



Report on Corporate Governance and Ownership Structure 2025

INSPIRING CHANGE TO POWER THE FUTURE





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1. EXECUTIVE SUMMARY



1.1 CORPORATE BODIES AND BOARD COMMITTEES

The current corporate governance model of ERG S.p.A. (hereinafter also "ERG" or the "Company") is based on the traditional management and control system and is divided into two bodies appointed by the Shareholders' Meeting, namely the Board of Directors of ERG (the "Board of Directors"), which is vested with the broadest powers for

the ordinary and extraordinary management of the Company, and the Board of Statutory Auditors of ERG (the "Board of Statutory Auditors"), which is tasked with supervising management and compliance with the law and the Articles of Association.



SHAREHOLDERS' MEETING

Approves the financial statements, appoints the Board of Directors, the Board of Statutory Auditors and the Independent Auditors and resolves on changes to the Articles of Association and on extraordinary transactions such as mergers, demergers and capital increases.



BOARD OF DIRECTORS

Approves the periodic financial reports, defines the strategic guidelines, the fundamental aspects of the organisational structure and the corporate governance system, resolves on transactions of significant strategic importance, and assesses the company's performance.

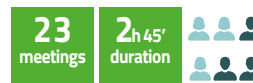
Composed of 12 members, five of which are independent¹, it held 10 meetings in 2025, with an average duration of around 2 hours and 45 minutes.



BOARD OF STATUTORY AUDITORS

Monitors compliance with laws and with the Articles of Association, with the principles of sound management, the adequacy of the ICRM System² and the independence of the Independent Auditors.

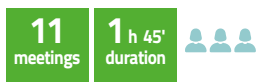
Composed of a Chairperson, 2 Standing Auditors and 3 Alternate Auditors. 23 meetings were held in 2025 with an average duration of around 2 hours and 45 minutes.



CONTROL, RISK AND SUSTAINABILITY COMMITTEE³

Performs the role and tasks envisaged by the Corporate Governance Code for the Control and Risk Committee as well in relation to Sustainability and in particular it supports the Board of Directors' evaluations and decisions relating to the ICRM System, as well as those relating to the approval of the periodic financial reports, the Consolidated Sustainability Statement, the ESG Plan, those relating to Group Governance, the obligations pursuant to Italian Legislative Decree no. 231/01, anti-corruption, Finance and Risk Management.

Composed of a Chairperson and 2 independent members¹, it held 11 meetings in 2025 with an average duration of around 1 hour and 45 minutes.



NOMINATIONS AND REMUNERATION COMMITTEE³

The Committee fulfils the role and responsibilities indicated in the Corporate Governance Code for the Nominations and Remuneration Committee. It makes recommendations for the remuneration of Directors with powers or specific duties and for the definition of remuneration policies and Group's management incentive schemes.

It provides an assessment opinion on the size, composition and functioning of the Board of Directors and Board Committees.

Composed of a Chairperson and 2 independent members¹, it held 7 meetings in 2025 with an average duration of around 1 hour and 40 minutes.



STRATEGIC COMMITTEE

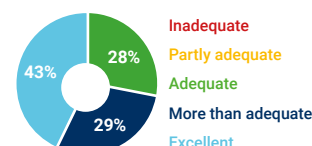
Supports the Executive Deputy Chairperson and the Chief Executive Officer in fulfilling their mandate to the Board of Directors, within the scope of the strategies and policies approved by the Board. This includes overseeing the Group's strategic direction, defining strategic business and portfolio guidelines, reviewing multi-year Business Plans in line with the Corporate Governance Code, and evaluating the Group's investment budget, as well as major investments and transactions at Group level.

Consisting of a Chairperson and 6 members, all of which independent¹, it held 12 meetings in 2025 with an average duration of around 3 hours.



1 With reference to the provisions of Article 148, paragraph 3, of the Italian Consolidated Law on Finance, Article 2, recommendation 7, of the Corporate Governance Code promoted by Borsa Italiana S.p.A. as well as in light of the "quantitative" and "qualitative" criteria defined in the Regulation for the operation of the Board of Directors, the Risk and Sustainability Committee and the Nominations and Remuneration Committee.
 2 Internal Control and Risk Management System
 3 May issue opinions for the purposes of the procedure for related party transactions

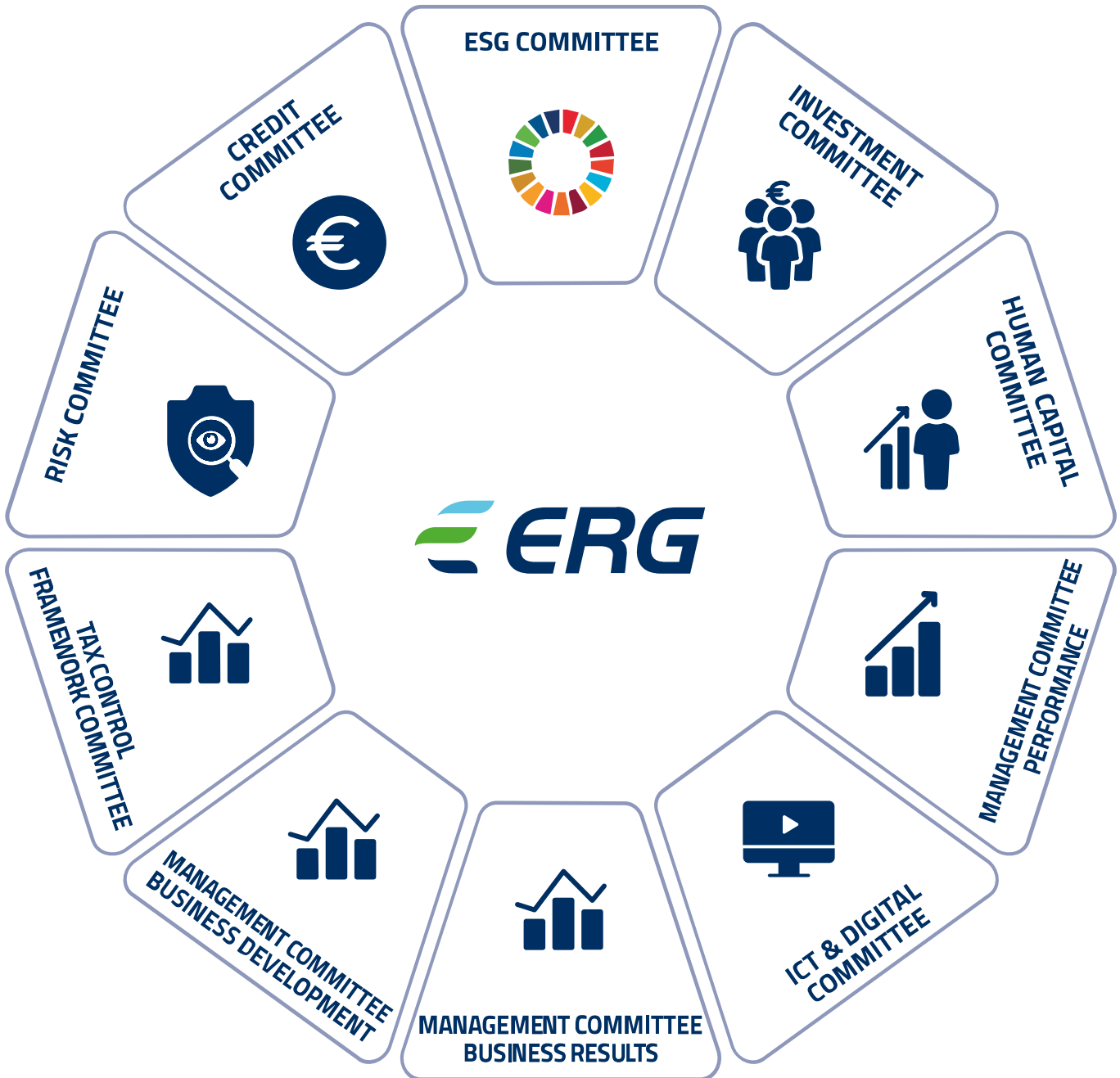
The opinions, in summary form, expressed by the Directors and by the Statutory Auditors as part of the self-assessment process relating to financial year 2025 on the current corporate model adopted by the Company



1.2 INTERNAL COMMITTEES

Our governance includes Internal Committees (non-board committees composed of Group managers) with advisory and proposal functions towards Executive Directors.

