Conduct rating, managers evaluate Managing Directors, Executive Directors and Identified Staff either as "As Expected for Role" or "Less Than Expected". Managers answer a question for Vice-Presidents, Associates and Professionals as to whether they exhibit behaviours in line with the Risk, Controls, and Conduct expectations. The manager's determination of a rating is informed by their own direct knowledge of the employee's risk taking activities and risk

outcomes, reported conduct issues, as well as feedback the manager has received from various sources of information, such as those noted above and in the following section.

Performance Development reviews for Identified Staff

Identified Staff are subject to the enhanced review process, which is designed to hold individuals responsible for operating in line with the Firm's risk appetite and for demonstrating expected risk, controls, and conduct behaviours. A part of the enhanced review process is inclusion of risk and control related inputs such as feedback provided from Control Function partners, who are expected to raise any significant behavioural issues that they are aware of. This feedback is one source of feedback provided to managers to focus on the risk, controls, and conduct of their employee.

This input is used in managers' evaluations of the performance of Identified Staff and the determination of the employee's Risk, Controls, and Conduct Evaluation.

Performance Development reviews for Investors

When conducting the balanced assessment of performance for relevant employees and to the extent relevant to their role, consideration of behaviours that deliver good consumer outcomes should be embedded within the common performance dimensions: Business Results; Client / Customer / Stakeholder; Teamwork and Leadership and Risk, Controls, and Conduct. To ensure good outcomes for customers, there should be no incentive or sales targets that could provide an incentive on employees to recommend a particular product or service to retail customers where an alternative would better meet a customer's need.

In addition, for select employees in the Investor population, regard is also given to the performance of relevant funds / strategies.

The performance dimensions for investment professionals are evaluated annually based on several factors that drive investment outcomes and value – aligned with client objectives, including, but not limited to:

- Investment performance, generally weighted to the long-term, with specific consideration for portfolio managers of investment performance relative to competitive indices or peers over one-, three-, five-and ten-year periods;
- The scale and complexity of their investment responsibilities;
- Individual contribution relative to the client's risk and return objectives; and
- Adherence with the Firm's compliance, risk, regulatory and client fiduciary responsibilities including, as applicable, adherence to the sustainability risk policies, which contains relevant financially material ESG factors that are intended to be assessed in investment decision-making, per investment objectives.

In addition to the above performance dimensions for assessing the performance of investment professionals, the firm-wide pay-for-performance framework, together with the overall performance of the relevant business unit and investment team, is integrated into the final assessment of IC for an individual investment professional. Feedback from JPMorgan's risk and control professionals is considered in assessing performance and compensation.

4. Risk Management

As described in the Firm's compensation philosophy, risk management, compensation recovery and repayment policies should be robust and designed to mitigate excessive risk-taking, and to encourage a culture that supports the Firm's Purpose, Business Principles and strategic framework.

Risk, Controls, and Conduct review process

The Firm has an enterprise-wide framework to assess employee conduct-related matters, and we review trends that may expose the Firm to material financial, reputational, compliance and other operating risks.

Actual or potential misconduct for matters that create material risk and control concerns are escalated to the Firm's HR Control Forums process. Misconduct in this context is defined as:

- Intentional employee misconduct or behaviour in a manner injurious to the Firm; or
- Gross negligence in performance of job function(s), including gross negligence in managerial oversight of employees who commit misconduct, in a manner injurious to the firm
- Gross negligence in managerial oversight which would likely entail reasonable evidence of a serious lack of diligence, care, or omission, in reckless disregard of position and/or oversight responsibilities which could include, but is not limited to, fraud or providing misleading information

Issues may be raised through LOB/Functions (Regional and Global), Control Committee, Risk Committee, or HR Control Forum Members on behalf of their functions (Internal Audit, Legal, Risk, Compliance, and Control Management).

The process is both bottom up (Region/LOB) and top down (Firm-wide) and includes various touch points through the year to review risk, controls, and conduct issues, culminating with the year-end Firmwide HR Control Forum. The Firmwide HR Control Forum review outputs from and provides feedback to LOB, Functional, and/or Regional Control Forums and provide constructive challenge.

Holding Staff Accountable

The Firm's compensation program is designed to hold Staff accountable, when appropriate, for meaningful actions or issues that negatively impact business performance or the Firm's reputation in current or future years. Risk, controls, and conduct issues are therefore carefully considered throughout the Firm's performance development and incentive compensation processes.

The vast majority of issues are reviewed and dispositioned through the Firm's Code of Conduct Policy and Know Your Employee Framework. Certain employees, including Identified Staff, are subject to an enhanced performance evaluation process, described above, which feeds into year-end compensation decision-making, where appropriate. The CMDC reviews a summary of outcomes of the Firmwide HR Control Forums, and certain issues reviewed at HR Control Forums that meet established criteria are escalated to the CMDC. The outcomes of these Forums are factored into incentive compensation, where appropriate.

To hold individuals responsible for taking risks inconsistent with the Firm's risk appetite and to discourage future imprudent behaviour, the Firm has policies and procedures that enable it to take timely and proportionate actions, including:

- Reduce or altogether eliminate annual incentive compensation;
- Cancel unvested awards (in full or in part);
- Clawback/Recover previously paid incentive compensation, which includes cash and/or equity (i.e., RSUs and PSUs);
- Demotion, negative performance rating or other appropriate employment actions; and
- Termination of employment.

The Firm has a framework in place that provides for recommended impacts to drive consistency. However, the precise actions the Firm takes with respect to accountable individuals, which may also include coaching and training are based on the relevant circumstances, including the nature of their involvement, the magnitude of the event, the impact on the Firm, and local laws. A description of the relevant recovery provisions is set out below.

