



# **REMUNERATION REPORT 2025**



## Opening statement:

*The Remuneration Committee is committed to providing a comprehensive and transparent disclosure which sets out the key decisions that have been made during the year and how these align with the strategic priorities of Gedeon Richter and its shareholders.*

## Annual Statement from the Chair of the Remuneration Committee

**Dear Shareholder,**

As Chair of the Gedeon Richter Remuneration Committee, on behalf of the Committee, I am pleased to present our report on Directors' Remuneration for the year ended 31 December 2025.

### 2025 AGM

The Committee was pleased to note that at the 2025 Annual General Meeting, the shareholders approved the Remuneration Report for the 2024 financial year and expressed their support for the amended elements of the Remuneration Policy. At the same time, the Committee notes that, with respect to certain agenda items, some shareholders cast votes against the proposals. The voting results reasonably indicate that a portion of the shareholders required further information to fully understand certain remuneration decisions; therefore, the Committee conducted a detailed review of the comments received and considered their implications for future practice.

It became clear to the Committee that the shareholders who voted against the proposals primarily raised concerns relating to methodological and transparency issues affecting the determination of certain elements of remuneration. According to the feedback, some investors expected more detailed explanations regarding the selection of performance indicators, the rationale for their choice, and the specific purpose of the various remuneration components. As the Committee is aware that both shareholders and proxy advisory agencies expect the application of international best practices, the Committee continues to consider it a priority to operate a remuneration framework that supports the Company's long-term strategy, the retention and motivation of key professionals, and the continuous enhancement of shareholder value.

### Committee Governance

The Committee is made up of following 3 independent members (Non-Executive Directors, not employed by the Company):

- Dr Anett Pandurics (Committee Chair)
- Dr Nándor Pál Ács
- Dr Péter Cserhádi

During the year the Committee met three times.

The Committee remains committed to further developing the remuneration reporting practices in the coming years and to providing transparent, comprehensible, and detailed disclosures that are aligned with the long-term strategic priorities of Gedeon Richter and with the expectations of its shareholders.

This Report has been prepared on the basis of the Company's Remuneration Policy for the period 2025–2028. It should be noted, however, that the submission presented to the 2026 Annual General Meeting will already include the revised Remuneration Policy proposed for the 2026–2029 period. The amendments reflect the comments and feedback received from shareholders in previous years and incorporate the solutions developed in response to them.

## BUSINESS PERFORMANCE

In 2025, the Company faced a number of challenges, to which we responded with exceptional speed.

Revenues in the Neuropsychiatric division resumed dynamic growth, with the continued expansion of Vraylar remaining one of the key pillars of our performance. An important development concerning the product was the successful extension of its U.S. market exclusivity by an additional six months, until March 2030.

Our Women's Healthcare division continued to deliver outstanding results, driven primarily by the success of our leading products (Ryeqo, Lenzetto, Evra, Drovelis and Bemfola), while our other women's healthcare products also contributed to moderate yet stable growth. The division's strong performance was further supported by the increasing prominence of women's health awareness globally. A key achievement was the European Medicines Agency's positive opinion on our original product, Fylrevy (formerly known as Donesta), which is intended to help alleviate symptoms associated with menopause. In addition, we expanded our collaboration network in this therapeutic area by entering into agreements with the Japanese company Fuji and the Swiss company FimmCyte.

Revenues in our Biotechnology division increased significantly in the fourth quarter, supported by the strong performance of contract manufacturing activities, the stable results of Teriparatide, and the launch of new product sales.

Following a weaker third quarter, the Generics division returned to a growth trajectory in the fourth quarter, resulting in balanced performance.

The strong year-end results concluded a year marked by substantial challenges. The momentum in neuropsychiatry and women's healthcare, the growth achieved in biotechnology, our progress in cost management, and the positive impact of our efficiency-enhancement programmes all contributed to our overall success.

In 2026, our aim is to further strengthen both our growth and our internal operations: we will develop new therapeutic solutions and enhance the visibility and revenue of our existing products. With the introduction of several essential primary-care medicines, we will simultaneously reinforce our market position and broaden access to high-quality pharmaceuticals for millions.

## REMUNERATION PAYABLE IN RESPECT OF 2025

### Executive Director remuneration

#### Base salary

The base salaries of the Executive Directors were increased by

- 7,1% for the CEO as of 1st March 2025. In comparison, the average corporate base salary increase was 7.6%.
- The Chief Financial Officer was appointed with effect from 1st May 2025 and has not received any salary increase since the appointment.

As detailed within the Remuneration Policy, Executive Directors will also receive a monthly honorarium of HUF 1,076,000 / month.

#### 2025 Cash Bonus

The 2025 bonus for the Executive Directors was assessed against the bellwether measures which assessed annual operational, business and individual performance during the year. For 2025 the maximum bonus payable for the CEO was 110% of salary, and for the deputy CEO 55% of salary. The maximum payout rate of the bonus is 110%, payout above 100% of target is only possible if the company target goals are exceeded.

Based on the performance achieved during the year the outcome was 90% of target in case of the CEO and 98.4% of target in case of the Deputy CEO/CFO. Full details of the performance assessment for the 2025 bonus can be found on pages 15 to 17. The Committee reviewed the appropriateness of this outcome against the performance achieved during the year and were comfortable that the payment was in all circumstances appropriate, no discretion should be applied to adjust the formulaic outcome.

#### 2025 Annual Share remuneration and associated cash benefit

From 2025 our Executive Directors are participating in our annual share remuneration award. For our Executive Directors this program works alongside our annual cash bonus ensuring that part of their annual incentive remuneration is paid in shares and thereby aligning them to longer term performance and shareholder interests. The award is a maximum of 1,500 shares with the actual vesting amount determined by revenue and operating profit targets and subject to a two-year holding period. An associated element of the share remuneration is a cash benefit, which is the gross amount of taxes and contributions payable in connection with the shares awarded and which enables all shares to be retained (rather than some being sold to meet taxes payable). Both share remuneration and cash benefit is paid within 30 days of the Annual General Meeting closing the financial year in question.

Full details of the performance assessment for the 2025 Share remuneration can be found on page 22.

## EPP vesting

Every year, the Company launches a new EPP Remuneration Program with a performance and vesting period of two years. The 7th Remuneration Program is applicable to the years 2024-2025 (to be paid in Q1 of 2026) and the 8th Remuneration Policy applicable to the years 2025-2026 (to be paid in Q1 of 2027). 50% of each award is determined by Corporate performance targets measured over two years and 50% is determined by individual strategic performance objectives. While the Committee notes that the two-year performance period of the EPP does not align to typical market practice of three-years, it considers that it is appropriate to align to business strategy.

Under this Remuneration Report, the remuneration specified as EPP remuneration is the sum total of the remunerations that were fully earned in 2025 under the 7th EPP Remuneration Program. Some of the performance period and individual objectives for the 8th EPP Remuneration Program have been met in 2025 but this award does not fully vest until the end of 2026 when the Corporate performance element is determined with payment in Q1 of 2027.

The maximum award value under the EPP was 120% of target regarding the CEO and 100% of target regarding Deputy CEO / CFO. The target award opportunity is set at 256% of salary for the CEO and 97.5% of salary for the Deputy CEO / CFO. In line with the Remuneration Policy the EPP is share-based with awards being settled in cash at the end of the vesting period.

Based on the performance achieved over the performance period the outcome was 95% of target for CEO and 100% of target for Deputy CEO / CFO. Full details of the performance assessment for the EPP can be found on pages 18 to 21.

The Committee reviewed the appropriateness of this outcome against the performance achieved during the year and were comfortable that no discretion should be applied to adjust the formulaic outcome.

## Non-Executive Directors

The share remuneration outcome for Non-Executive members of the Board of Directors was 100% of target.

No structural changes to 2024 were made to remuneration paid in 2025 to the **Supervisory Board members**.

## REMUNERATION PAYABLE IN RESPECT OF 2025

As approved at the 2024 AGM, from 2025 the Committee will operate the 2025-2028 Remuneration Policy. Details of the Policy are set out pages 8 to 10.

### Conclusion

The Committee remains open to feedback from our shareholders, and I invite you to reach out to me through our Company Secretary if there is anything you would like to discuss prior to our 2026 AGM.

On behalf of the Committee thank you for reading this report and I look forward to receiving your support at the AGM on 29. April 2026 in relation to the pay-related Resolutions.