The Internal Committees are defined as follows:



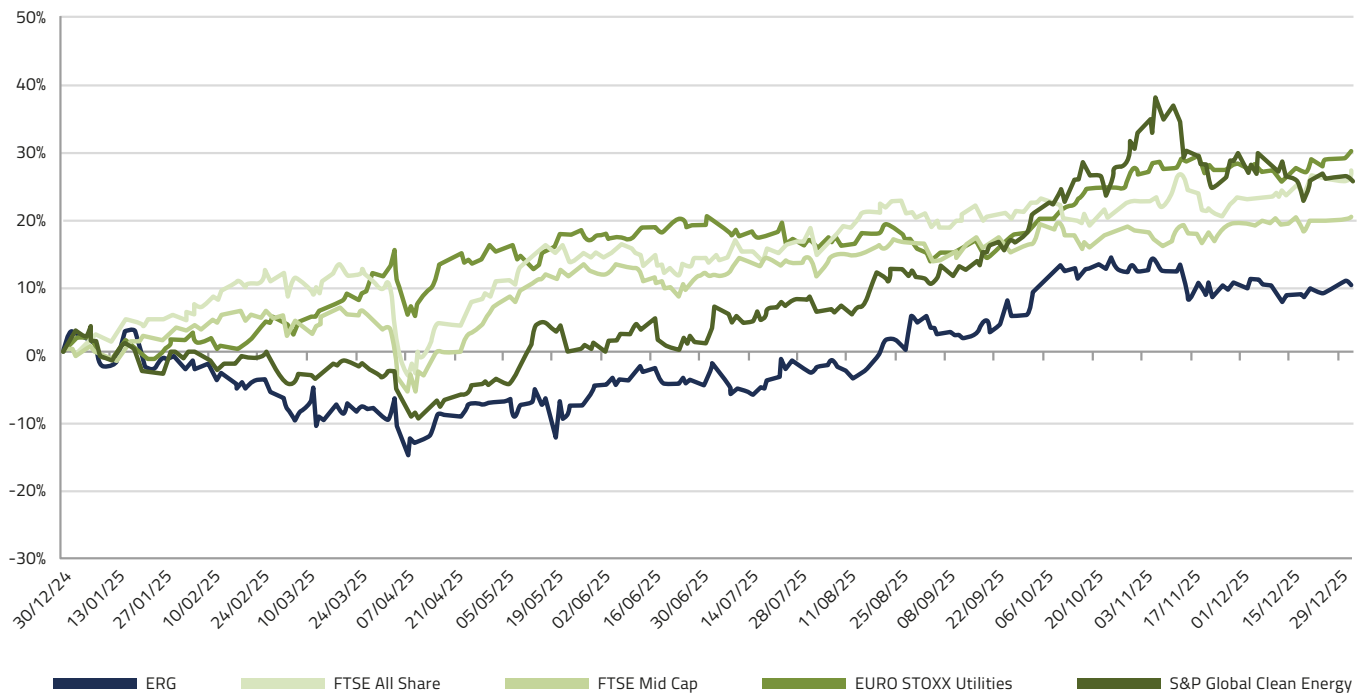
1.3 ERG GROUP - MAIN HIGHLIGHTS

OPERATING AND FINANCIAL PERFORMANCE, 2024 - 2025

Figures in EUR millions	2023	2024	2025	% Change 2024-2025
Adjusted revenue	741	738	752	2%
Adjusted EBITDA	534	535	540	1%
Adjusted operating profit	312	271	263	-3%
Net financial indebtedness before IFRS 16	1,445	1,793	1,882	5%
ROI	8.5%	6.8%	6.7%	
ROE	14.5%	12.2%	12.9%	
Capitalisation at 31/12	4,338	2,954	3,304	
Employees	636	660	672	
Sector	Utility			
Equity	2,147	2,223	2,045	
EBIT	305	271	263	

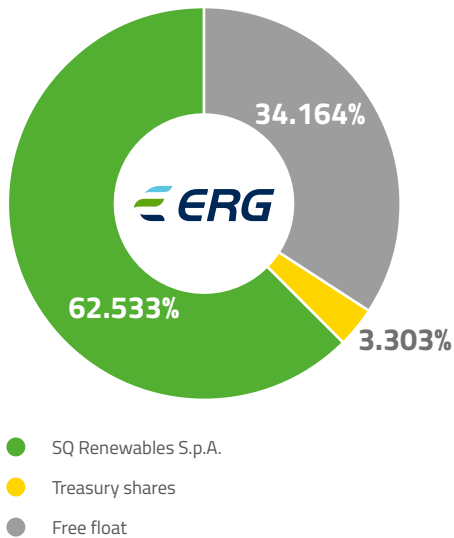
SHARE PERFORMANCE 2025

ERG vs Euro Stoxx Utilities, FTSE All Share e FTSE Mid Cap



1.4 SHAREHOLDING STRUCTURE

OWNERSHIP AT 31/12/2025



Following the closing of the transaction aimed at creating the long-term partnership between San Quirico S.p.A. and the investment fund IFM Net Zero Infrastructure Fund SCSp, which took place on 15 September 2022, the Company is a subsidiary of SQ Renewables S.p.A. (wholly owned by San Quirico S.p.A. and NZF Bidco Luxembourg 2 S.à r.l.). Following the exercises of the put option on shares in SQ Renewables S.p.A. by San Quirico S.p.A., from 9 April 2024, San Quirico S.p.A. and NZF Bidco Luxembourg 2 S.à r.l. each hold in SQ Renewables S.p.A. a number of shares corresponding to 51% and 49%, respectively, of the company's share capital. SQ Renewables S.p.A. exercises a limited management and coordination activity on the Company, in accordance with the provisions of the relative Regulation approved on 15 September 2022 by the Board of Directors, with the prior opinion of the Control, Risk and Sustainability Committee (hereinafter also the "Limited Management and Coordination Regulation").

For the purposes of the ownership structure, we also inform you that the Board of Directors, met on 14 October 2024, resolved to initiate the share buy-back programme, in implementation of the resolution passed by the Shareholders' Meeting on 23 April 2024 (the "Programme"). The Programme involved the purchase of ERG ordinary shares (the "Shares") as a form of investment aimed at maximising the creation of value for the Company and the shareholders, for a maximum period of 3 months from 14 November 2024, the day the Programme was launched. The maximum number of Shares that could be purchased in implementation of the Programme was 1,200,000 (e.g. a total of 0.798% of the share capital), with a maximum outlay of EUR 22,600,000, without prejudice to any other limitation possibly deriving from legislative or regulatory provisions. The Programme ended on 31 January 2025, when the maximum total disbursement of EUR 22.6 million, authorised by the Board of Directors, had been reached; at that date, 1,133,766 Shares had been repurchased since the start of the Programme, at a weighted average price of EUR 19.8996 per share. Considering the Shares already in the portfolio before the launch of the Programme, at 31 December 2025, ERG held 4,965,240 treasury shares, equal to 3.3031% of its share capital and 2.0323% of the relative voting rights.

OTHER CHARACTERISTICS OF THE OWNERSHIP STRUCTURE AT 31/12/2025

	Yes/No	% of share capital
Shareholders' agreement in force	Yes	62.533%
Increased voting rights mechanism ⁽¹⁾	Yes	62.533%
Shareholding by Senior Manager ⁽²⁾	Yes	0.272%
Investment threshold for the presentation of lists	Yes	1%

(1) The introduction of increased voting rights took place at the proposal of the former shareholder San Quirico S.p.A. to the Shareholders' Meeting of 21 April 2020, which, in its explanatory report, expressly disclosed the related purposes. In this regard, please refer to the Company's website (www.erg.eu) "Corporate Governance/Increased Voting Rights" section.

(2) Reference is made to the Board of Directors and Key Managers of the Company.

1.5 QUALIFICATION OF THE COMPANY PURSUANT TO THE CORPORATE GOVERNANCE CODE

Pursuant to the provisions of the currently applicable Corporate Governance Code (hereinafter also the "Code" or "CG Code"), ERG is a **large company with concentrated ownership**.

1.6 COMPOSITION OF THE BOARD OF DIRECTORS

Director	Office	Role	Independent	M/m ¹	CRSC ²	NRC ²	SC ²
Edoardo Garrone	Chairperson	Executive	No	M			
Alessandro Garrone	Deputy Chairperson	Executive	No	M			C
Giovanni Mondini	Deputy Chairperson	Non-Executive	No	M			X
Paolo Luigi Merli	Chief Executive Officer	Executive	No	M			X
Paolo Arlandini ⁵	Director	Non-Executive	No	n.a.			X
Elisabetta Caldera	Director	Non-Executive	ICFA/CG Code ³	M		C	
Federica Lolli	Director	Non-Executive	ICFA/CG Code ³	M	C	X	
Marina Natale	Director	Non-Executive	ICFA/CG Code ³	M	X		
Elisabetta Oliveri ⁴	Director	Non-Executive	ICFA/CG Code ³	M	X	X	X
Renato Pizzolla	Director	Non-Executive	No	M			X
Barbara Poggiali	Director	Non-Executive	No	M			X
Daniela Toscani	Director	Non-Executive	ICFA/CG Code ³	m			

1 Drawn from the list submitted by majority (M) or minority (m) shareholders or appointed on the basis of proposals submitted by majority (M) or minority (m) shareholders.

2 CRSC: Control, Risk and Sustainability Committee; NRC: Nominations and Remuneration Committee; SC: Strategic Committee. The CRSC and the NRC provide to the Board of Directors also the opinions required by the Procedure for Transactions with Related Parties.

3 Also taking into account, pursuant to the provisions of Article 2, recommendation 7, second paragraph, of the Corporate Governance Code, the "quantitative" and "qualitative" criteria defined in the Regulations for the operations of the Board of Directors, the Control, Risk and Sustainability Committee and the Nominations and Remuneration Committee, for determining, for the purposes of assessing the independence of the members of the Board of Directors and the Board of Statutory Auditors, the significance or otherwise of any relationships they have with the Company or other parties connected to it.

4 Lead Independent Director.

5 Appointed by the Board of Directors on 12 December 2025 pursuant to Article 2386 of the Italian Civil Code, will remain in office until the next Shareholders' Meeting of ERG S.p.A.