Malus and Clawback provisions

The Firm maintains malus and clawback provisions on both cash incentives and deferred awards, which enable the Firm to reduce or cancel unvested awards and recover previously paid and / or vested compensation in certain situations. While incentive awards are intended and expected to vest according to their terms, the Firm's strong recovery provisions permit recovery of incentive compensation awards in appropriate circumstances.

All incentive awards are subject to the Firm's Bonus Recoupment Policy, which is available on the Firm's external website⁵. In addition, all incentive awards for Identified Staff are subject to the extensive Malus and Clawback provisions summarised in the table below, as well as additional provisions where required by local regulations. In particular, all IC awards (upfront and deferred) made to relevant CRD V Identified Staff regulated in the UK are subject to an extended clawback regime as required by local UK regulations.

EQUITY CLAWBACK REVIEW PROVISIONS

AWARD TYPE

Category	TRIGGER	VESTED	UNVESTED
Restatement	<ul style="list-style-type: none"> In the event of a material restatement of the Firm's financial results for the relevant period This provision also applies to cash incentives 	✓	✓
Misconduct	<ul style="list-style-type: none"> If the employee engaged in conduct detrimental to the Firm that causes material financial or reputational harm to the Firm, or engaged in knowing and willful misconduct related to employment 	✓	✓
	<ul style="list-style-type: none"> If the award was based on material misrepresentation by the employee 	✓	✓
	<ul style="list-style-type: none"> If the employee is terminated for cause 	✓	✓
Risk-related and other	<ul style="list-style-type: none"> If the employee improperly or with gross negligence failed to identify, raise or assess, in a timely manner and as reasonably expected, issues and/or concerns with respect to risks material to the Firm 	✓	✓
	<ul style="list-style-type: none"> If the award was based on materially inaccurate performance metrics, whether or not the employee was responsible for the inaccuracy 	✓	✓
Protection Based Vesting ⁶	<ul style="list-style-type: none"> If performance in relation to the priorities for their position, or the Firm's performance in relation to the priorities for which they share responsibility as a member of the Operating Committee, has been unsatisfactory for a sustained period of time⁷ 		✓
	<ul style="list-style-type: none"> If a LOB in which the employee is employed or exercises responsibility did not meet its annual LOB financial threshold or, in the case of an Operating Committee member, if awards granted to participants in a LOB for which the Operating Committee member exercised responsibility were in whole or in part cancelled because the LOB did not meet its annual LOB financial threshold 		✓

⁵ Available at <https://www.jporganchase.com/corporate/About-JPMC/ab-corporate-governance-principles.htm#recoupment>

⁶ Provisions apply to PSUs and RSUs and may result in cancellation of up to a total of 50% of the award

⁷ These provisions only apply to members of the Firm's Operating Committee

	<ul style="list-style-type: none"> • If for any one calendar year during the vesting period, pre-tax pre-provision income is negative, as reported by the Firm⁷ 	✓
	<ul style="list-style-type: none"> • If, for the three calendar years preceding the third year vesting date, the Firm does not meet a 15% cumulative return on tangible common equity⁷ 	✓

Culture and Conduct

The Firm continues to reinforce its culture and remains focused on managing employee conduct. The Firm's Business Principles are embedded throughout the employee lifecycle, starting with the onboarding process and extending to ongoing training, compensation, promoting and rewarding employees; and the Firm's performance development and compensation processes are designed to hold employees accountable for their conduct, where appropriate. The Firm recognises its employees are a key driver of the Firm's success and ability to deliver for its customers, communities and shareholders. The Firm continues to set high standards for manager expectations to drive a strong culture and promote engagement with employees.

The Firm strives to clearly and frequently communicate its expectations that all employee conduct must adhere to the highest ethical standards encompassed by the Firm's Business Principles, including through senior leadership messages and conduct training.

The Firm endeavours to promote a culture of respect that allows every employee to feel safe and empowered at work. To that end, the Firm has in place employee training and protocols for preventing, reporting and addressing sexual, discriminatory or other misconduct and prohibits retaliation against an individual who reports a concern in good faith or assists with any inquiry or investigation.

With the Business Principles serving as a guide for how the Firm does business, the Firm's Code of Conduct is a collection of principles designed to assist employees and directors in making decisions about their conduct in relation to the Firm's business. All employees are trained on the principles of the Code, and must annually affirm that they have read, understand, and are in compliance with the Code.

Alongside this framework is the Firm's Conduct Risk Program which is governed by the Compliance, Conduct and Operational Risk Management Policy which establishes the framework for governance, identification, measurement, monitoring, and testing, management and reporting within the Firm. Conduct Risk is the responsibility of each LOB, function, and employee and each LOB or function is accountable for identifying and managing its conduct risk to provide appropriate engagement, ownership and sustainability of a culture consistent with the Business Principles. The CMDC provides oversight of the Firm's culture, including reviewing updates from management regarding significant employee conduct issues.

The Firm's performance development and incentive compensation processes (see Section 3 above) are consistent with the Conduct Risk Management Standard, including the management of actual or potential misconduct of individuals who may be involved in material risk and control issues which can be escalated to the HR Control Forums (see Section 4 above).

5. Equal Pay and Equal Opportunity

The Firm is committed to equal pay for equal work. As outlined in the Firm's Equal Opportunity, Anti-Discrimination and Anti-Harassment Policy, the Firm is also committed to providing equal opportunity in accordance with applicable local law in all areas of people management, including recruitment, employment, assignment, transfer, promotion, compensation, benefits and training. The Firm's remuneration policies and practices are consistent with this commitment and do not discriminate on the basis of gender or any other personal characteristic protected under applicable local law or the Firm's Code of Conduct.