

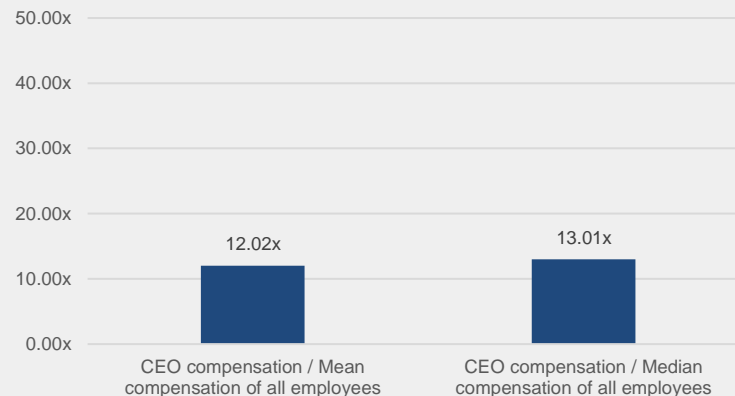
Mean and Median employees vs CEO compensation level

Compensation (€)

| | |
|--------------------------------------|----------|
| CEO Compensation | 503,496* |
| Mean compensation of all employees | 41,900 |
| Median compensation of all employees | 38,700 |

** On a 12 months basis, Hera has paid two different remuneration to CEO: first 4 months to Mr Stefano Venier and last 8 months to Mr Orazio Iacono*

2022 CEO/employees compensation



2022
CEO/employees compensation ratio