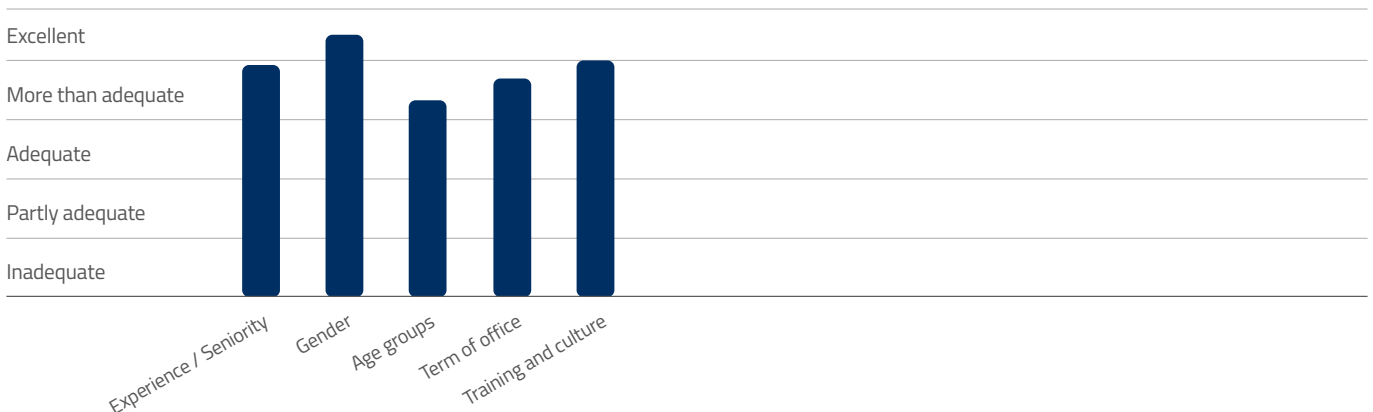
C: Chairperson of the relevant Committee.

X: Member of the relevant Committee.

DIVERSITY WITHIN THE BOARD OF DIRECTORS

The average diversity score is **more than adequate (78%)**:

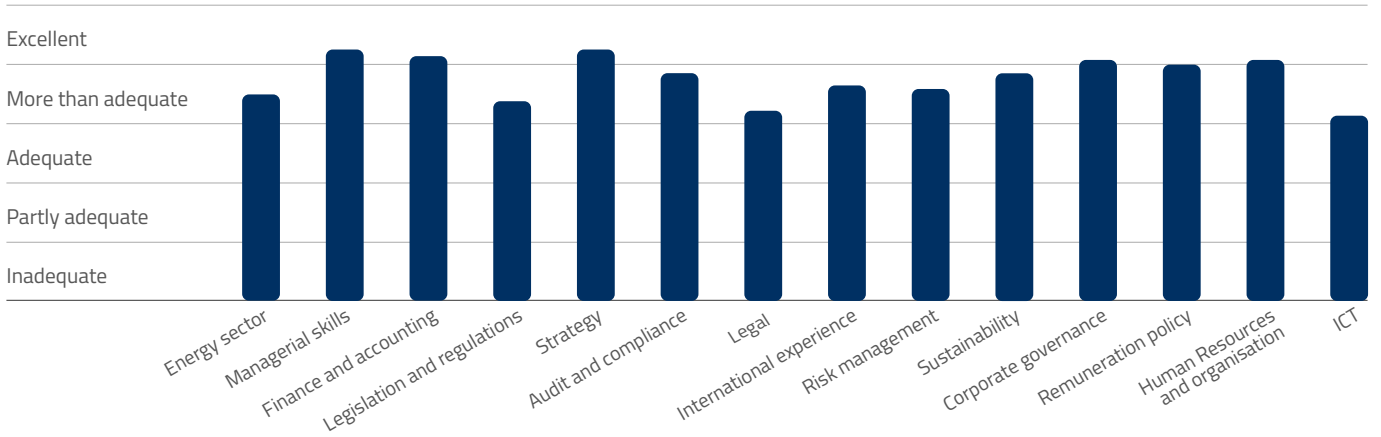
- diversity was rated as **excellent** in one area
- in the other areas, diversity was rated as **more than adequate**



PROFESSIONAL EXPERTISE WITHIN THE BOARD OF DIRECTORS

The average professional expertise score is **more than adequate (76%)**:

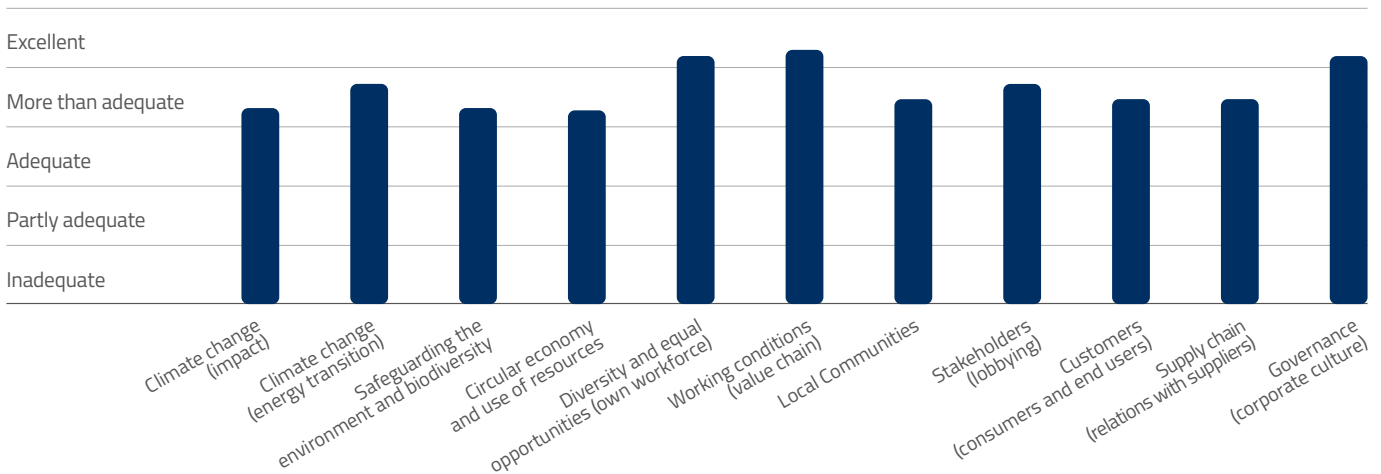
- five skills were rated as **excellent**
- nine skills were rated as **more than adequate**



ESG SKILLS-EXPERTISE WITHIN THE BOARD OF DIRECTORS*

The average ESG skills-expertise score is **more than adequate (76%)**:

- three skills were rated as **excellent**
- eight skills were rated as **more than adequate**

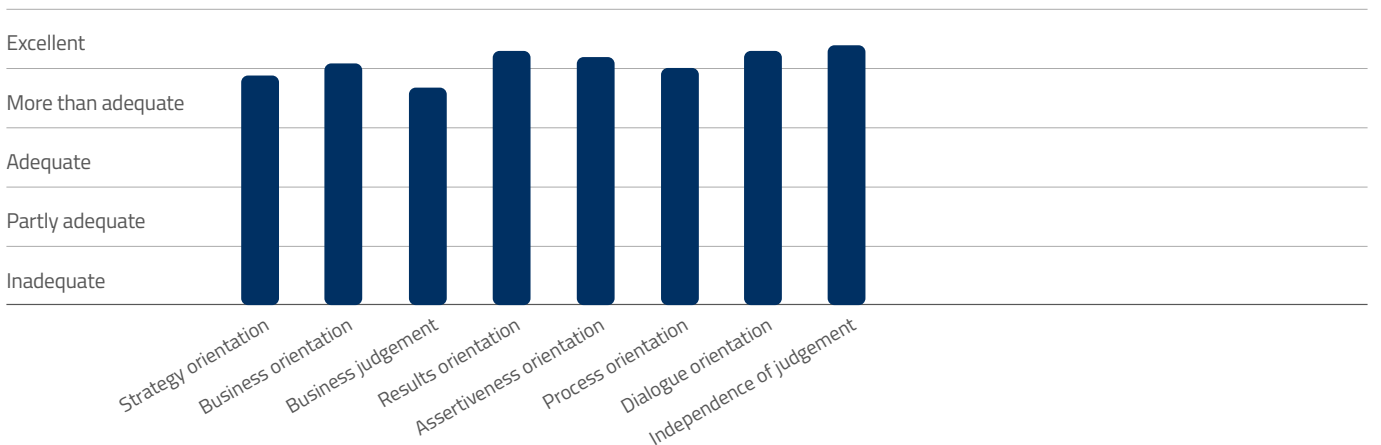


* Relative to the business of the ERG Group and taking into account the objectives of the Business Plan and the ESG Plan

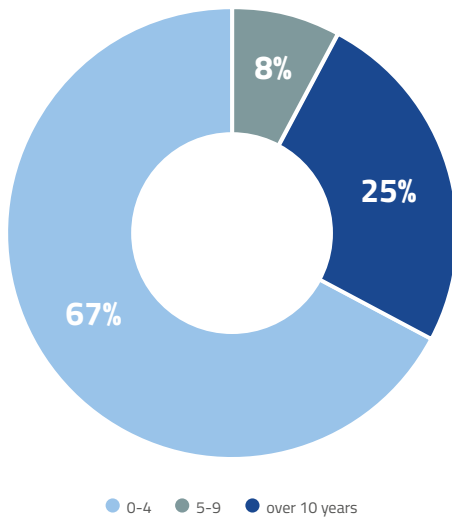
PROFESSIONAL AND PERSONAL CHARACTERISTICS OF THE BOARD OF DIRECTORS

The average professional and personal characteristics score is **excellent (82%)**:

- five characteristics were rated as **excellent**
- three characteristics were rated as **more than adequate**



DIRECTORS' TIME IN OFFICE



AVERAGE TENURE: 8.8 years
(9.2 years in 2024)

CHANGES COMPARED TO THE PREVIOUS MANDATE

	Previous mandate (2021-2023)	Current mandate (2025)	FTSE Italia Mid Cap ¹ (2023) ²	FTSE Italia Mid Cap ¹ (2024) ²
Number of Directors	12	12	9.9	10
Directors elected from the minority list	1	1	0.9	1
% of the less represented gender in the BoD	41.6%	50%	42%	42%
% Independent Directors as per Italian Consolidated Finance Act (ICFA)	50%	42%	51%	53%
% of Independent Directors as per Corporate Governance Code	50%	42%	49%	51%
Independent Tenures (years)	4.68	2.8	3.9	4
Average age of Directors	56.3	57.7	58.1	58
Executive status of Chairperson	Yes	Yes	76.1%	61%
Existence of Lead Independent Director	Yes	Yes	30.4%	49%

¹ Only the FTSE Italia Mid Cap data, relating to the average between non-financial service, banking and insurance companies, are reported.

