

## LEONARDO REPORT ON REMUNERATION POLICY AND FEES PAID 2026

**TABLE 1. REMUNERATION PAID TO MEMBERS OF THE GOVERNING AND SUPERVISORY BODIES, GENERAL MANAGERS AND OTHER EXECUTIVES WITH STRATEGIC RESPONSIBILITIES** (Amounts in thousands of euro)

LAST AND FIRST NAME(S)	POSITION HELD IN THE FINANCIAL YEAR 2025	TERM OF OFFICE	EXPIRY OF THE TERM OF OFFICE	FIXED REMUNERATION	REMUNERATION FOR THE PARTICIPATION IN COMMITTEES		NON-EQUITY VARIABLE REMUNERATION		NON-CASH BENEFITS	OTHER FEES	FAIR VALUE OF EQUITY PAYMENTS	TOTAL	PAY MIX BETWEEN FIXED AND VARIABLE REMUNERATION	TERMINATION OR SEVERANCE INDEMNITY	
							BONUSES AND OTHER INCENTIVES	PROFIT SHARING							
Pontecovo Stefano	Chairman	from 01/01/2025 to 31/12/2025	FY 2025	90 400	(i)				8			498			
Cingolani Roberto	Director Chief Executive Officer and General Manager	from 01/01/2025 to 31/12/2025	FY 2025	80 920	(i)			1,172	28		1,063	3,263	Fixed: 32% Variable: 68%		
Alberi Trifone	Director	from 01/01/2025 to 31/12/2025	FY 2025	80	(i)	49	(1)					129			
Ghislanzoni Giancarlo	Director	from 01/01/2025 to 31/12/2025	FY 2025	80	(i)	47	(2)			3		130			
Giorgetti Enrica	Director	from 01/01/2025 to 31/12/2025	FY 2025	80	(i)	46	(3)					126			
Levy Dominique	Director	from 01/01/2025 to 31/12/2025	FY 2025	80	(i)	51	(4)					131			
Macri Francesco	Director	from 01/01/2025 to 31/12/2025	FY 2025	80	(i)	51	(5)					131			
Manara Cristina	Director	from 01/01/2025 to 31/12/2025	FY 2025	80	(i)	62	(6)					142			
Sala Marcello	Director	from 01/01/2025 to 31/12/2025	FY 2025	80	(i)	45	(7)					125			
Stefini Silvia	Director	from 01/01/2025 to 31/12/2025	FY 2025	80	(i)	54	(8)					134			
Vasco Elena	Director	from 01/01/2025 to 31/12/2025	FY 2025	80	(i)	46	(9)					126			
Wood Steven Duncan	Director	from 01/01/2025 to 31/12/2025	FY 2025	80	(i)	37	(10)					117			
Rossi Luca	Chairman of the Board of Statutory Auditors	from 01/01/2025 to 31/12/2025	FY 2025	80	(i)	0						80			
Cerati Giuseppe	Deputy Auditor	from 01/01/2025 to 31/12/2025	FY 2025		(i)	0						0			
Pezzani Fabrizio	Deputy Auditor	from 01/01/2025 to 31/12/2025	FY 2025		(i)	0						0			
Rossano Serenella	Deputy Auditor	from 01/01/2025 to 31/12/2025	FY 2025		(i)	0						0			
Scipione Monica	Deputy Auditor	from 01/01/2025 to 31/12/2025	FY 2025		(i)	0						0			
Fazzini Marco	Regular Auditor	from 01/01/2025 to 31/12/2025	FY 2025	70		0				2		72			
Pusterla Giulia	Regular Auditor	from 01/01/2025 to 31/12/2025	FY 2025	70		0				2		72			
Simonelli Paola	Regular Auditor	from 01/01/2025 to 31/12/2025	FY 2025	70		0				0		70			
Zavaglia Alessandro	Regular Auditor	from 01/01/2025 to 31/12/2025	FY 2025	70		0				0		70			
Executives with Strategic Responsibilities			FY 2025	4,186	(v)			3,730	(11)	234		4,458	12,608	Fixed: 35% Variable: 65%	5,414
(i) Remuneration in the Company drawing up the financial statements				6,836		488		4,222	0	270	7	5,521	17,344		5,414
(ii) Remuneration from subsidiaries and affiliates				0		0		0	0	0	0	0	0		0
(iii) Total				6,836		488		4,222	0	270	7	5,521	17,344		5,414

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Remuneration details: (i) relevant remuneration approved by the shareholders' meeting; (ii) attendance fees; (iii) lump-sum reimbursements of expenses; (iv) remuneration received for the performance of specific duties, pursuant to art. 2389, paragraph 3, of the Italian Civil Code; (v) fixed salaries as an employee.

(#) the proportion is calculated by taking as reference for the fixed part, the values relating to fixed remuneration and non-cash benefits, while for the variable part the bonus and other incentives, and the fair value of equity remuneration.

(1) Control and Risks Committee: 28.5k Remuneration Committee: 18.5k Sustainability and Innovation Committee: 2k

(2) Sustainability and Innovation Committee: 28.5k Remuneration Committee: 18.5k

(3) Nomination and Governance Committee: 22.5k Remuneration Committee: 23.5k

(4) Control and Risks Committee: 28.5k Nomination and Governance Committee: 22.5k

(5) Sustainability and Innovation Committee: 28.5k Nomination and Governance Committee: 22.5k

(6) Control and Risks Committee: 28.5k Sustainability and Innovation Committee: 33.5k

(7) Control and Risks Committee: 22.5k Sustainability and Innovation Committee: 22.5k

(8) Control and Risks Committee: 33.5k Nomination and Governance Committee: 20.5k

(9) Remuneration Committee: 18.5k Nomination and Governance Committee: 27.5k

(10) Remuneration Committee: 14.5k Sustainability and Innovation Committee: 22.5k

(11) MBO finalisation in progress

The fees reported for Executives with Strategic Responsibilities also include those persons who held, during the financial year, even for a fraction of the period, the position of Executives with Strategic Responsibilities. In addition to those mentioned by name, the total number of persons who held the position of Executive with Strategic Responsibilities was 12 in 2025.