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**Dr Anett Pandurics**

Chair of the Remuneration Committee

11 March 2026

## EXECUTIVE DIRECTOR REMUNERATION AT A GLANCE

### Overview of remuneration during the year 2025

	CEO Member of the Board of Directors Gábor Orbán	Deputy CEO / CFO Member of the Board of Directors László András Kovács
<b>Base Salary</b>	HUF 69 540 002	HUF 34 770 180
<b>Honorarium</b>	HUF 12 912 000	HUF 8 715 600
<b>Pension and benefits</b>	<ul style="list-style-type: none"> <li>Executive Directors are entitled to old-age pension, supplementary pension benefit or disability benefit in accordance with the relevant effective statutory provisions. <ul style="list-style-type: none"> <li>In addition, the Executive Directors were eligible to receive voluntary pension fund contributions under the same principles and rules that apply to all employees. The fact and level of this benefit were defined in the document entitled 'Information on the 2025 Salary Adjustment of Gedeon Richter', which set the contribution at 6% of gross base salary. The monthly employer contribution payable to an individual may not exceed 50% of the statutory national minimum wage (HUF 145,400 per person per month from 1 January 2025). Payments made in 2025 were fully compliant with these provisions.</li> </ul> </li> <li>Executive Directors are entitled to a range of benefits including employee cafeteria, car and fuel benefits, life and accident insurance, health insurance and benefits along with a range of other fringe benefits.</li> </ul>	
<b>Cash Bonus</b>	<ul style="list-style-type: none"> <li>Max: 110% of salary</li> <li>Target: 100% of salary</li> <li>2025 outcome: 62 586 ths HUF</li> </ul>	<ul style="list-style-type: none"> <li>Max: 55% of salary</li> <li>Target: 50% of salary</li> <li>2025 outcome: 14 365 ths HUF</li> </ul>
	<ul style="list-style-type: none"> <li>Performance conditions: Operating profit (40%), GenMed goal (10%), WHC goal (10%), Biotechnology I goal (10%), Biotechnology II goal (10%), CNS goal (10%), ESG targets (10%).</li> <li>Structure: The bonus is paid annually to the CEO.</li> </ul>	<ul style="list-style-type: none"> <li>Performance conditions: Operating profit (20%), Deliver First results from Working Capital Management (16%), Redesign Commercial Planning process to reflect new strategic initiatives (16%), Execute first etap of Procurement roadmap (16%), Define new target operating model for BS&amp;O areas deliver quick wins &amp; budget P&amp;L impact for 2026 (16%), Finalize SAP S4 concept &amp; roadmap in alignment, with Future of Finance Concept (16%)</li> <li>Structure: The bonus is paid semi-annually (in two instalments) to Deputy CEO / CFO.</li> </ul>
<b>Annual Share Remuneration</b>	<ul style="list-style-type: none"> <li>An award of 1,500 shares with vesting determined by revenue and operating profit targets over the year and subject to a two-year holding period. An associated element of the share remuneration is a cash benefit, which is the gross amount of taxes and contributions payable.</li> </ul>	
<b>EPP</b>	<ul style="list-style-type: none"> <li>Max: 307% of salary</li> <li>Target: 256% of salary</li> <li>2025 outcome: 139 351 ths HUF</li> </ul>	<ul style="list-style-type: none"> <li>Max: 97.5% of salary</li> <li>Target: 97.5% of salary</li> <li>2025 outcome: 15 103 ths HUF</li> </ul>
	<ul style="list-style-type: none"> <li>Performance conditions: Corporate turnover growth (50%), Operating profit (20%), GenMed goal (5%), WHC goal (5%), Biotechnology I goal (5%), Biotechnology II goal (5%), CNS goal (5%), ESG targets (5%).</li> <li>Structure: 2-year performance period.</li> </ul>	<ul style="list-style-type: none"> <li>Performance conditions: Corporate turnover growth (50%), Operating profit (10%), Deliver First results from Working Capital Management (10%), Redesign Commercial Planning process to reflect new strategic initiatives (10%), Execute first etap of Procurement roadmap (10%), Define new target operating model for BS&amp;O areas deliver quick wins &amp; budget P&amp;L impact for 2026 (10%),</li> <li>Structure: 2-year performance period.</li> </ul>

## SUMMARY OF REMUNERATION POLICY 2025-2028 APPROVED BY SHAREHOLDERS

The Remuneration Policy for 2025-2028 was approved by shareholders at our 2024 AGM. The full Policy can be found on the Gedeon Richter website:

<https://www.gedeonrichter.com/-/media/sites/hq/documents/sustainability/en/remuneration-policy-for-years-2025-2028-approved-by-the-agm-2024.pdf?rev=8a26dbd903d4431e8d3ecf28fc890203&hash=F026CED06CF4BCC755413C4EAB80944D>

A summary of the Policy is provided below.

Element	Applicable to	Details
<b>Elements of fixed remuneration</b>		
<b>Base Salary</b>	Executive Directors	<ul style="list-style-type: none"> <li>Fixed remuneration reflecting mainly the job, position, responsibility and experience within the organisation ensuring that the Company attracts and retains the best professionals taking into consideration the remuneration offered by potential competitors in the labour market.</li> <li>The decision on the CEO's base salary and its yearly increase is made by the Board of Directors of the Company, with regard to the fact that employer's rights over the chief executive officer are exercised by the Company's Board of Directors. The 2025 salary adjustments for the other Directors employed by the Company were implemented in accordance with the provisions set out in the document entitled 'Information on the 2025 Salary Adjustment of Gedeon Richter.' issued by the Company.</li> <li>Note, the maximum salary levels within the Policy should not be interpreted as the desired or actual salary level and instead is set as an absolute maximum to provide the Board of Directors with flexibility to set the salary at an appropriate level below the maximum. Details of actual salary levels paid in 2025 are detailed on page 13-14.</li> </ul>
<b>Honorarium (Base Board Fee)</b>	Executive Directors Non-Executive Directors of the Board Supervisory Board	<ul style="list-style-type: none"> <li>Fixed remuneration paid monthly to the members of the Board of Directors and the Supervisory Board.</li> <li>Proposals for the amount of the honorarium to be paid to the members of the Board of Directors each month in a given business year are submitted by the Board of Directors to the Annual General Meeting of the Company after familiarising and deliberating the proposal of the Remuneration Committee and recognise the skills, responsibilities, experience and time commitment of the Directors.</li> <li>The monthly remuneration of the Chair of the Board of Directors and the Chair of the Supervisory Board shall be higher than that of the members of the Board of Directors and the members of the Supervisory Board.</li> </ul>
<b>Meeting fees</b>	Non-Executive Directors of the Board / Committee members Chair of the Supervisory Board Supervisory Board / Audit Board members	<ul style="list-style-type: none"> <li>The members of the Board Committees established by the Board of Directors receive remuneration based on meetings attended, set at the same level for each meeting.</li> <li>The Chair of the Supervisory Board is entitled to additional remuneration based on Board of Directors' meetings attended by her/him.</li> <li>Those members of the Supervisory Board who also serve on the Audit Board receive meeting fee based on meetings attended, set at the same level for each Audit Board meeting.</li> </ul>

Element	Applicable to	Details
<b>Fringe benefits</b>	Executive Directors	<ul style="list-style-type: none"> <li>• Employee Cafeteria benefits: Pursuant to the Cafeteria regulations of the Company, the annual value of which in 2025 was HUF 450,000 per person.</li> <li>• Company car and fuel card benefits: in accordance with the Company's Vehicle Use Regulations.</li> <li>• Life and accident insurance: The Executive Directors were able to benefit from comprehensive life and accident insurance cover during 2025 in accordance with the same principles and rules as applied to all employees.</li> <li>• Corporate health insurance including complex health screening: In accordance with the same principles and rules as apply to all employees, the Executive Directors were able to use the private healthcare services offered by the Company's healthcare provider.</li> <li>• Cash remuneration: The gross amount of taxes and contributions payable in connection with vesting of the Annual Share Remuneration award.</li> <li>• Other fringe benefits (with an aggregate amount not exceeding 5% of the annual base salary).</li> </ul>
<b>Remuneration from subsidiaries</b>	Executive Directors	<ul style="list-style-type: none"> <li>• If a person concerned is an executive or a board member at a subsidiary of the Company, they may be entitled to remuneration for no more than three such positions.</li> </ul>
<b>Pension</b>	Executive Directors	<ul style="list-style-type: none"> <li>• Executive Directors are entitled to old-age pension, supplementary pension benefit or disability benefit in accordance with the relevant effective statutory provisions.</li> <li>• In addition, the persons concerned may be extended the contribution to a voluntary pension scheme benefit according to the same principles and rules as those pertaining to every employee. The fact and amount of the benefit shall be determined through negotiations with the representative advocacies.</li> </ul>
<b>Other fixed remuneration</b>	Executive Directors	<ul style="list-style-type: none"> <li>• Other elements of remuneration not linked to performance and not listed above (e.g. inventor's royalties, long service recognition award) can be provided from time to time.</li> <li>• Cannot exceed 10% of annual base salary.</li> </ul>

Element	Applicable to	Details
<b>Elements of variable remuneration</b>		
<b>Annual Bonus Cash element</b>	Executive Directors	<ul style="list-style-type: none"> <li>As Directors employed by the Company undertake priority tasks that have a material effect on the Company's profits, the company aligns them to company performance and shareholder return as well as rewarding them for significant performance as well as ensuring longer term retention with annual bonus participation as follows:</li> <li>The maximum bonus payout rate is 110% of target.</li> <li>Payouts above 100% of target are possible if corporate targets are exceeded. In the event of exceeding the Company's corporate targets, the Company wishes to further recognise the dedication and professionalism of its employees for their contribution to Richter's outstanding results, and therefore the Company will pay Executive Directors an additional bonus on a par with the additional bonus earned by employees as follows.</li> <li>Overachievement of the corporate target between 1% and 5% results in a 5% increase applied to the total annual bonus earned. In the case of overachievement of 6% or above, each additional 1% (rounded down to the nearest whole number) results in an incremental 1% increase, up to a maximum increase of 10%</li> <li>70-100% of the bonus (depending on the job) is tied to the achievement of individual goals, and 0-30% is linked to the achievement of company-level goals. Company-level goals are linked to the Company's profitability and to responsible cost management. The target for EBIT growth does not include the results from cariprazine sales in order to incentivise the performance that the Company can actually influence.</li> <li>Targets are measured over one financial year.</li> <li>The bonus paid annually to the CEO and semi-annually (in two instalments) to Deputy CEO / CFO, in cash.</li> </ul>
<b>Annual Share remuneration</b>	Board of Directors	<ul style="list-style-type: none"> <li>The annual share remuneration consists of two components and amounts to 1,500 shares per member. 50% of the remuneration is dependent on the annual growth of the sales revenue of the Pharmaceuticals Production in euros, and the other 50% is dependent on the annual growth of the results of operation before special items of the Pharmaceuticals Production (Pharmaceuticals Production OPBSI) in euros.</li> <li>For both remuneration components, the maximum remuneration of 750-750 shares is granted if the annual growth rate is equal to or above 5%.</li> <li>If the 5% growth target in the respective component is not satisfied, the number of shares to which members are entitled is reduced by 150 shares per each 1 percentage point of shortfall (thus, if the Company does not achieve at least 1% annual growth in either performance target, no share remuneration is granted).</li> </ul>
<b>Long-term incentives EPP</b>	Executive Directors	<ul style="list-style-type: none"> <li>The aim of the Employee Participation Plan (EPP) is to provide long-term alignment to company performance and shareholder interests through a performance share award over Gedeon Richter shares which assesses performance over a two-year performance period.</li> <li>At the end of the program, if the performance conditions are met the awards are settled to the Executive Directors in cash.</li> <li>This structure ensures that the Directors have an interest in increasing the price of Richter shares during the two-year performance period.</li> <li>The actual level of payment is determined as to 50% by corporate performance criteria and as to 50% on individual performance evaluation.</li> <li>The target payment for the CEO is 256% of salary and maximum payout under the EPP plan is 120% of target (307% of salary) and for the Deputy CEO / CFO target payment is 97.5% of salary and maximum is 100% of target (97.5% of salary).</li> <li>Corporate performance criteria is based on consolidated HUF turnover growth.</li> <li>In addition to the corporate performance criteria, other financial and non-financial targets (efficiency, investment, cost-related indicators, ESG – Environmental, Social and Governance – targets) may be set for Directors.</li> </ul>
<b>Other variable remuneration</b>	Executive Directors	<ul style="list-style-type: none"> <li>Other forms of variable pay linked to performance and not listed above include premium based on future market practices, customs or technological innovation.</li> <li>Maximum: 20% of annual base salary.</li> </ul>
<b>Extraordinary items</b>	Executive Directors	<ul style="list-style-type: none"> <li>Remuneration components not fixed in advance above, the total amount of which cannot exceed 20% of the total annual base salary.</li> </ul>