² Source TEHA Group S.p.A.

1.7 OPERATION OF THE BOARD OF DIRECTORS

NUMBER OF MEETINGS OF THE BOARD OF DIRECTORS AND PARTICIPATION RATE

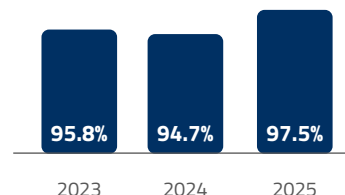
Number of meetings

FTSE Mid Cap*	10	10
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Participation rate

FTSE Mid Cap*	95.6%	94%
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* Average data referring to the Board of Directors excluding financial services, banking and insurance companies (Source: TEHA Group S.p.A.).

DIRECTOR OR STATUTORY AUDITOR OFFICES HELD IN OTHER COMPANIES

	Other Group Companies		Other listed companies			Other unlisted companies of significant size, financial or banking	
	Executive Director	Non-Executive Director	Independent Director	Statutory Auditor	Director	Statutory Auditor	
Edoardo Garrone					1		
Alessandro Garrone			1		3		
Giovanni Mondini					3		
Paolo Luigi Merli							
Paolo Arlandini					3		
Elisabetta Caldera							
Federica Lolli					1		
Marina Natale			1		1		
Elisabetta Oliveri			2				
Renato Pizzolla					2		
Barbara Poggiali					5		
Daniela Toscani			1				

IMPORTANT PUBLIC OFFICES*

Edoardo Garrone	1
Giovanni Mondini	2
Barbara Poggiali	1

* Information on the appointment of any members of the administrative, management and supervisory bodies who, in the two years prior to their appointment in the current period of reference, held a comparable position in the public administration (including regulatory authorities).

BOARD EVALUATION PROCESS

Board Evaluation process carried out	Yes
Evaluating party	The Board of Directors with the support of the Nominations and Remuneration Committee
Self-evaluation procedures	Anonymous questionnaire to the members of the Board of Directors; the Board of Auditors also participates in the process
Parties involved	The evaluation process was carried out with the support of the Corporate Affairs, 231 Compliance & Privacy organisational unit

1.8 COMPOSITION OF THE BOARD OF STATUTORY AUDITORS

STRUCTURE OF THE BOARD OF STATUTORY AUDITORS

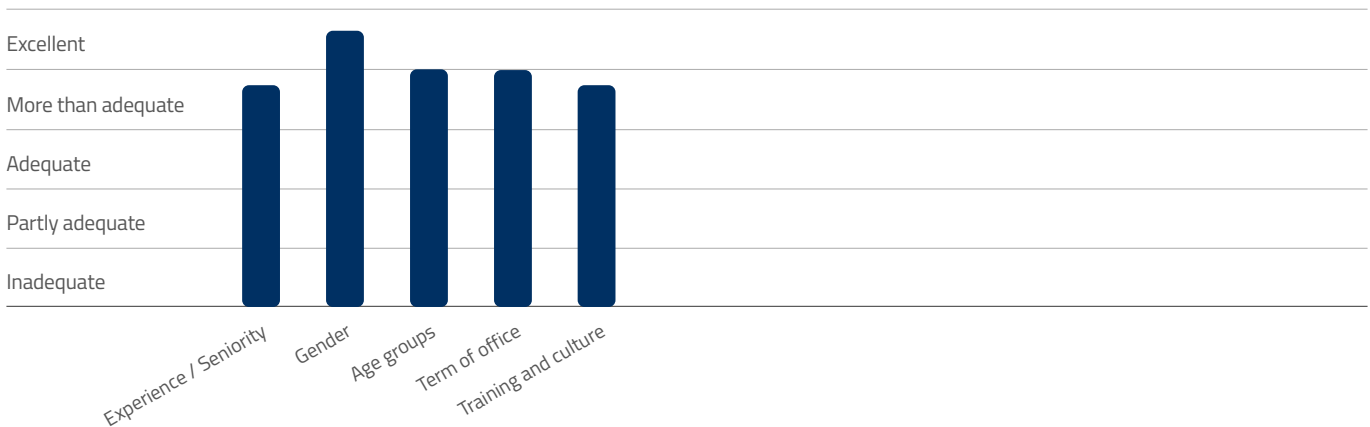
Statutory Auditors	Office	Independent	M/m ¹
Monica Mannino	Chairperson	ICFA/Corporate Governance Code ²	m
Fabrizio Cavalli	Standing	ICFA/Corporate Governance Code ²	M
Giulia De Martino	Standing	ICFA/Corporate Governance Code ²	M
Vincenzo Campo Antico	Alternate	ICFA/Corporate Governance Code ²	M
Luisella Bergero	Alternate	ICFA/Corporate Governance Code ²	M
Riccardo Foglia Taverna	Alternate	ICFA/Corporate Governance Code ²	m

1 Drawn from the list submitted by majority (M) or minority (m) shareholders or appointed on the basis of proposals submitted by majority (M) or minority (m) shareholders.
 2 Also taking into account, pursuant to the provisions of Article 2, recommendation 7, second paragraph, of the Corporate Governance Code, the “quantitative” and “qualitative” criteria defined in the Regulations for the operations of the Board of Directors, the Control, Risk and Sustainability Committee and the Nominations and Remuneration Committee, for determining, for the purposes of assessing the independence of the members of the Board of Directors and of the Board of Statutory Auditors, the significance or otherwise of any relationships they have with the Company or other parties connected to it as well as the criteria provided for by the Rules of Conduct of the Board of Statutory Auditors of listed companies of 21 December 2023, drawn up by the Italian National Board of Chartered Accountants.

DIVERSITY WITHIN THE CURRENT BOARD OF STATUTORY AUDITORS

The average diversity score is **more than adequate (80%)**:

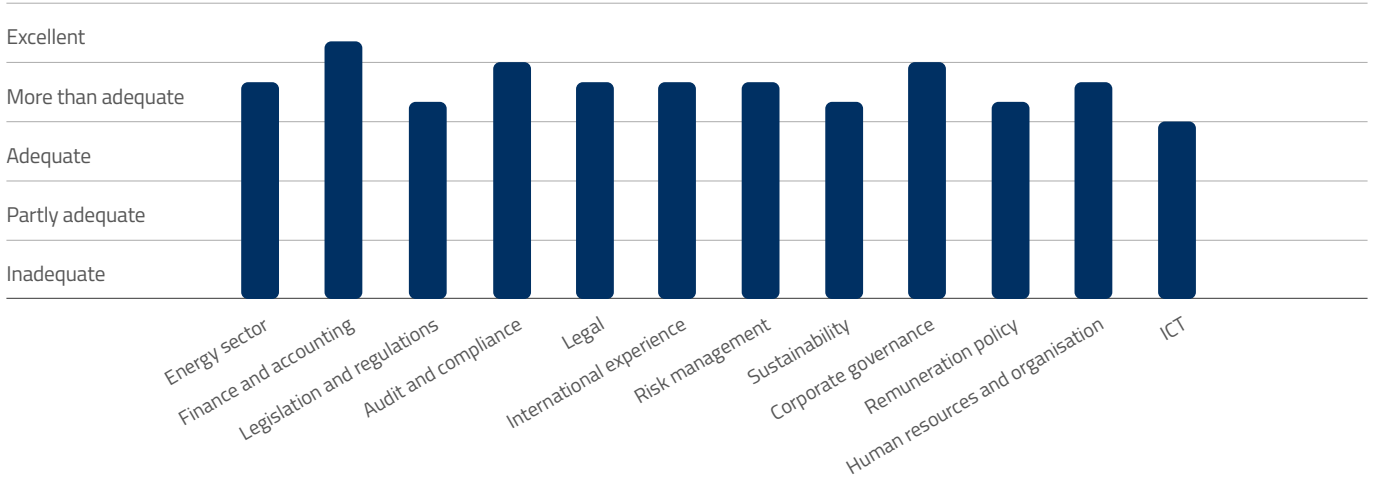
- diversity was rated as **excellent** in one area
- in the other areas, diversity was rated as **more than adequate**



PROFESSIONAL EXPERTISE WITHIN THE BOARD OF STATUTORY AUDITORS

The average professional expertise score is **more than adequate (73%)**:

