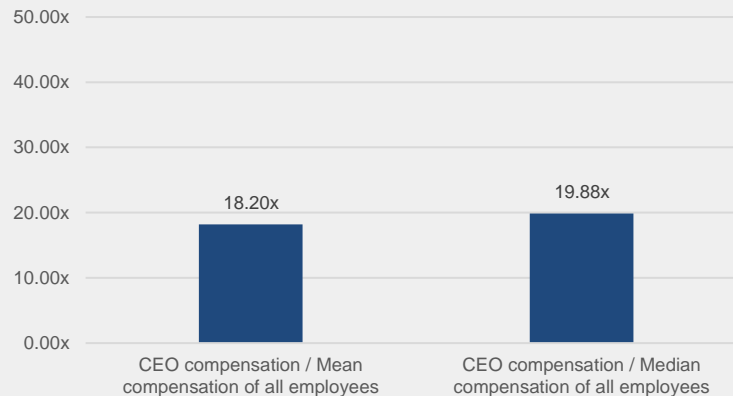


Mean and Median employees vs CEO compensation level

Compensation (€)

CEO Compensation	769,498
Mean compensation of all employees	42,270
Median compensation of all employees	38,710

2023 CEO/employees compensation



2023
CEO/employees compensation ratio

Management Ownership

CEO Ownership	
Hera shares held (n.)	40,000
Share price as at 31/12/2023 (€)	2.972
Total amount invested (€)	118,880
Base salary (€)	380,000
Multiple of base salary (x)	0.31

CEO

Executive Chairman Ownership	
Hera shares held (n.)	20,000
Share price as at 31/12/2023 (€)	2.972
Total amount invested (€)	59,440
Base salary (€)	380,000
Multiple of base salary (x)	0.16

Executive Chairman