In addition to the summary provided above, we have provided further information regarding other aspects of Gedeon Richter's approach to remuneration:

- **Approach to recruitment**
  - In all circumstances, individuals recruited to a role which is covered by the Remuneration Policy will have remuneration which adheres to the structure and limits contained within the Remuneration Policy.
- **Approach to termination payments**
  - **Members of the Board of Directors (non-executive Directors)** discharge their duties under an agency agreement. The legal relationship of the members of the Board of Directors to the Company shall cover the fixed term set out in the AGM resolution on their appointment. The legal relationship as members of the Board of Directors is created upon acceptance of the appointment. Termination of the legal relationship, including specifically the cases and conditions for termination, are governed by the provisions of Book Three, Part Three of the Civil Code (Act V of 2013). After the termination of their legal relationship as members of the Board of Directors, the former members of the Board of Directors shall not be entitled to any payment in regard of their former membership, except for the fixed honorarium for the last month of their term of office or, in the case of a fraction of a month, for the pro rata share of the month, the meeting fees payable in arrears by separate settlement in connection with committee membership, and the pro rata share of the share remuneration for the calendar year in question. Given the nature of the legal relationship, serving on the Board of Directors in itself shall not entitle the member to pension, supplementary pension or early retirement benefit paid by the Company or any of its subsidiaries.
  - **Members of the Supervisory Board** discharge their duties under an agency agreement. The legal relationship of the members of the Supervisory Board to the Company shall cover the fixed term set out in the AGM resolution on their appointment. The legal relationship as members of the Supervisory Board is created upon acceptance of the appointment. Termination of the legal relationship, including specifically the cases and conditions for termination, are governed by the provisions of Book Three, Part Three of the Civil Code (Act V of 2013). After the termination of their legal relationship as members of the Supervisory Board, the former Supervisory Board (Audit Board) members shall not be entitled to any payment in regard of their former membership, except for the fixed honorarium for the last month of their term of office or, in the case of a fraction of a month, for the pro rata share of the month, and, in the case of the Chairman of the Supervisory Board and the members of the Audit Board, the meeting fee payable to them by separate settlement. Given the nature of the legal relationship, serving on the Supervisory Board in itself shall not entitle the member to pension, supplementary pension or early retirement benefit paid by the Company or any of its subsidiaries.
- **Derogation from the Policy**
  - Whilst the company retains the right to derogate from the Remuneration Policy, this is only in exceptional circumstances and temporarily. Exceptional cases are those cases where the Board determines that derogation from the Policy is necessary in order to serve the long-term interests of the Company and its stakeholders.
  - These circumstances include but not limited to in the event of changes in the market, legislative or tax environment that have a significant impact on the Company's operability, competitiveness and/or profitability.
  - Any derogation from the Policy shall be subject to the resolution of the Board of Directors adopted only by majority vote. The Board of Directors may resolve to derogate from the Remuneration Policy only on the basis of a written proposal from the Remuneration Committee and only in the cases set out in section 9.1 of the Policy.
  - Where it is deemed appropriate to derogate from the Policy, the intention is to ensure that the total expected value of remuneration would not increase.
  - Where the Board deem it necessary to derogate from the Policy, the Remuneration Committee will provide a full explanation regarding the derogation and the associated rationale for its approach. It is not envisaged that the ability to derogate from the Policy will be utilised during the Policy period at this time.

## Annual Report on Remuneration

Gedeon Richter Plc. (hereinafter the “Company”), pursuant to the provision under Section 21 of Act LXVII of 2019 on the encouragement of long-term shareholder engagement and the amendment of certain laws for the purpose of legal harmonisation, herewith publishes the Company’s Remuneration Report for the year 2025 (hereinafter the “Report” or the “Remuneration Report”).

The purpose of the report is to provide a comprehensive overview, in accordance with the Remuneration Policy applicable from 2021 (hereinafter the “Remuneration Policy”), adopted by Resolution No. 13/2020.04.28 passed by the Company’s Board of Directors acting within the competence of the general meeting based on Section 5(1) and Section 9 of Government Decree 102/2020 (IV.10.), and modified by Resolutions 9/2022.04.12, 9/2023.04.25 and No.9/2024/04.25. Adopted following advisory votes, to persons falling under the personal scope of the Remuneration Policy, regarding all remuneration awarded in the 2025 financial year or due on the basis of the results of that year and paid by the Company.

The quantified data of the Company’s Remuneration Report are presented in this Report. Values expressed in Hungarian forint (HUF) in the report are gross amounts, unless otherwise stated in the report.

For the Directors whose legal relationship (i.e. whose mandate or board membership) did not cover the entire year of 2025, the report states the pro rata portion of the annual benefits and honoraria due in line with the period of their mandates.

The categorisation and list of remuneration components presented in this structure is based on the non-binding recommendations issued by the European Commission on the standardised presentation of the remuneration report (Cf. COMMUNICATION FROM THE COMMISSION Guidelines on the standardised presentation of the remuneration report under Directive 2007/36/EC, as amended by Directive (EU) 2017/828), as regards the encouragement of long-term shareholder engagement as well as market practice and the expectations of investors and proxy agencies.

# 1. EXECUTIVE DIRECTOR REMUNERATION

## Total Remuneration

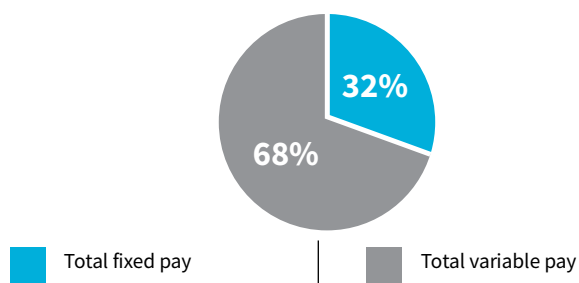
This table sets out all remuneration received by Executive Directors for 2023, 2024 and 2025.

During 2025, a change occurred in the Deputy CEO position: István Hamecz held this role until 30 April 2025. His successor, László András Kovács, was appointed as Chief Financial Officer and Deputy CEO with effect from 1 May 2025.

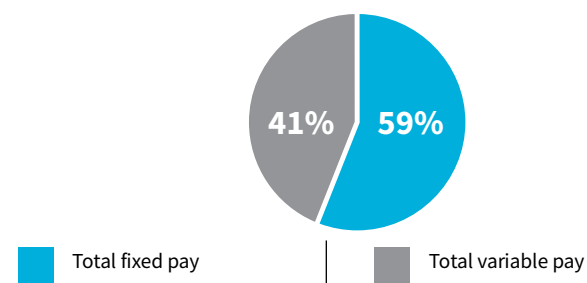
ths HUF		Fixed pay					Variable pay					Total Remuneration	Portion of total remuneration which is variable
		Salary	Honorarium (fee)	Benefits	Pension	Other <sup>1</sup>	Total fixed pay	Bonus	Long-Term (EPP)	Share remuneration	Total variable pay		
		000	000	000	000	000	000	000	000	000	000		
Orbán Gábor	2025	69 540	12 912	14 580	1 744	3 570	<b>102 347</b>	62 586	139 351	16 305	<b>218 242</b>	<b>320 590</b>	68%
	2024	65 639	12 000	9 868	1 600	3 423	<b>92 532</b>	55 958	141 508	13 612	<b>211 079</b>	<b>303 612</b>	70%
	2023	64 464	9 630	6 379	1 392	3 545	<b>85 412</b>	64 465	137 160		<b>201 625</b>	<b>287 037</b>	70%
Hamecz István	2025	18 000	4 300	6 017	581	37 722	<b>66 621</b>	6 300		5 305	<b>11 605</b>	<b>78 227</b>	15%
	2024	53 400	12 000	10 742	1 676	3 042	<b>80 861</b>	29 370	39 077	13 612	<b>82 059</b>	<b>162 921</b>	50%
	2023	49 400	9 480	7 057	1 392	3 165	<b>70 494</b>	24 700	34 000		<b>58 700</b>	<b>129 194</b>	45%
Kovács László András	2025	34 770	8 715	8 595	1 177	3 996	<b>57 256</b>	14 365	15 103	11 064	<b>40 532</b>	<b>97 788</b>	41%

<sup>1</sup>Other elements of remuneration not linked to performance for example: remuneration from subsidiaries, inventor's royalties.

Remuneration of CEO 2025



Remuneration of Deputy CEO / CFO 2025



## Salary and fees

Base salary of the Executive Directors (Gábor Orbán, László András Kovács) increased by

- 7.1% regarding CEO, and
- 3.8% for László András Kovács in his capacity as Head of Controlling, effective from 1st March 2025. In comparison, the average corporate base salary increases amounted to 7.6%.
- In addition, in connection with his appointment as Chief Financial Officer and Deputy CEO, László András Kovács received a further 16.15% salary increase with effect from 1st May 2025.

Executive Directors have also received a monthly honorarium of HUF 1,076,000 / month, which represents an increase of 7.6% compared to HUF 1,000,000 / month in 2024. The increase followed a review of current market rates for honorarium noting that the increased amounts remain below market.

## Benefits and pension

Executive Directors are entitled to a range of benefits including employee cafeteria, car and fuel benefits, life and accident insurance, health insurance and benefits along with a range of other fringe benefits.