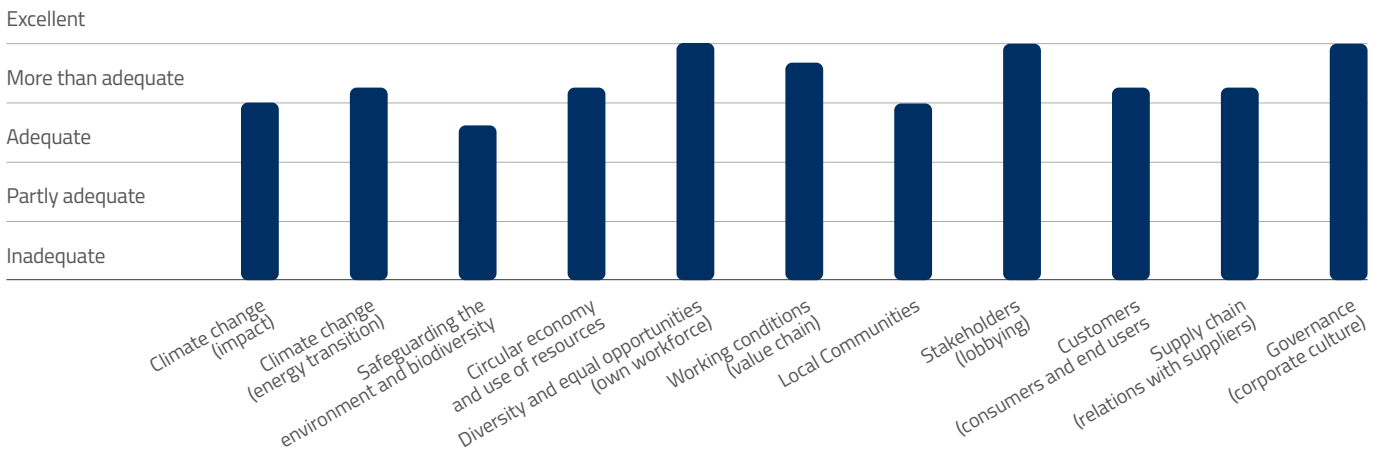
- one skill was rated as **excellent**
- ten skills were rated as **more than adequate**
- one skill was rated as **adequate**



ESG SKILLS-EXPERTISE OF THE BOARD OF STATUTORY AUDITORS*

The average ESG skills-expertise score is **more than adequate (69%)**:

- eight skills were rated as **more than adequate**
- three skills were rated as **adequate**

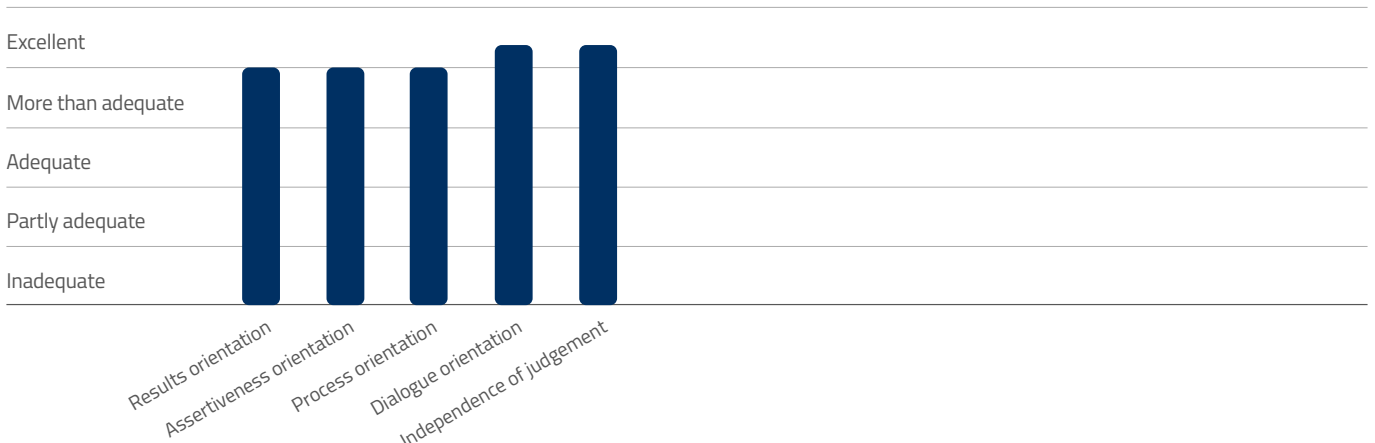


* With respect to the business of the ERG Group and taking into account the objectives of the Business Plan and the ESG Plan.

PROFESSIONAL AND PERSONAL CHARACTERISTICS OF THE BOARD OF STATUTORY AUDITORS

The average professional and personal characteristics score is **excellent (83%)**:

- two characteristics were rated as **excellent**
- three characteristics were rated as **more than adequate**



1.9 OPERATION OF THE BOARD OF STATUTORY AUDITORS

NUMBER OF MEETINGS OF THE BOARD OF STATUTORY AUDITORS AND PARTICIPATION RATE



* Average data referring to the Board of Statutory Auditors excluding financial services, banking and insurance companies (Source: TEHA Group S.p.A.).

DIRECTOR OR STATUTORY AUDITOR OFFICES HELD IN OTHER COMPANIES

	Other Group Companies		Other listed companies			Other unlisted companies of significant size, financial or banking	
	Executive Director	Non-Executive Director	Independent Director	Statutory Auditor	Director	Statutory Auditor	
Monica Mannino				2		2	
Fabrizio Cavalli	1				1	7	
Giulia De Martino					1	3	

IMPORTANT PUBLIC OFFICES*

Giulia De Martino 4

* Information on the appointment of any members of the administrative, management and supervisory bodies who, in the two years prior to their appointment in the current period of reference, held a comparable position in the public administration (including regulatory authorities).

STATUTORY AUDITORS EVALUATION PROCESS

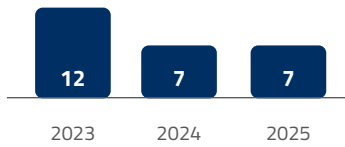
Statutory Auditors Evaluation process carried out	Yes
Evaluating party	The Board of Statutory Auditors
Self-evaluation procedures	Anonymous online questionnaire to the members of the Board of Statutory Auditors
Parties involved	The evaluation process was carried out with the support of the Corporate Affairs, 231 Compliance and Privacy organisational units

1.10 REMUNERATION

NUMBER OF NOMINATIONS AND REMUNERATION COMMITTEE MEETINGS AND PARTICIPATION RATE

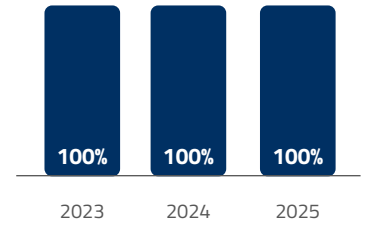
Number of meetings

FTSE Mid Cap* 8 8



Participation rate

FTSE Mid Cap* 97% 97%

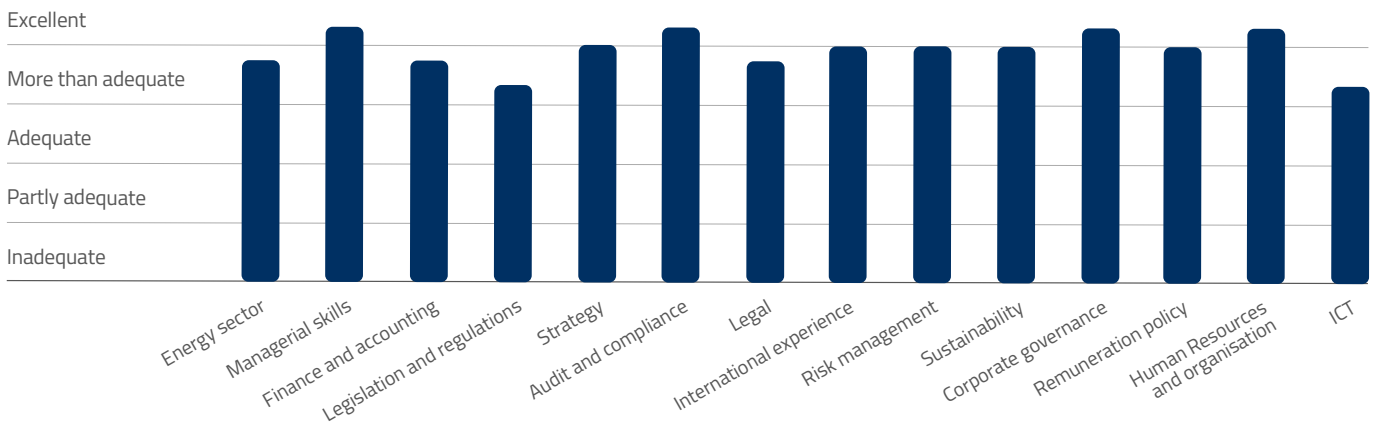


* Average data referring to the Remuneration Committee excluding financial services, banking and insurance companies (Source: TEHA Group S.p.A.).

