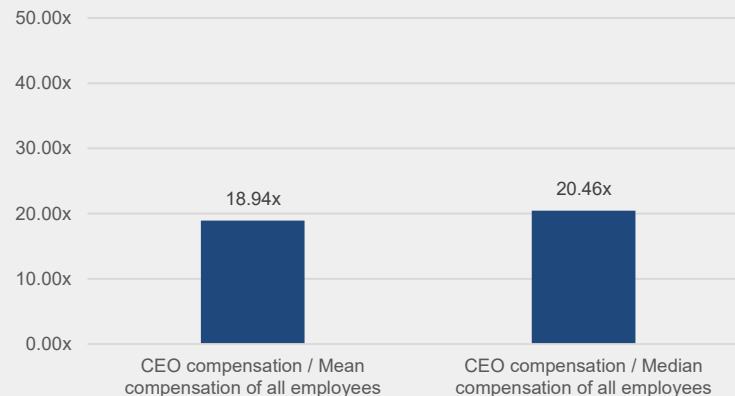


# Mean and Median employees vs CEO compensation level

## Compensation (€)

|                                      |         |
|--------------------------------------|---------|
| CEO Compensation                     | 823,720 |
| Mean compensation of all employees   | 43,500  |
| Median compensation of all employees | 40,260  |

2025 CEO/employees compensation



2025  
CEO/employees compensation ratio

# Management Ownership

| Orazio Iacono CEO Ownership        |             |
|------------------------------------|-------------|
| Hera shares held (n.)              | 56,784      |
| Share price as at 31/12/2025 (€)   | 4.020       |
| Total amount invested (€)          | 228,272     |
| Base salary (€)                    | 400,000     |
| <b>Multiple of base salary (x)</b> | <b>0.57</b> |

| Executive Committee members                | Hera shares held (n.) | Price as at 31/12/2025(€) | Total amount invested (€) | Base salary (€) | Multiple of base salary (x) |
|--------------------------------------------|-----------------------|---------------------------|---------------------------|-----------------|-----------------------------|
| Cristian Fabbri                            | 25,000                | 4.02                      | 100,500                   | 400,000         | 0.25x                       |
| Orazio Iacono                              | 56,784                | 4.02                      | 228,272                   | 400,000         | 0.57x                       |
| Tommaso Rotella                            | 0                     | 4.02                      | 0                         | 85,000          | 0.00x                       |
| Marina Monassi                             | 0                     | 4.02                      | 0                         | 40,000          | 0.00x                       |
| <b>Average Executive Committee members</b> |                       |                           |                           |                 | <b>0.21x</b>                |

CEO

Executive Committee members

The CEO has built up in four years a share ownership of 0.57 times their annual base salary, while the Executive Chairman has built up in three years a share ownership of 0.25 times their annual base salary. **Indeed, Hera requires that executives manage the company in the interest of its shareholders and positively values a share ownership of at least 0.1 times the annual base salary.** Furthermore, all variable remuneration is paid in cash and executives must therefore use their own resources to build their position in Hera shares. Finally, it should be noted that the bylaw provides that, executives, like other private shareholders, cannot exceed the threshold of 5% of the share capital in order to not exclude their voting rights in the annual general meeting.