In addition, the Executive Directors are entitled to voluntary pension fund contribution (membership-fee supplement) in accordance with the same principles and rules as apply to all employees. The membership fee supplement was 6% of the gross base salary, but this may not exceed 50% of the prevailing national statutory minimum wage. Payments were made accordingly in 2025.

## 2025 Bonus outcome

The targets for the 2025 bonus and the achievement against these are shown below:

## 2025 Bonus outcome for CEO Gábor Orbán:

Bonus Measure	Weighting	Target	Stretch	Achieved result (%)	Achievement of the goal
		100% of target bonus payable	110% of target		
Operating profit – Level I: achieved if the operating profit of the pharmaceutical segment, adjusted for special items and foreign exchange effects (cEBIT <sup>1</sup> ), reduced by the value of the Vraylar royalty, reaches EUR 90 million (calculated at an exchange rate of 390.7 HUF/EUR).	20%	20%	Overachievement: a payout between 100% and 110% is applied, increasing in 1% increments for each additional 1% increase in cEBIT, taking EUR 120 million as the 100% reference point. No further payout is made above 110%.	20%	Both the Operating profit target were achieved. The operating profit of the pharmaceutical segment, adjusted for special items and foreign exchange effects (cEBIT) and reduced by the value of the Vraylar royalty, reached EUR 120 million.
Operating profit target – Level II: achieved if the operating profit of the pharmaceutical segment, adjusted for special items and foreign exchange effects (cEBIT) and reduced by the value of the Vraylar royalty, reaches EUR 120 million (calculated at an exchange rate of 390.7 HUF/EUR).	20%	20%		20%	
GenMed goal: the revenue of the new product portfolio reaches 11% of total GenMed revenue in 2025 (with ‘new product’ defined as products launched within the past five years).	10%	10%		0%	The revenue of the GenMed new product portfolio amounted to 9.7% of the total portfolio; therefore, this goal was not achieved.
WHC goal: successful regulatory submission and approval of Donesta.	10%	10%		10%	The regulatory submission and approval of Donesta were successfully completed.
Biotechnology I goal: launch of the Denosumab product, including successful completion of the FDA audit.	10%	10%		10%	The launch of the Denosumab product, including successful completion of the FDA audit, was achieved.
Biotechnology II goal: successful regulatory submission and approval of Tocilizumab.	10%	10%		10%	The regulatory submission and approval of Tocilizumab were successfully completed.
CNS goal: identification of the chemical starting point for the three Danube projects.	10%	10%		10%	The chemical starting point for the three Danube projects was successfully identified.
ESG target: reduction of the parent company’s GHG emissions by at least 2% in 2025 compared to 2024.	10%	10%		10%	The parent company’s GHG emissions decreased by 6.6% in 2025 compared to 2024, therefore the goal was achieved.

<sup>1</sup> cEBIT: Gross profit less operating expenses (S&M, G&A, R&D) less clawback less impairment and write off/back – trade receivables less impairment and write off/back inventories plus milestone income.

## 2025 Bonus outcome for Deputy CEO / CFO László András Kovács:

Bonus Measure	Weighting	Target	Stretch	Achieved result (%)	Achievement of the goal
		100% of target bonus payable	110% of target		
<i>Operating profit – Level I: achieved if the operating profit of the pharmaceutical segment, adjusted for special items and foreign exchange effects (cEBIT<sup>1</sup>), reduced by the value of the Vraylar royalty, reaches EUR 90 million (calculated at an exchange rate of 390.7 HUF/EUR).</i>	10%	10%	Overachievement: Above 120mEUR 1% to 5% cEBIT overperformance means a 5% increase calculated on the total annual bonus amount achieved in 2025, in case of 6% and above cEBIT overperformance 1% increase (rounded down to a whole number) means 1% increase on the total annual bonus amount achieved in 2025, up to a maximum increase of 10%.	10%	<i>Both the Operating profit target were achieved. The operating profit of the pharmaceutical segment, adjusted for special items and foreign exchange effects (cEBIT) and reduced by the value of the Vraylar royalty, reached EUR 120 million.</i>
<i>Operating profit target – Level II: achieved if the operating profit of the pharmaceutical segment, adjusted for special items and foreign exchange effects (cEBIT) and reduced by the value of the Vraylar royalty, reaches EUR 120 million (calculated at an exchange rate of 390.7 HUF/EUR).</i>	10%	10%		10%	
Deliver First results from Working Capital Management.	16%	16%		16%	The first deliverables of the working capital management programme were completed.
Redesign Commercial Planning process to reflect new strategic initiatives.	16%	16%		16%	The redesign of the commercial planning process, in line with the new strategic initiatives, was completed.
Execute first etap of Procurement roadmap.	16%	16%		16%	The first phase of the procurement strategic roadmap was executed.
Define new target operating model for BS&O areas deliver quick wins & budget P&L impact for 2026.	16%	16%		16%	A new operating model for the supporting (BS&O) functions was developed, and the initial measures aimed at improving financial performance were implemented.
Finalize SAP S4 concept & roadmap in allignment with Future of Finance Concept.	16%	16%		14,4%	The SAP S4 concept and implementation roadmap were finalised and reached 90% completion, in alignment with the 'Future of Finance' concept.

<sup>1</sup> cEBIT: Gross profit less operating expenses (S&M, G&A, R&D) less clawback less impairment and write off/back – trade receivables less impairment and write off/back inventories plus milestone income.

Based on performance during the year, the amounts that Executives will receive are set out below.

Executive Director	Overall bonus outcome	
	% of target	% of salary
CEO Gábor Orbán	90%	90%
Deputy CEO /CFO László András Kovács	98.4%	41%

### Employee Participation Plan 2024-2025

Set out below are performance targets and performance achieved for the 7th EPP Remuneration Program where the award is paid in Q1 2026.

No payout where the Corporate KPI is not met.

The maximum payout under the EPP plan is 120% of target for the CEO and 100% of target for Deputy CEO/ CFO. Target award levels are 256% of salary for the CEO and 97.5% for the Deputy CEO/ CFO.

## EPP for CEO Gábor Orbán:

EPP Measure	Weighting	Target	Stretch	Achieved result (%)	Achievement of the goal	
		100% of EPP payable	110% of target			
<p>For the EPP to pay out, the unweighted arithmetic average of the consolidated revenue for the 2024 financial year and the consolidated revenue for the 2025 financial year—after converting foreign currency revenues at the unchanged average exchange rates of 2023 and eliminating the impact of changes in the consolidation scope—must exceed the consolidated revenue of 2023.</p> <ul style="list-style-type: none"> <li>No payout is made through the EPP if the corporate KPI is not achieved.</li> <li>If the corporate KPI is achieved, 50% of the EPP performance award becomes payable in March 2026</li> </ul>	50%	50%	<p>Overachievement: a payout between 100% and 120% is applied, increasing in 1% increments for each additional 1% increase in cEBIT<sup>1</sup> (taking EUR 120 million as the 100% reference point), up to a maximum of 120%. No further payout is made above this level.</p> <p>At a 100% payout level, the EPP award corresponds to 15,000 shares; in the case of overachievement, the maximum payable amount is 120%, corresponding to 18,000 shares</p>	50%	<p>The average consolidated revenue for 2024 and 2025 amounted to HUF 874,034 million, exceeding the comparable 2023 consolidated revenue of HUF 760,140 million (adjusted to the same consolidation scope). Accordingly, the corporate KPI requirement of the 2024–2025 EPP programme was met.</p>	
<p><i>Operating profit – Level I: achieved if the operating profit of the pharmaceutical segment, adjusted for special items and foreign exchange effects (cEBIT), reduced by the value of the Vraylar royalty, reaches EUR 90 million (calculated at an exchange rate of 390.7 HUF/EUR).</i></p>	10%	10%		<p>At a 100% payout level, the EPP award corresponds to 15,000 shares; in the case of overachievement, the maximum payable amount is 120%, corresponding to 18,000 shares</p>	10%	<p><i>Both the Operating profit target were achieved. The operating profit of the pharmaceutical segment, adjusted for special items and foreign exchange effects (cEBIT) and reduced by the value of the Vraylar royalty, reached EUR 120 million.</i></p>
<p><i>Operating profit target – Level II: achieved if the operating profit of the pharmaceutical segment, adjusted for special items and foreign exchange effects (cEBIT) and reduced by the value of the Vraylar royalty, reaches EUR 120 million (calculated at an exchange rate of 390.7 HUF/EUR).</i></p>	10%	10%			10%	<p>The revenue of the GenMed new product portfolio amounted to 9.7% of the total portfolio; therefore, this goal was not achieved.</p>
<p>GenMed goal: the revenue of the new product portfolio reaches 11% of total GenMed revenue in 2025 (with ‘new product’ defined as products launched within the past five years).</p>	5%	5%		0%	<p>The regulatory submission and approval of Donesta were successfully completed.</p>	
<p>WHC goal: successful regulatory submission and approval of Donesta.</p>	5%	5%		5%		

<sup>1</sup> cEBIT: Gross profit less operating expenses (S&M, G&A, R&D) less clawback less impairment and write off/back – trade receivables less impairment and write off/back inventories plus milestone income.

## EPP for CEO Gábor Orbán:

EPP Measure	Weighting	Target	Stretch	Achieved result (%)	Achievement of the goal
		100% of EPP payable	110% of target		
Biotechnology I goal: launch of the Denosumab product, including successful completion of the FDA audit.	5%	5%	<p>Overachievement: a payout between 100% and 120% is applied, increasing in 1% increments for each additional 1% increase in cEBIT<sup>1</sup> (taking EUR 120 million as the 100% reference point), up to a maximum of 120%. No further payout is made above this level.</p> <p>At a 100% payout level, the EPP award corresponds to 15,000 shares; in the case of overachievement, the maximum payable amount is 120%, corresponding to 18,000 shares</p>	5%	The launch of the Denosumab product, including successful completion of the FDA audit, was achieved.
Biotechnology II goal: successful regulatory submission and approval of Tocilizumab.	5%	5%		5%	The regulatory submission and approval of Tocilizumab were successfully completed.
CNS goal: identification of the chemical starting point for the three Danube projects.	5%	5%		5%	The chemical starting point for the three Danube projects was successfully identified.
ESG target: reduction of the parent company's GHG emissions by at least 2% in 2025 compared to 2024.	5%	5%		5%	The parent company's GHG emissions decreased by 6.6% in 2025 compared to 2024, therefore the goal was achieved.