PROFESSIONAL SKILLS OF THE NOMINATIONS AND REMUNERATION COMMITTEE

The average professional expertise score is **more than adequate (79%)**:

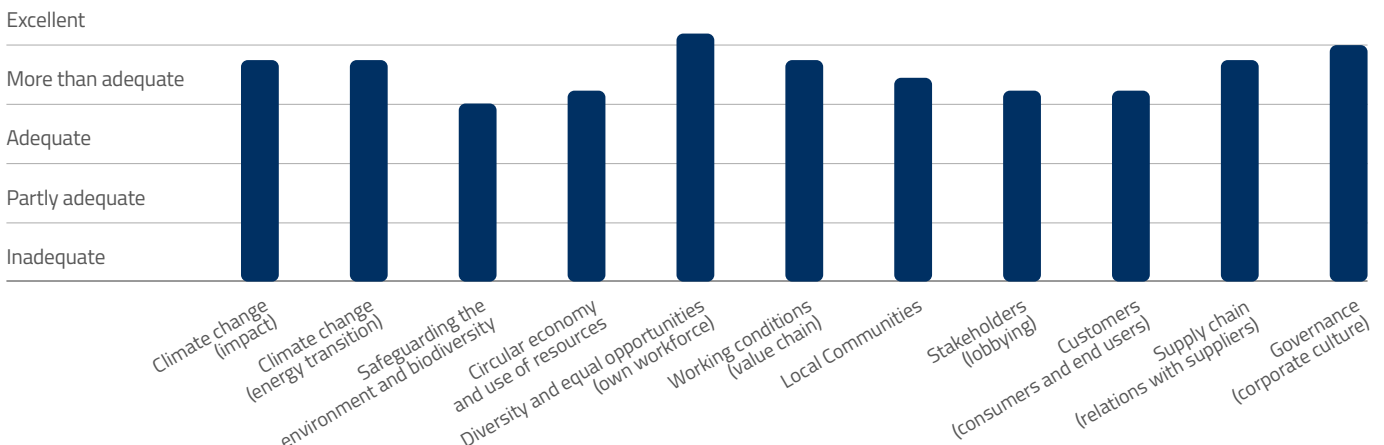
- four skills were rated as **excellent**
- ten skills were rated as **more than adequate**



ESG SKILLS-EXPERTISE OF THE NOMINATIONS AND REMUNERATION COMMITTEE*

The average ESG skills-expertise score is **more than adequate (72%)**:

- one skill was rated as **excellent**
- nine skills were rated as **more than adequate**
- one skill was rated as **adequate**



* With respect to the business of the ERG Group and taking into account the objectives of the Business Plan and the ESG Plan.

REMUNERATION POLICY 2025-2026
2026 REMUNERATION POLICY GUIDELINES

Fixed Remuneration		
Purpose	Enhances the responsibilities, the skills and the contribution demanded by the position. Ensures attraction and retention through continuous market benchmarking. Remunerates the activity carried out in the event that the variable component is not paid out.	
Executive Deputy Chairperson	Annual fee:	Determination: resolved by the Shareholders' Meeting as a member of the Board of Directors.
	Annual remuneration:	Determination: resolved by the Board of Directors as Executive Director vested with specific duties. The amount is determined through benchmarking of the positions held against a peer group consisting of industrial companies in the FTSE MIB and FTSE MID CAP, comparable to ERG in terms of market capitalisation, shareholding structure, delegation system and complexity.
Chief Executive Officer	Annual fee:	Determination: resolved by the Shareholders' Meeting as a member of the Board of Directors.
	Annual remuneration:	Determination: resolved by the Board of Directors as Executive Director vested with specific duties. The amount is determined through benchmarking of the positions held against a peer group consisting of industrial companies in the FTSE MIB and FTSE MID CAP, comparable to ERG in terms of market capitalisation, shareholding structure, delegation system and complexity.
Non-Executive Directors	Annual fee:	Determination: resolved by the Shareholders' Meeting as members of the Board of Directors.
Key Managers	Annual salary:	Defined in the employment contract and determined through specific market analyses relating to roles with a similar level of responsibility and managerial complexity within the relevant national industrial markets.

Short-Term Variable Remuneration				
Purpose	Annual monetary incentive aimed at achieving predetermined, measurable economic, financial, growth and sustainability objectives, in line with the budget.			
Features	Monetary incentive with an annual time horizon and no deferral mechanism.			
Clawback clause	Exercisable within 3 years			
Objectives	EBT	Sustainability¹	Economic/financial growth	Individual targets (sustainability, economics, business development, and/or specific projects)
Variability	50%-150% of the target	80%-120% of the target	80%-120% of the target	80%-120% of the target
Variability criteria	Score < minimum threshold: 0% of the target bonus is paid out. Score = minimum threshold: 50% of the target bonus is paid out. Score ≥ maximum threshold: 150% of the target bonus is paid out.	Score < minimum threshold: 0% of the target bonus is paid out. Score = minimum threshold: 80% of the target bonus is paid out. Score ≥ maximum threshold: 120% of the target bonus is paid out.	Score < minimum threshold: 0% of the target bonus is paid out. Score = minimum threshold: 80% of the target bonus is paid out. Score ≥ maximum threshold: 120% of the target bonus is paid out.	Score < minimum threshold: 0% of the target bonus is paid out. Score = minimum threshold: 80% of the target bonus is paid out. Score ≥ maximum threshold: 120% of the target bonus is paid out.
Annual target breakdown				
Chief Executive Officer	50%	20%	30%	-
Key Managers	30%	10%	-	60%

¹ Targets common to all beneficiaries of the MBO system. Key Managers are assessed on sustainability topics both through the common sustainability target and with the individual targets linked to specific sustainability topics.

Long-Term Variable Remuneration			
Purpose	Aligning the interests of the beneficiaries with the pursuit of the priority objective of the creation of sustainable value for the shareholders over the medium/long term. Contributes to the strategy of ensuring the Company's sustainability over time, incentivising beneficiaries to achieve strategic results, with a view to sustainable success, consistent with the specific objectives of the Business Plan and the ESG Plan.		
Vehicle	Performance Share. ²		
Vesting Period	Three-year period 2024 – 2025 – 2026.	Allocation	One-time allocation at the start of the plan.
Vesting date	2027: date on which the shareholders' meeting approves the financial statements for the year ending 31 December 2026.	Lock-up	12-month duration on 30% of the Shares allocated.
Clawback clause	Exercisable within 3 years.		
Termination of office/ employment clause	The regulation defines the circumstances of "bad leaver", which entail the loss of the right to the potential allocation of Shares at the end of the vesting period, and of "good leaver", under which, upon fulfilment of the Minimum Economic Performance Condition, the Shares will be allocated on a pro rata basis in relation to the duration of the employment relationship/mandate.		
Beneficiaries	Identified by resolution of the Board of Directors, upon proposal of the NRC and following consultation with the Board of Statutory Auditors, on 15 May 2024.		
	Executive Deputy Chairperson	No. Shares Assigned at the beginning of the plan 42,000.	
	Chief Executive Officer	No. Shares Assigned at the beginning of the plan 144,000.	
	Key Managers	No. Shares Assigned at the beginning of the plan 99,480.	
Pay out range	The Shares that may be allocated may vary up to a cap of 300% of the Shares Assigned (SA), depending on the level of achievement of the Minimum Economic Performance clause (entry gate) and the performance against the relevant targets.		
Entry gate	85% of the cumulative EBITDA for the three-year period 2024-2025-2026 as per the 2024-2026 Business Plan.		
Objectives	60% ERG share ERG share price.	20% Sustainability Divided into 4 objectives linked to the sustainability pillars.	20% Growth Installed/Acquired production capacity in MW in the years 2024-2026
	Variability criteria	<p>p/sh ERG ≤ EUR 25 p/sh "Target Price": the Shares allocated are equal to 60% of the SA.</p> <p>p/sh ERG ≥ EUR 32.5 p/sh "Cap Price": the Shares allocated are equal to 220% of the SA.</p> <p>p/sh ERG <> between Target Price and Cap Price: Shares allocated are determined by interpolation³.</p>	<p>score < Floor: the Shares allocated are equal to 0% of the SA relating to this indicator</p> <p>score = Floor: the Shares allocated are equal to 10% of the SA</p> <p>score = 100% of the target: the Shares allocated are equal to 20% of the SA</p> <p>score ≥ Cap: the Shares allocated are equal to 40% of the SA</p> <p>score <> between Floor and Cap: the Shares allocated are determined by linear interpolation.</p>

² The regulation implementing the 2024–2026 LTI Plan was approved by the Board of Directors on 15 May 2024, at the same time as approving the 2024–2026 Business Plan and the 2024–2026 ESG Plan, in order to ensure that the timeframes are fully consistent with the new mandate and the objectives of the aforementioned Plans.

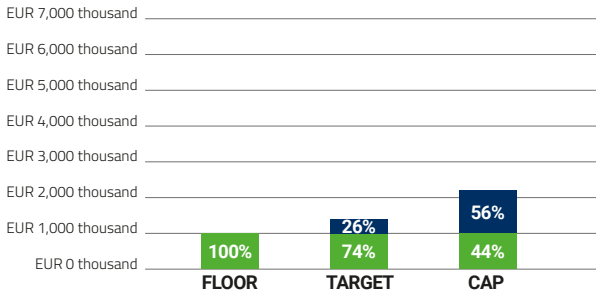
³ Considering that at EUR 27 p/sh, the Shares allocated are equal to 70% of the SA, and that at EUR 30 p/sh, the Shares allocated are equal to 140% of the SA.

Pay Mix⁴

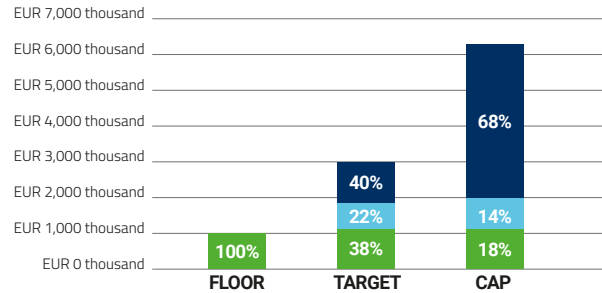
Purpose

The balancing between the fixed and the variable remuneration components aims to align the interests of their beneficiaries with the medium/long-term strategic objectives of the Company, ensuring the creation of sustainable value for the Shareholders in compliance with the ERG Group risk management policy. Defined in line with the managerial position held based on the strategic importance of the role in terms of achieving the objectives of the Business Plan and ESG Plan.

