

31 March 2022

Tang Calvin
Contracts Specialist

Dear Tang Calvin

WE COUNT ON YOUR SUPPORT

The past three years have been challenging for MODEC. This year especially, we need to seek ways to run our company in efficient way and reduce expenditures. We would like to ask all employees to stand in solidarity with the company and help us tide over this difficult period.

Performance bonus payment for 2021 will be withheld this year in view of the company's current financial situation. It is not an easy decision to make, but a necessary one for us to go through the year of patience.

While we have financial constraint, the company made a decision to distribute a one-time \$500/- payout to all permanent MOPS employees who joined on or before 1 December 2021 as a gesture of appreciation for your contribution towards the company. This payout will be made together with your March 2022 salary.

We appreciate your understanding, and count on your support to help the company become strong again. I appreciate all are participating in MOPS Beyond initiatives to contribute to be better.

Let's put all hands to the pumps and make V-shape recovery for our brighter future.

Yours sincerely,



Soichi Ide
President and CEO