<sup>1</sup> cEBIT: Gross profit less operating expenses (S&M, G&A, R&D) less clawback less impairment and write off/back – trade receivables less impairment and write off/back inventories plus milestone income.

The EPP target award is 15,000 shares, with a maximum payout of 120% (18,000 shares) in case of over-achievement.

## EPP for Deputy CEO / CFO László András Kovács:

EPP Measure	Weighting	Target	Achieved result (%)	Achievement of the goal
		100% of EPP payable		
<p>For the EPP to pay out, the unweighted arithmetic average of the consolidated revenue for the 2024 financial year and the consolidated revenue for the 2025 financial year—after converting foreign currency revenues at the unchanged average exchange rates of 2023 and eliminating the impact of changes in the consolidation scope—must exceed the consolidated revenue of 2023.</p> <ul style="list-style-type: none"> <li>No payout is made through the EPP if the corporate KPI is not achieved.</li> <li>If the corporate KPI is achieved, 50% of the EPP performance award becomes payable in March 2026</li> </ul>	50%	50%	50%	The average consolidated revenue for 2024 and 2025 amounted to HUF 874,034 million, exceeding the comparable 2023 consolidated revenue of HUF 760,140 million (adjusted to the same consolidation scope). Accordingly, the corporate KPI requirement of the 2024–2025 EPP programme was met.
<i>Operating profit – Level I: achieved if the operating profit of the pharmaceutical segment, adjusted for special items and foreign exchange effects (cEBIT<sup>1</sup>), reduced by the value of the Vraylar royalty, reaches EUR 90 million (calculated at an exchange rate of 390.7 HUF/EUR).</i>	5%	5%	5%	<i>Both the Operating profit target were achieved. The operating profit of the pharmaceutical segment, adjusted for special items and foreign exchange effects (cEBIT) and reduced by the value of the Vraylar royalty, reached EUR 120 million.</i>
<i>Operating profit target – Level II: achieved if the operating profit of the pharmaceutical segment, adjusted for special items and foreign exchange effects (cEBIT) and reduced by the value of the Vraylar royalty, reaches EUR 120 million (calculated at an exchange rate of 390.7 HUF/EUR).</i>	5%	5%	5%	
Deliver First results from Working Capital Management.	10%	10%	10%	The first deliverables of the working capital management programme were completed.
Redesign Commercial Planning process to reflect new strategic initiatives.	10%	10%	10%	The redesign of the commercial planning process, in line with the new strategic initiatives, was completed.
Execute first etap of Procurement roadmap.	10%	10%	10%	The first phase of the procurementstrategicroadmap was executed.
Define new target operating model for BS&O areas deliver quick wins & budget P&L impact for 2026.	10%	10%	10%	A new operating model for the supporting (BS&O) functions was developed, and the initial measures aimed at improving financial performance were implemented.

<sup>1</sup>cEBIT: Gross profit less operating expenses (S&M, G&A, R&D) less clawback less impairment and write off/back – trade receivables less impairment and write off/back inventories plus milestone income.

The EPP target award is 2,860 shares, with a maximum payout of 100% for the Deputy CEO / CFO.

Based on performance during the period, the amounts that Executives will receive are set out below. The shares granted under the EPP are converted to cash on vesting.

Executive Director	No. shares granted	Overall EPP outcome 2024-2025 award	
		% of target vesting	Value at vesting (No. shares)
<b>Gábor Orbán</b>	15 000	95%	14 250
<b>László András Kovács</b>	2 860	100%	2 860

### Employee Participation Plan 2024-2026

The 8th EPP Remuneration Program applicable to the years 2025-2026 (to be paid in Q1 of 2027) was awarded during 2025. 50% of the award is determined by Corporate revenue performance targets measured over two years and 50% is determined by individual strategic performance objectives. There is no payment if the Corporate KPI is not met. Full disclosure of targets and performance against them will be included in the 2026 Remuneration Report.

## Share remuneration

Executive Directors as Members of the Board of Directors receive an award of Richter ordinary shares dependent on the financial performance of the Company. The award consists of two components and amounts to 1,500 shares per Director. Performance conditions and the associated outcomes are set out below.

Measure	Weighting	Target	Actual	Achievement % of target opportunity
		100% of shares payable		
5% or higher annual increase in sales revenue in euro of Pharmaceuticals Production	50%	50%	50%	The pharmaceutical manufacturing revenue expressed in EUR amounted to: <ul style="list-style-type: none"> <li>• 2024: EUR 2,136.1 million</li> <li>• 2025: EUR 2,298.4 million</li> </ul> representing an increase of 7.6%. The KPI was achieved, therefore 750 shares are payable.
5% or higher annual increase in the operating profit before special items (OPBSI) in euro of the Pharmaceuticals Production	50%	50%	50%	The operating profit of the pharmaceutical manufacturing segment before special items amounted to: <ul style="list-style-type: none"> <li>• 2024: EUR 707.0 million</li> <li>• 2025: EUR 801.4 million</li> </ul> representing an increase of 13.4%. The KPI was achieved, therefore 750 shares are payable
<b>Total</b>			<b>100%</b>	<b>100%</b> <b>1500 shares awarded</b>

For both remuneration components, the maximum remuneration of 750-750 shares is awarded if the annual growth rate is equal to or above 5%. If the 5% growth target in the respective component is not satisfied, the number of shares to which members are entitled is reduced by 150 shares per each 1 percentage point of shortfall (thus, if the Company does not achieve at least 1% annual growth in either performance target, no share remuneration is granted).

## Cash benefit

Executive Directors as Members of the Board of Directors receive a cash payment to meet the tax and social security on the shares awarded. The cash benefit related to the share remuneration is paid within 30 days of the Annual General Meeting closing the financial year in question.

## 2. REMUNERATION OF NON-EXECUTIVE DIRECTOR MEMBERS OF THE BOARD OF DIRECTORS

### Non-Executive Director members of the Board of Directors:

Members	Position
Prof. Dr. E. Szilveszter Vizi	Chairman of the Board of Directors
Erik Bogsch	Lifetime Honorary Chairman of the Board of Directors
Dr. Ilona Hardy Dr. Pintérmé	Deputy Chair of the Board of Directors
Dr. Nándor Pál Ács	Member of the Board of Directors
Gabriella Balogh	Member of the Board of Directors
Dr. Péter Cserháti	Member of the Board of Directors
Lászlóné Németh	Member of the Board of Directors
Dr. Anett Pandurics	Member of the Board of Directors
Balázs Szepesi	Member of the Board of Directors
Bálint Szécsényi	Member of the Board of Directors

ths HUF		Total fixed pay				Total variable pay			Total pay	Portion of total remuneration which is variable
		Honorarium + meeting fee	Cash Benefits	Other	Total fixed	Share remuneration	Other	Total variable		
		000	000	000	000	000	000	000	000	%
Prof. Dr. E. Szilveszter Vizi	2025	33 248	2 877	1 367	<b>37 493</b>	16 305		<b>16 305</b>	<b>53 798</b>	30%
	2024	27 600	2 402		<b>30 002</b>	13 612		<b>13 612</b>	<b>43 614</b>	31%
	2023	10 380	6 154		<b>16 534</b>	12 217		<b>12 217</b>	<b>28 751</b>	42%
Erik Bogsch	2025	32 280	2 877	11 107	<b>46 264</b>	16 305		<b>16 305</b>	<b>62 569</b>	26%
	2024	30 000	2 402	402 736	<b>435 138</b>	13 612	1 531	<b>15 143</b>	<b>450 282</b>	3%
	2023	11 340		34 286	<b>45 626</b>		38 478	<b>38 478</b>	<b>84 104</b>	46%

ths HUF		Total fixed pay				Total variable pay			Total pay	Portion of total remuneration which is variable
		Honorarium + meeting fee	Cash Benefits	Other	Total fixed	Share remuneration	Other	Total variable		
		000	000	000	000	000	000	000		
Dr. Ilona Hardy Dr. Pintérné	2025	26 792	2 877		29 669	16 305		16 305	45 974	35%
	2024	22 600	2 402		25 002	13 612		13 612	38 614	35%
	2023	10 380	6 154		16 534	12 217		12 217	28 751	42%
Dr. Nándor Pál Ács	2025	13 880	8 213		22 094	16 305		16 305	38 399	42%
	2024	12 450	6 857		19 307	13 612		13 612	32 919	41%
	2023	10 080	6 154		16 234	12 217		12 217	28 451	43%
Gabriella Balogh	2025	13 880	8 213		22 094	16 305		16 305	38 399	42%
	2024	12 450	6 857		19 307	13 612		13 612	32 919	41%
	2023	6 320	6 154		12 474	12 217		12 217	24 691	49%
Dr. Péter Cserháti	2025	13 880	8 213		22 094	16 305		16 305	38 399	42%
	2024	12 600	6 857		19 457	13 612		13 612	33 069	41%
	2023	10 380	6 154		16 534	12 217		12 217	28 751	42%
Lászlóné Németh	2025	13 396	2 877		16 273	16 305		16 305	32 578	50%
	2024	12 450	2 402		14 852	13 612		13 612	28 464	48%
	2023	6 320	6 154		12 474	12 217		12 217	24 691	49%
Dr. Anett Pandurics	2025	13 880	8 213		22 094	16 305		16 305	38 399	42%
	2024	12 450	6 857		19 307	13 612		13 612	32 919	41%
	2023	10 080	6 154		16 234	12 217		12 217	28 451	43%
Balázs Szepesi	2025	13 396	8 213		21 609	16 305		16 305	37 914	43%
	2024	12 450	6 857		19 307	13 612		13 612	32 919	41%
	2023	6 320	6 154		12 474	12 217		12 217	24 691	49%
Bálint Szécsényi	2025	13 396	8 213		21 609	16 305		16 305	37 914	43%
	2024	12 450	6 857		19 307	13 612		13 612	32 919	41%
	2023	9 630	6 154		15 784	12 217		12 217	28 001	44%

**Monthly honorarium** – Members of the Board of Directors receive fixed monthly honorarium set by the General Meeting for the calendar year in question. The honorarium is paid monthly in arrears:

- For the Chairman of Board of Directors: HUF 2,690,000 per month
- For the Lifetime Honorary Chairman of Board of Directors: HUF 2,690,000 per month
- For the Deputy Chairman of Board of Directors: HUF 2,152,000 per month
- and for members of the Board of Directors: HUF 1,076,000 per month.