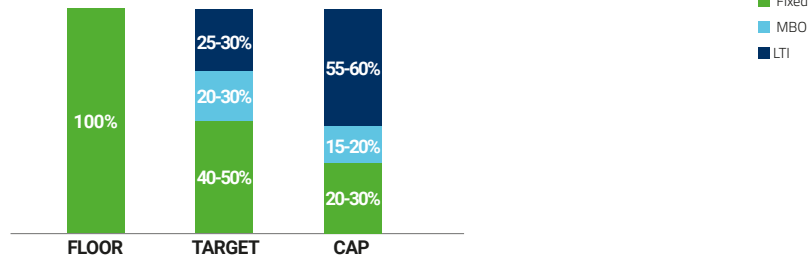
Executive Deputy Chairperson



Chief Executive Officer



Key Managers



⁴ The target value of the long-term component was determined by multiplying the target price (EUR 25 p/sh) by the number of Shares Assigned. The cap value of the long-term component was determined by multiplying the Cap Price by 300% of the number of shares assigned, assuming the simultaneous achievement of the Cap Price (EUR 32.5 p/sh), the cap value of the growth target, and the cap value of each sustainability indicator. The MBO cap value is calculated by multiplying the assigned target value and the maximum achievable performance (cap) of each target (EBT 150%, other targets 120%).

Non-monetary benefits

Purpose	In a Total Reward approach, the remuneration package is integrated with benefits, mainly in the form of pension and social security.
Executive Deputy Chairperson	Medical assistance and insurance coverage against the risk of death and disability (which are subtracted from the annual compensation).
Chief Executive Officer	Company car for mixed use.
Key Managers	Medical assistance, supplementary pension and insurance coverage against the risk of death and disability Company car for mixed use.

Procedure in the event of termination of office or termination of employment

Purpose	They meet contractual obligations and are aimed at attracting and retaining highly qualified figures.
Chief Executive Officer	Indemnity for early termination of office or non-renewal thereof, equal to the remuneration received during the 24-month period of service, calculated as the sum of the fixed annual component and the variable short-term target component.
Other Executive and Non-Executive Directors	No indemnity payments for termination of office are envisaged for the other executive and non-executive directors of the Board of Directors.
Key Managers	The provisions of the National Collective Labour Agreement for managers of industrial companies producing goods and services apply and, in accordance with Italian statutory provisions, the severance indemnity is recognised, which amounts on average to approximately 7% of the relevant gross annual remuneration paid.

REMUNERATION FOR SUSTAINABLE SUCCESS - ESG PLAN OF OBJECTIVES



- Net Zero 2040 objectives** to continue the decarbonisation process, protecting biodiversity
- Circular Economy** reducing waste in W&S repowering, continuing to research innovative technologies
- Sharing Value** building long-term partnerships with local communities
- ERG Academy** to involve the future generation in the energy transition
- Safety** a priority in all our actions
- DEI&B^(a) well-defined objectives** to foster engagement and empowerment and belonging
- Consolidation of the governance model** to ensure integrity, transparency and accountability throughout our organisation
- Involving the supply chain** in decarbonisation, D&I and the protection of human rights

(a) Diversity, equity, inclusion and belonging.

The objectives of the Business Plan and the ESG Plan are expressed in the incentive systems, through the allocation of short-term objectives (MBO System) and long-term objectives (2024-2026 LTI Plan).

In particular, Management activities are assessed:

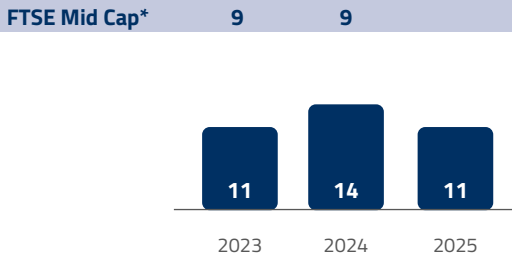
- in the short term (MBO System), through the achievement of a mix of targets aimed at guaranteeing profitability, financial soundness, operational efficiency, sustainable development, environmental protection, personal safety and diversity;
- in the medium to long term (2024-2026 LTI Plan), with reference to the value generated in relation to economic and financial results, growth and the achievement of objectives in the areas of decarbonisation, energy transition and diversity & inclusion.

		GROWTH	EFFICIENCY	SUSTAINABILITY
Short Term MBO	EBT		●	
	Economic/financial growth	●	●	
	ESG Circular Economy Sharing value D&I Health and Safety			●
Long Term LTI	ERG SHARE (TSR)	●	●	
	Installed production capacity	●		
	ESG Net Zero Reputation HSE D&I			●

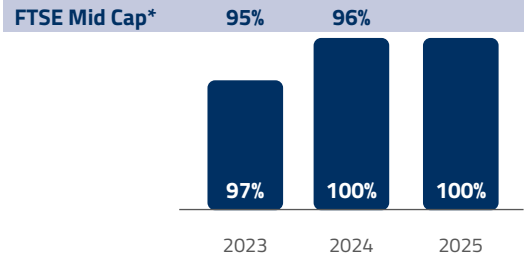
1.11 CONTROL, RISK AND SUSTAINABILITY SYSTEM

NUMBER OF CONTROL, RISK AND SUSTAINABILITY COMMITTEE MEETINGS AND PARTICIPATION RATE

Number of meetings



Participation rate

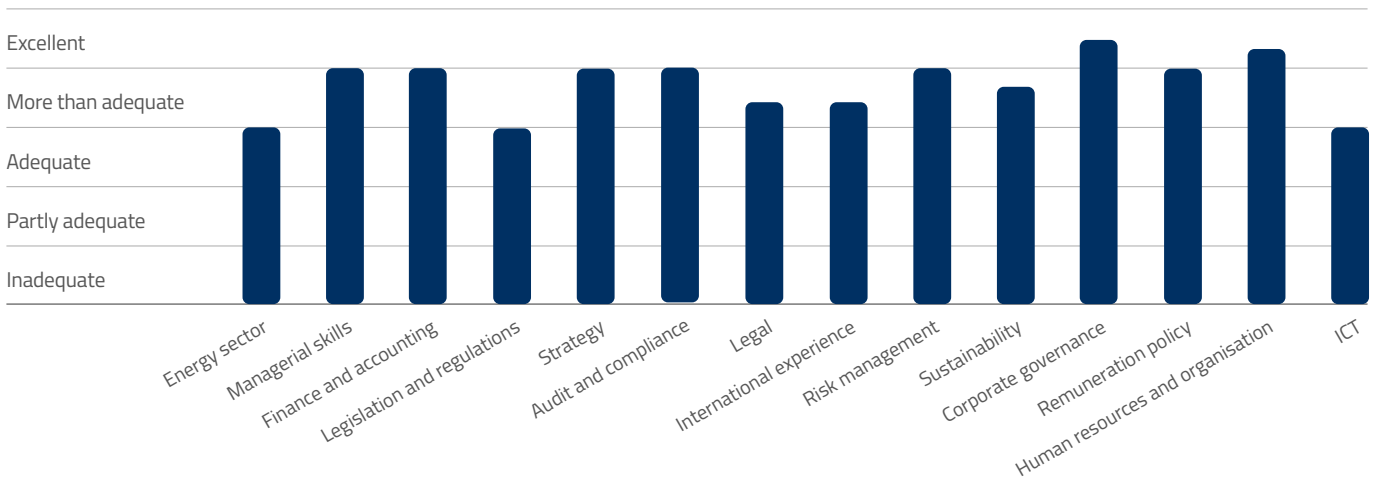


* Average data referring to the Control and Risk Committee excluding financial services, banking and insurance companies (Source: TEHA Group S.p.A.).

EXPERTISE OF THE CONTROL, RISK AND SUSTAINABILITY COMMITTEE

The average skills score is **more than adequate (75%)**:

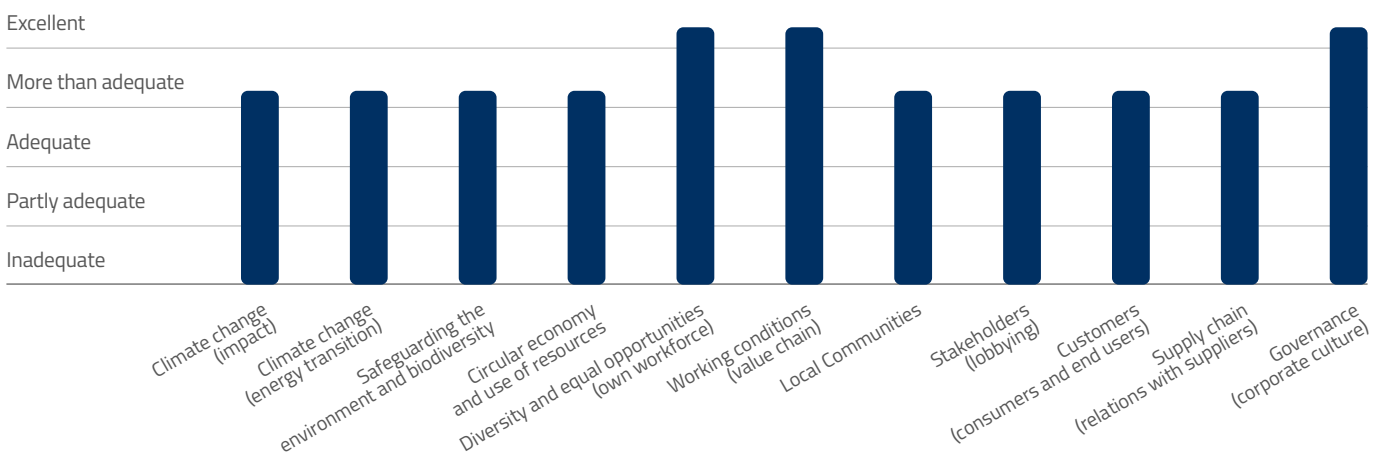
- two skills were rated as **excellent**
- nine skills were rated as **more than adequate**
- three skills were rated as **adequate**



ESG SKILLS-EXPERTISE OF THE CONTROL, RISK AND SUSTAINABILITY COMMITTEE*

The average ESG skills-expertise score is **more than adequate (72%)**:

- three skills were rated as **excellent**
- eight skills were rated as **more than adequate**



* With respect to the business of the ERG Group and taking into account the objectives of the Business Plan and the ESG Plan.