**Meeting fee** – The members of the committees established by the Board of Directors receive a set fee of HUF 161,400 for each meeting attended.

**Share remuneration** – Members of the Board of Directors receive an award of Richter ordinary shares dependent on the financial performance of the Company. The award consists of two components and amounts to 1,500 shares per member. Performance conditions and the associated outcomes are set out below.

Measure	Weighting	Target	Actual	Achievement % of target opportunity
		100% of shares payable		
5% or higher annual increase in sales revenue in euro of Pharmaceuticals Production	50%	50%	50%	The pharmaceutical manufacturing revenue expressed in EUR amounted to: <ul style="list-style-type: none"> <li>• 2024: EUR 2,136.1 million</li> <li>• 2025: EUR 2,298.4 million</li> </ul> representing an increase of <b>7.6%</b> . The KPI was achieved, therefore 750 shares are payable.
5% or higher annual increase in the operating profit before special items (OPBSI) in euro of the Pharmaceuticals Production	50%	50%	50%	The operating profit of the pharmaceutical manufacturing segment before special items amounted to: <ul style="list-style-type: none"> <li>• 2024: EUR 707.0 million</li> <li>• 2025: EUR 801.4 million</li> </ul> representing an increase of <b>13.4%</b> . The KPI was achieved, therefore 750 shares are payable.
<b>Total</b>			<b>100%</b>	<b>100%</b> <b>1 500 shares awarded</b>

For both remuneration components, the maximum remuneration of 750-750 shares is granted if the annual growth rate is equal to or above 5%. If the 5% growth target in the respective component is not satisfied, the number of shares to which members are entitled is reduced by 150 shares per each 1 percentage point of shortfall (thus, if the Company does not achieve at least 1% annual growth in either performance target, no share remuneration is granted).

**Cash benefit** – The Members of the Board of Directors receive a cash payment to meet the tax and social security on the shares awarded. The cash benefit related to the share remuneration is paid within 30 days of the Annual General Meeting closing the financial year in question.

### 3. REMUNERATION OF NON-EXECUTIVE DIRECTORS MEMBERS OF THE SUPERVISORY BOARD

#### Non-Executive Director members of the Supervisory Board:

Members	Position
Dr. Lívía Pavlik	Chair of the Supervisory Board
Prof. Dr. Jonathán Róbert Bedros	Member of the Supervisory Board
Dr. Gábor Csepregi	Member of the Supervisory Board from 29th April 2025
André Martin Dale	Member of the Supervisory Board
Dr. Krisztina Gál	Member of the Supervisory Board, Employee Representative
Ferenc Sallai	Member of the Supervisory Board, Employee Representative

	ths HUF	Honorarium + meeting fee	Total remuneration	Portion of total remuneration which is variable
		000	000	
Dr. Lívía Pavlik	2025	17 108	<b>17 108</b>	0%
	2024	13 650	<b>13 650</b>	0%
	2023	7 290	<b>7 290</b>	0%
Prof. Dr. Jonathán Róbert Bedros	2025	10 491	<b>10 491</b>	0%
	2024	9 450	<b>9 450</b>	0%
	2023	6 840	<b>6 840</b>	0%
Dr. Gábor Csepregi	2025	6 100	<b>6 100</b>	0%

	ths HUF	Honorarium + meeting fee	Total remuneration	Portion of total remuneration which is variable
		000	000	
Dale André Martin	2025	10 652	<b>10 652</b>	0%
	2024	6 650	<b>6 650</b>	0%
Dr. Krisztina Gál	2025	9 038	<b>9 038</b>	0%
	2024	8 400	<b>8 400</b>	0%
	2023	6 840	<b>6 840</b>	0%
Ferenc Sallai	2025	9 038	<b>9 038</b>	0%
	2024	8 400	<b>8 400</b>	0%
	2023	4 560	<b>4 560</b>	0%

**Monthly honorarium** – Members of the Supervisory Board receive fixed monthly honorarium set by the General Meeting for the calendar year in question. The honorarium is paid to the members of the Supervisory Board monthly in arrears. Its amount in 2025: For the Chairman of the Supervisory Board: HUF 1.076.000 per month and for members of the Supervisory Board: HUF 753,200 per month.

**Meeting fee of the Chairman** – The Chairman of the Supervisory Board shall be entitled to additional remuneration based on Board of Directors' meetings attended by her: a fee of HUF 322,800 for each Board of Directors meeting attended. The meeting fee payable for the year in question shall be calculated on the basis of the meeting statistics (number of Board of Directors meetings, names of meeting members present per meeting) prepared by the Secretary of the Board of Directors for the year in question and paid in one lump sum by 31 January of the calendar year following the calendar year in question.

**Meeting fee of the Audit Committee** – Those members of the Supervisory Board who also serve on the Audit Board receive additional remuneration (meeting fee) based on meetings attended, set at the same level for each Audit Board meeting of HUF 161,400. The meeting fee payable for the year in question shall be calculated on the basis of the meeting statistics (number of Audit Committee meetings, names of meeting members present per meeting) prepared by the Secretary of the Board of Directors for the year in question and paid in one lump sum by 31 January of the calendar year following the calendar year in question.

In the case of employee delegates Dr. Krisztina Gál and Ferenc Sallai, the remuneration related to the employee status is not included in the above table, given that pursuant to the provisions of Act LXVII of 2019 on the Encouragement of Long-term Shareholder Engagement and the Amendment of Certain Laws for the Purpose of Legal Harmonisation, their Supervisory Board membership qualifies them as Directors.

Members of the Supervisory Board did not receive any variable component, i.e. performance-based remuneration or share awards in connection with this position.

## 4. OTHER REPORTING REQUIREMENTS

### Directors' shareholdings

Outstanding share awards as at 2025

Director	Main terms			Opening balance Shares awarded at the beginning of the year (01.01.2025)	During the year 2025		Closing balance on 12.31. 2025		
	Shares awarded / granted during the year	Award date	Vesting date		Shares awarded	Shares vested	Subject to performance conditions	Shares awarded and unvested (subject to service only)	
<b>Gábor Orbán, CEO</b>	2025	Share remuneration	2025	2026		1500		1500	
	2025	EPP	2025	2027		18 000		18 000	
	2024	Share remuneration	2024	2025			1 500		
	2024	EPP	2024	2026	18 000			18 000	
	2023	EPP	2023	2025	18 000		16 200		
<b>István Hamecz, Deputy CEO / CFO</b>	2024	Share remuneration	2024	2025			488		
	2024	EPP	2024	2026	4 500				
	2023	EPP	2023	2025	4 446		4 446		
<b>László András Kovács, Deputy CEO / CFO from 1st May 2025</b>	2025	Share remuneration	2025	2026		1500		1500	
	2025	EPP	2025	2027		3500		3500	
<b>Prof. Dr. Vizi E. Szilveszter</b>	2025	Share remuneration	2025	2026		1 500		1 500	
	2024	Share remuneration	2024	2025			1 500		
	2023	Share remuneration	2023	2024					

Director	Main terms			Opening balance Shares awarded at the beginning of the year (01.01.2025)	During the year 2025		Closing balance on 12.31. 2025		
	Shares awarded / granted during the year	Award date	Vesting date		Shares awarded	Shares vested	Subject to performance conditions	Shares awarded and unvested (subject to service only)	
<b>Erik Bogsch</b>	2025	Share remuneration	2025	2026		1 500		1 500	
	2024	Share remuneration	2024	2025			1 500		
	2024	EPP	2024	2026					
	2023	EPP	2023	2025					
<b>Dr. Ilona Hardy Dr. Pintérné</b>	2025	Share remuneration	2025	2026		1 500		1 500	
	2024	Share remuneration	2024	2025			1 500		
	2023	Share remuneration	2023	2024					
<b>Dr. Nándor Pál Ács</b>	2025	Share remuneration	2024	2025		1 500		1 500	
	2024	Share remuneration	2024	2025			1 500		
	2023	Share remuneration	2023	2024					
<b>Gabriella Balogh</b>	2025	Share remuneration	2025	2026		1 500		1 500	
	2024	Share remuneration	2024	2025			1 500		
	2023	Share remuneration	2023	2024					
<b>Dr. Péter Cserháti</b>	2025	Share remuneration	2025	2026		1 500		1 500	
	2024	Share remuneration	2024	2025			1 500		
	2023	Share remuneration	2023	2024					
<b>Lászlóné Németh</b>	2025	Share remuneration	2025	2026		1 500		1 500	
	2024	Share remuneration	2024	2025			1 500		
	2023	Share remuneration	2023	2024					

Director	Main terms			Opening balance Shares awarded at the beginning of the year (01.01.2025)	During the year 2025		Closing balance on 12.31. 2025	
	Shares awarded / granted during the year	Award date	Vesting date		Shares awarded	Shares vested	Subject to performance conditions	Shares awarded and unvested (subject to service only)
<b>Dr. Anett Pandurics</b>	<b>2025</b>	Share remuneration	2025	2026		1 500		1 500
	<b>2024</b>	Share remuneration	2024	2025			1 500	
	<b>2023</b>	Share remuneration	2023	2024				
<b>Balázs Szepesi</b>	<b>2025</b>	Share remuneration	2025	2026		1 500		1 500
	<b>2024</b>	Share remuneration	2024	2025			1 500	
	<b>2023</b>	Share remuneration	2023	2024				
<b>Bálint Szécsényi</b>	<b>2025</b>	Share remuneration	2025	2026		1 500		1 500
	<b>2024</b>	Share remuneration	2024	2025			1 500	
	<b>2023</b>	Share remuneration	2023	2024				

## Annual percentage change in remuneration of Directors and employees

The table below sets out the percentage change in base salary, value of benefits and annual bonus for all the Directors compared with the average percentage change for employees. The intention is to build this table up to cover five-years over time.

Directors	Year	Total pay (HUF)	Total pay (% change) vs previous year	Rationale of the increase / decrease
<b>Executive Directors</b>				
<b>Gábor Orbán, CEO</b>	<b>2025</b>	320 590 383	5.6%	The CEO's base salary increase amounted to 7,1%, while the average corporate base salary adjustment was 7,6%. His total remuneration increased by a lower rate (5,6%) because the achievement of his bonus and EPP targets remained below 100%.
	<b>2024</b>	303 612 455	5.8%	Base salary increase was 0%, while the average corporate base salary increase at Richter Gedeon Plc. was 10,3%. His total compensation increased by 5,8%, because of extension of the share remuneration to Executive Directors and the overperformance of the cEBIT goal.
	<b>2023</b>	287 037 493	9.2%	Base salary increase was 12%, significantly below the average corporate base salary increase of 21% at Richter Gedeon Plc. His total compensation increased by 9% because his target long-term compensation was set at an unchanged number of shares but was overachieved, which is also significantly lower than the average annual compensation increase for employees at Richter Gedeon Plc.
	<b>2022</b>	262 751 878	2.1%	
	<b>2021</b>	257 286 559		
<b>István Hamecz, Deputy CEO / CFO until 29 April 2025</b>	<b>2025</b>	78 227 293	-51%	The decrease is due to the fact that his employment with the Company was terminated during 2025 (effective 29 April).
	<b>2024</b>	160 251 046	26.1%	Base salary increase of 7,1% while the average corporate base salary increase at Richter Gedeon Plc. was 10,3%. His total compensation increased by 26,1%, main reason of that is extension of the share remuneration to Executive Directors and the overperformance of the cEBIT goal.
	<b>2023</b>	129 194 968	85.8%	Rationale of the increase was that in 2022 his Deputy CEO / CFO position started on 1st of May 2022, and 2023 was a full-year period.
	<b>2022</b>	69 531 636		
<b>László András Kovács, Deputy CEO / CFO from 1 May 2025</b>	<b>2025</b>	97 788 431		The appointment to the Deputy CEO for Economic Affairs position commenced on 1 May 2025.

Directors	Year	Total pay (HUF)	Total pay (% change) vs previous year	Rationale of the increase / decrease
<b>Non-Executive Directors (Board of Directors)</b>				
<b>Prof. Dr. E. Szilveszter Vizi</b>	<b>2025</b>	53 798 524	23.3%	The increase was driven by the fact that in 2024 the role was held only for a partial year, while in 2025 the individual served as Chair of the Board for the full year. In addition, the rise in the value of the share based award (due to the increase in the share price) also contributed to the growth. The remuneration increase applied in 2025 amounted to 7,6%, in line with the average corporate base salary adjustment.
	<b>2024</b>	43 614 706	51.7%	Chairman of the Board of Directors since 1 March 2024, and honorarium-increase of 165% for the Chairman of the Board of Directors was accepted by the AGM.
	<b>2023</b>	28 752 180	236.1%	Honorarium increase of 19% for the members of the Board of Directors accepted by the AGM; introduction of share remuneration and cash benefit as new remuneration elements.
	<b>2022</b>	8 554 000	0.6%	
	<b>2021</b>	8 499 900		
<b>Erik Bogesch</b>	<b>2025</b>	62 569 407	-86%	The decrease is due to the fact that, while in 2024 the individual was employed during a partial year and received a lifetime achievement award, in 2025 the individual received only the benefits granted to the Honorary President in accordance with the Remuneration Policy.
	<b>2024</b>	450 282 437	435.4%	One-time payable net amount in cash remuneration as life-work award, according to the Board of Directors' decision of 26 February 2024, in acknowledgement of Mr Erik Bogesch's paramount contribution to the Company's achievements.
	<b>2023</b>	84 105 257	-29.5%	Rationale of the decrease: his position changed from 15 November 2022 from Executive Director Responsible for Commercial, International and Governmental Affairs to Advisor.
	<b>2022</b>	119 299 316	-0.06%	
	<b>2021</b>	120 070 566		
<b>Dr. Ilona Hardy Dr. Pintérné</b>	<b>2025</b>	45 974 753	19%	The increase is attributable to the fact that in 2024 the individual held the position of Vice Chair of the Board only for a partial year, whereas in 2025 the role was performed for the full year. In addition, the rise in the value of the share based award (driven by the increase in the share price) also contributed to the growth. The fee increase applied in 2025 amounted to 7,6%, in line with the average corporate base salary adjustment.
	<b>2024</b>	38 614 706	34.3%	She is Deputy Chair of the Board of Directors from 01. March 2024, and this position's honorarium represents a 153% increase compared to her previous position's (member of the Board of Directors) honorarium.
	<b>2023</b>	28 752 180	236.1%	Honorarium increase of 19% for the members of the Board of Directors accepted by the AGM; introduction of share remuneration and cash benefit as new remuneration elements.
	<b>2022</b>	8 554 000	0.6%	
	<b>2021</b>	8 499 900		

Directors	Year	Total pay (HUF)	Total pay (% change) vs previous year	Rationale of the increase / decrease
Dr. Nándor Pál Ács	2025	38 399 197	16.6%	The increase was driven by the higher value of the share based award (resulting from the rise in the share price). The fee increase applied in 2025 amounted to 7,6%, in line with the average corporate base salary adjustment.
	2024	32 919 925	15.7%	Honorarium increase of 27% for members of the Board of Directors accepted by the AGM.
	2023	28 452 180	232.6%	Honorarium increase of 19% for the members of the Board of Directors accepted by the AGM; introduction of share remuneration and cash benefit as new remuneration elements.
	2022	8 554 000	75.3%	Rationale of the increase was that in 2021 his position as member of the Board of Directors started on 15 April 2021, and 2022 was a full-year period.
	2021	4 880 000		
Gabriella Balogh	2025	38 399 197	16.6%	The increase was driven by the higher value of the share based award (resulting from the rise in the share price). The fee increase applied in 2025 amounted to 7,6%, in line with the average corporate base salary adjustment.
	2024	32 919 925	33.3%	Honorarium increase of 27% for members of the Board of Directors accepted by the AGM. She is member of the Board of Directors since April 2023, and 2024 was a full-year period.
	2023	24 692 180		
Dr. Péter Cserhádi	2025	38 399 197	16.1%	The increase was driven by the higher value of the share based award (resulting from the rise in the share price). The fee increase applied in 2025 amounted to 7,6%, in line with the average corporate base salary adjustment.
	2024	33 069 925	15.0%	Honorarium increase of 27% for members of the Board of Directors accepted by the AGM.
	2023	28 752 180	236.1%	Honorarium increase of 19% for the members of the Board of Directors accepted by the AGM; introduction of share remuneration and cash benefit as new remuneration elements.
	2022	8 554 000	0.6%	
	2021	8 499 900		
Lászlóné Németh	2025	32 578 553	14.4%	The increase was driven by the higher value of the share based award (resulting from the rise in the share price). The fee increase applied in 2025 amounted to 7,6%, in line with the average corporate base salary adjustment.
	2024	28 464 706	15.3%	Honorarium increase of 27% for members of the Board of Directors accepted by the AGM.
	2023	24 692 180		

Directors	Year	Total pay (HUF)	Total pay (% change) vs previous year	Rationale of the increase / decrease
<b>Dr. Anett Pandurics</b>	<b>2025</b>	38 399 197	16.6%	The increase was driven by the higher value of the share based award (resulting from the rise in the share price). The fee increase applied in 2025 amounted to 7,6%, in line with the average corporate base salary adjustment.
	<b>2024</b>	32 919 925	15.7%	Honorarium increase of 27% for members of the Board of Directors accepted by the AGM.
	<b>2023</b>	28 452 180	232.6%	Honorarium increase of 19% for the members of the Board of Directors accepted by the AGM; introduction of share remuneration and cash benefit as new remuneration elements.
	<b>2022</b>	8 554 000	0.6%	
	<b>2021</b>	8 499 900		
<b>Balázs Szepesi</b>	<b>2025</b>	37 914 997	15.1%	The increase was driven by the higher value of the share based award (resulting from the rise in the share price). The fee increase applied in 2025 amounted to 7,6%, in line with the average corporate base salary adjustment.
	<b>2024</b>	32 919 925	33.3%	Honorarium increase of 27% for members of the Board of Directors accepted by the AGM. He is member of the Board of Directors since April 2023, and 2024 was a full-year period.
	<b>2023</b>	24 692 180		
<b>Bálint Szécsényi</b>	<b>2025</b>	37 914 997	15.1%	The increase was driven by the higher value of the share based award (resulting from the rise in the share price). The fee increase applied in 2025 amounted to 7,6%, in line with the average corporate base salary adjustment.
	<b>2024</b>	32 919 925	17.6%	Honorarium increase of 27% for members of the Board of Directors accepted by the AGM.
	<b>2023</b>	28 002 180	227.4%	Honorarium increase of 19% for the members of the Board of Directors accepted by the AGM; introduction of share remuneration and cash benefit as new remuneration elements.
	<b>2022</b>	8 554 000	0.6%	
	<b>2021</b>	8 499 900		

Directors	Year	Total pay (HUF)	Total pay (% change) vs previous year	Rationale of the increase / decrease
<b>Supervisory Board</b>				
<b>Dr. Livia Pavlik</b>	<b>2025</b>	17 108 400	25.3%	In 2024 the role was held only for a partial year, whereas in 2025 the individual served as Chair of the Supervisory Board for the full year. The fee increase applied in 2025 amounted to 7,6%, in line with the average corporate base salary adjustment.
	<b>2024</b>	13 650 000	87.2%	She is Chair of the Supervisory Board from 15 May 2024, and this position's honorarium represents a 75% increase compared to her previous position's (member of the Supervisory Board) honorarium.
	<b>2023</b>	7 290 000	27.3%	Honorarium increase of 19% for the Supervisory Board members accepted by the AGM and meeting fee increase.
	<b>2022</b>	5 728 800	62.8%	She is member of the Supervisory Board since 15 April 2021, and 2022 was a full-year period.
	<b>2021</b>	3 520 000		
<b>Prof. Dr. Jonathán Róbert Bedros</b>	<b>2025</b>	10 491 000	11%	The fee increase applied in 2025 amounted to 7,6%, in line with the average corporate base salary adjustment. In addition, the increase was driven by the meeting fees related to the Audit Committee.
	<b>2024</b>	9 450 000	38.2%	Honorarium increase of 23% for the Supervisory Board members accepted by the AGM.
	<b>2023</b>	6 840 000	19.4%	Honorarium increase of 19% for the Supervisory Board members accepted by the AGM.
	<b>2022</b>	5 728 800	8.5%	
	<b>2021</b>	5 280 000		
<b>Dr. Csepregi Gábor</b>	<b>2025</b>	6 100 920		
<b>Dale André Martin</b>	<b>2025</b>	10 652 400	60.2%	The increase is attributable to the fact that in 2024 the individual served on the Supervisory Board only for a partial year, whereas in 2025 the role was performed for the full year. The fee increase applied in 2025 amounted to 7,6%, in line with the average corporate base salary adjustment.
	<b>2024</b>	6 650 000		
<b>Dr. Krisztina Gál</b>	<b>2025</b>	9 038 400	7.6%	The fee increase applied in 2025 amounted to 7,6%, in line with the average corporate base salary adjustment.
	<b>2024</b>	8 400 000	22.8%	Honorarium increase of 23% for the Supervisory Board members accepted by the AGM.
	<b>2023</b>	6 840 000	19.4%	Honorarium increase of 19% for the Supervisory Board members accepted by the AGM.
	<b>2022</b>	5 728 800	6.8%	Member of the Supervisory Board, Employee Representative since 15 April 2021, while 2022 was a full-year period.
	<b>2021</b>	3 520 000		

Directors	Year	Total pay (HUF)	Total pay (% change) vs previous year	Rationale of the increase / decrease
Ferenc Sallai	2025	9 038 400	7.6%	The fee increase applied in 2025 amounted to 7,6%, in line with the average corporate base salary adjustment.
	2024	8 400 000	84.2%	Member of the Supervisory Board, Employee Representative since 25 April 2023, while 2024 was a full-year period. Honorarium increase of 19% accepted by the AGM.
	2023	4 560 000		
<b>All Employees</b>				
Group-level calculated median personnel expenses (HUF)	2025	15 797 176	5.28%	
	2024	15 004 651	15%	
	2023	13 068 375	8%	
	2022	12 129 289	34%	
	2021	9 056 129		
<b>Financial metrics</b>				
Pharmaceuticals segment sales	2025	913,9 billion Ft	8.1%	
	2024	844,8 billion Ft	13%	
	2023	747,4 billion Ft		
Consolidated operating profit (EBIT)	2025	292,8 billion Ft	12.1%	
	2024	261,2 billion Ft	38%	
	2023	189,3 billion Ft		
Free Cash Flow	2025	249,7 billion Ft	2.3%	
	2024	244,1 billion Ft	181%	
	2023	86,6 billion Ft		
Dividend paid	2025	93,1 billion Ft	17.7%	
	2024	79,1 billion Ft	8.5%	
	2023	72,9 billion Ft		
Market capitalization	2025	4,8 billion EUR	0.9%	
	2024	4,7 billion EUR	9.3%	
	2023	4,3 billion EUR		

The CEO's base salary increase for 2025 was 7.1%, while the average corporate base salary increase at Richter Gedeon Plc. was 7.6%. His total compensation increased by 5.6%.

Company discloses the CEO pay ratio below.

2025	2024
<b>Group-level calculated median personnel costs (HUF)</b>	
<b>HUF 15 797 176</b>	<b>HUF 15 004 651</b>
<b>CEO pay ratio:<sup>1</sup></b>	
<b>21.20</b>	<b>20.18</b>

<sup>1</sup> Annual remuneration of the CEO / Median annual remuneration of all employees of Richter Group without the CEO. Calculation:

	2025	2024
Gedeon Richter Plc. total wage average (HUF)	13 796 927	12 603 303
Gedeon Richter Plc. total wage median (HUF)	11 828 676	10 911 787
Gedeon Richter Plc. median to average (%)	85.7%	86.6%
Group personnel expenses excluding CEO (HUF '000)	219 576 717	203 921 352
Group average headcount	11 935	11 784
Group average personnel expenses (HUF)	18 425 773	17 330 632
<b>Group calculated median personnel expenses (HUF)</b>	<b>15 797 176</b>	<b>15 004 651</b>
<b>CEO's remuneration (HUF)</b>	<b>334 878 666</b>	<b>302 812 000</b>
<b>CEO pay ratio</b>	<b>21.20</b>	<b>20.18</b>

## Outlook for 2026: CEO's bonus and EPP targets

### 2026 Bonus goals for CEO Gábor Orbán:

Bonus measure	Weighting	Threshold1	Threshold2	Target	Stretch
				100% of target bonus payable	110% of target
Ex CNS goal: Ex CNS revenue reaches x million EUR in 2026.	20%				<p>For 2026, the cEBIT target calculated on the basis of KPIs 1 and 2 is: x million EUR ex CNS cEBIT.</p> <p>Overachievement: If the result exceeds this target value, every additional 1% increase in cEBIT increases the total bonus payable for 2026 by 1%, up to a maximum increase of 10%. No further payout is made beyond this cap.</p>
Ex CNS goal: Ex CNS cEBIT margin reaches x% in 2026.	20%				
GenMed goal: the revenue of the new product portfolio reaches x% of total GenMed revenue in 2026.	15%	at y% achievement, 50% is payable	at z% achievement, 80% is payable	at x% achievement, 100% is payable	
Biotechnology goal: revenue from new products reaches x million EUR in 2026.	15%	at y million EUR achievement, 50% is payable	at z million EUR achievement, 80% is payable	at x million EUR achievement, 100% is payable	
Goal: launch of product X in Europe.	15%				
Goal: initiation of the Phase 3 clinical trial for RGH 932*.	15%				

\* The definition of the initiation of the Phase 3 clinical trial is as follows: obtaining regulatory authority approval to commence the Phase 3 clinical trial.

## 2026 EPP goals for CEO Gábor Orbán:

EPP Measure	Weighting	Threshold1	Threshold2	Target	Stretch
				100% of target bonus payable	120% of target
For the 2026 financial year, the unweighted arithmetic average of the Company's consolidated ex CNS pharmaceutical revenue for 2026 and 2027 must exceed the consolidated ex CNS pharmaceutical revenue of the 2025 financial year, used as the reference period (adjusted for exchange rate effects and excluding the impact of individual acquisitions and divestments). No remuneration is payable through the EPP if the corporate KPI is not achieved.	50%			50%	If the result exceeds the ex-CNS cEBIT target value set for 2026 (x million EUR), every additional 1% increase in cEBIT increases the total EPP amount payable for 2026 by 1%, up to a maximum increase of 20%. No further payout is made beyond this cap.
Ex CNS goal: the ex CNS cEBIT margin reaches x% in 2026.	10%				
GenMed goal: the revenue of the new product portfolio reaches x% of total GenMed revenue in 2026.	10%	at y% achievement, 50% is payable	at z% achievement, 80% is payable	at x% achievement, 100% is payable	
Biotechnology goal: total revenue reaches x million EUR in 2026.	10%	at y million EUR achievement, 50% is payable		at x million EUR achievement, 100% is payable	
Key products goal: revenue from key products reaches x million EUR in 2026.	10%	at y million EUR achievement, 50% is payable	at z million EUR achievement, 80% is payable	at x million EUR achievement, 100% is payable	
RGH 932 development milestone: initiation of the Phase 3 clinical trial in x indication(s).*	10%				

\* The definition of the initiation of the Phase 3 clinical trial is as follows: obtaining regulatory authority approval to commence the Phase 3 clinical trial.

Richter's fundamental mission is to preserve health and improve quality of life through its high value-added products. Accordingly, social responsibility is not merely a value but a core foundation of the Company, playing an essential role in all our activities. A central element of our corporate strategy is the responsible management of our business operations. Our innovative, high value-added products deliver direct benefits to patients; we also detail our substantial contributions to communities through tax payments and charitable initiatives, as well as the actions taken to minimise the environmental impact of our operations and products.

Although no ESG goals were formally included among the 2026 objectives, we consider it important to highlight the activities the Company has carried out in this area in recent years to emphasise their strategic significance.

We can report numerous environmental achievements: the review of groundwater remediation at two of our sites; the launch of a project to increase solvent recovery; the implementation of energy-efficiency initiatives aimed at optimising steam usage (reducing heating-related consumption and network losses) and decreasing air-exchange rates; the installation of solar parks at three of our sites and at one subsidiary, all of which have been in regular operation since 2025. Extended active-pharmaceutical-ingredient monitoring in wastewater continued, and our carbon-footprint assessment was reviewed in line with the SBTi methodology. In 2025, the Group-level EHS requirement system (GLR) was issued, including the Group EHS Policy, and the 'EHS Manual & Key Requirements' was also published. Group-level environmental goals with 2030 targets were approved, covering the following areas: carbon-footprint reduction, reduction of total waste generated, targets for waste-recycling rates, reduction of water withdrawal, reduction of water pollution, and reduction of solvent losses emitted to air and water.

## Employee development:

We continue to devote significant resources to developing our people-related processes to ensure that the organisation is capable of attracting, developing and retaining the right talent. The Talent process has been fully implemented within our Hungarian organisation, and our goal is to extend it globally in the coming years.

Through targeted programmes and guidelines, we have successfully strengthened workplace diversity across all stages of the employee lifecycle, with particular attention to age, gender and cultural diversity. We have also made significant progress in preparing for the implementation of the European Pay Transparency Directive.


## Shareholder votes on remuneration

At the 2025 AGM, held on 29 April 2025, the company's Remuneration Report for 2024 was approved by shareholders following an advisory vote. The voting results were as follows:

	For % of votes cast (number)	Against % votes cast (number)	Withheld % votes cast (number)
Report on Remuneration at the 2025 AGM (Advisory)	60.62% (59 037 517)	39.38% (38 354 215)	0.0% (718)

Withheld votes are not counted when calculating the voting outcomes.

The Remuneration Report was approved by the Board and signed on its behalf.



**Dr Anett Pandurics – Chair of the Remuneration Committee**

11 March 2026