MAIN ELEMENTS OF THE CONTROL AND RISK SYSTEM

	Yes/No
Risk Management function	Yes
Chief Risk Officer view	No
Enterprise Risk Management plan in place	Yes
If yes, has this plan been discussed with the Committee?	Yes
If so, is this plan also discussed with the Board of Directors?	Yes

MAIN RISKS

Risk	Description	Management strategy implemented by the ERG group
1 - Natural variability of renewable contributions	Production volumes of plants fuelled by renewable sources (wind and sun) are subject to the natural variability of these sources and, in the event of lower contributions, may adversely affect Group results.	<ul style="list-style-type: none"> diversification of the generation portfolio from both a technological (Wind/ Solar) and geographical point of view in order to compensate for changes to contributions in the various renewable sources (wind/sun); use of as accurate as possible forecasting systems to define the production plan and short-term operating activities; scheduling of stoppages at renewable energy plants during periods of low input from renewable energy sources; use of industrial control systems (SCADA) for the continuous monitoring of the performance of plants – through specific KPI indicators – and of their status, which make it possible to intervene promptly in the event of accidental failure and to reduce machinery downtime; programmes for the continuous improvement of the processes for managing and maintaining assets in order to ensure their ever increasing efficiency; insurance coverage to mitigate the risks related to Business Interruption and Property Damage in the generation portfolio.
2 - Price Risk	Risk linked to unfavourable changes in prices in the commodities market (in particular EE and Gas), with possible negative impacts on Group results.	<ul style="list-style-type: none"> definition and regular monitoring of risk exposure limits; escalation process in the event that the approved limits are exceeded; financial instruments to hedge the price risk only if there is an underlying asset; contractualisation of indexed sales formulas, if possible, to transfer risks.
3 - Regulatory Risk (Market Change/Win-fall taxes)	Possible hardening of the national and international legislative/regulatory context in countries in which the Group operates that may negatively impact on the achievement of strategic objectives (for example, measures aimed at reducing the price received by renewable sources and consequently lowering procurement costs for the system).	<ul style="list-style-type: none"> legislative and regulatory monitoring through institutional relations, related channels, comparison with operators in the sector, and the specialised press; active participation in consultations to protect Group interests; maintenance of effective and long-lasting relations with local stakeholders in the countries in which the Group operates (e.g. through territorial development and sustainability projects); sensitivity analysis to assess the effect of the main regulatory changes on Group results; periodic reporting to Management.
4 - Rating downgrade	Potential downgrading by the Rating Agency could limit the Group's ability to access the capital market and/or increase the cost of funding with negative effects on the Group's operating results, financial position and cash flows, and on its reputation.	<ul style="list-style-type: none"> a quasi-regulated production portfolio that ensures stable cash generation from its business activities, including through the geographical and technological diversification of its plants; a balanced financial structure in terms of duration and composition; the continuous monitoring of the final and expected results and of the financial balances; investment planning consistent with existing financial covenants and the risks associated with them.
5 - New capital expenditure	Possible uncertain events originating from various factors, for example, scenario (micro/macro-economic, political, regulatory, business-related), technical, operational, financial, organisational, etc. which may have an impact on the achievement of the Strategic Plan objectives and/or on the decision of new investments and their success.	<ul style="list-style-type: none"> specific Organisational Units tasked with ensuring the achievement of growth objectives through new capital expenditure (organic growth and/or M&A); structured processes for selecting capital expenditure that involve a set of successive levels of examination and approval of projects carried out based on, inter alia, internal and external support studies, benchmark analyses, legal-regulatory analyses, sustainability models and financial assessment/planning; detailed analysis for the relevant projects of all the risks associated with them: <ol style="list-style-type: none"> potential impacts and strategy/actions to contain/eliminate the risk; follow-up items to monitor the mitigation processes; periodic updating of the WACC/HR, including through benchmarks, to ensure a suitable return in relation to the expected risk profile.

6 - Cyber-attacks against production industrial systems	Potential cyber-attacks that exploit vulnerabilities may bring industrial production systems to a standstill and, subsequently, affect Group results (e.g. Revenue).	<ul style="list-style-type: none"> ▪ definition and implementation of a Security Program to adapt processes, systems and infrastructure to best practices aimed at increasing levels of safety; ▪ use of automatic tools (e.g. Intrusion Detection Systems) for prevention, detection and incident management purposes; ▪ carrying out of security assessments to identify critical issues in the systems and support infrastructure; ▪ development of security awareness and training plans for users; ▪ insurance to cover the risks of Cyber Crime.
7 - Failure to protect the reputational capital	Internal/external events that may have a negative impact on the ERG Group's reputation (including: financial performance, ethics and integrity, social responsibility, HSE Policies, ICT security, crisis management, etc.).	<ul style="list-style-type: none"> ▪ specific information and communication activities aimed at maintaining the Group's strong reputation among stakeholders, including, inter alia, a structured Corporate Social Responsibility process with specific social responsibility initiatives and the dissemination of Non-Financial Information; ▪ active relations with all major stakeholders and the media, and monitoring of stakeholders' perceptions; ▪ communication activities through the website/social media and continuous monitoring of stakeholder perceptions of the ERG brand; ▪ structured Reputational Crisis Management process that enables crisis effects to be promptly managed and contained in order to safeguard the reputation of the ERG Group.
8 - Anti-Corruption Compliance	The possibility that one of the Companies in the Group and/or a director, representative or employee of the same, could be involved in proceedings for offences committed in breach of anti-corruption laws that may involve the application of sanctions against the aforementioned persons (both physical and legal persons) and negative repercussions in terms of reputation.	<ul style="list-style-type: none"> ▪ adoption of the rules of conduct system (Code of Ethics and Anti-Corruption Policy) valid for the entire Group; ▪ adoption of an "Integrated Anti-Corruption Model", at Group level in line with best practices; ▪ definition of information flows for the monitoring of the Anti-Corruption System; ▪ regular training on anti-corruption matters and ongoing efforts to raise awareness among management on the culture of ethics and of business integrity; ▪ "Due Diligence on Significant Third Parties" procedure; ▪ definition and implementation of Compliance Programmes to verify compliance with the Anti-Corruption Policy.
9 - Industrial risks and HSE	Risks due to the malfunctioning of plants, which may cause problems in production processes and/or negatively affect HSE.	<ul style="list-style-type: none"> ▪ technological and geographical diversification of the generation portfolio in order to limit negative impacts; ▪ implementation of a Business Continuity Management/Asset Integrity Management process that ensures the proper maintenance of production assets, through specific risk assessment activities (e.g. risk assessment, Business Impact Analysis); ▪ technological development of plants and emergency management plans; specialist HSE audit and monitoring of plants; ▪ adoption of (ISO 14001 and ISO 45001) certified Management Systems and regular training for all staff working within the facilities; ▪ specific levels of insurance coverage for business interruption, property damage and any accidents involving staff.
10 - Climate Change	Climate change risk is the possibility that climate changes in the short, medium and long term may have impacts on ERG's business with economic/financial consequences in terms of (some examples): decreased availability of renewable resources (water, wind and sun); limitations or impediments to operations, increased O&M costs, increased insurance costs, higher compliance costs, etc.	<ul style="list-style-type: none"> ▪ reduction of the impacts related to catastrophic events through Business Continuity Management processes (for the physical protection of assets) and Disaster Recovery Plans, in particular in the ICT field; ▪ technological diversification of renewable energy plants (e.g. Wind/Solar) and the geographical diversification of generation facilities, which reduce both the impact and the probability of the risk occurring; ▪ planning of renewable plant shutdowns on the basis of periods of low utilisation of renewables, thus reducing their impact; ▪ use of more accurate weather forecasting tools (Wind/Solar) to define generation plans and further improve Volume Risk Management strategies in the short term; ▪ use of statistical risk analysis models, which make it possible to quantify the economic impacts over the life of the Plan; ▪ transfer of risks to the insurance market. In particular, all extreme meteorological phenomena are covered (fires; earthquakes; volcanic phenomena; hurricanes; tsunamis/floods); ▪ reduction of the impacts linked to the change in contributions from renewable sources, and regulatory and market changes mainly through geographical diversification which allows the Group to make the most of synergies in the areas in which its assets are located, and consequently to mitigate the impacts of the aforementioned risks.
11 - Currency risk	Changes in the exchange rates of the currencies in which the Group operates may impact the Group's financial results in the reference currency (euro).	<ul style="list-style-type: none"> ▪ acceptance of risk, without prejudice to possible mitigation actions, with an exposure level understood as EBITDA@Risk, calculated at the 95th percentile, exceeding 5% of EBITDA; ▪ The review or confirmation at least once a year of the adequacy of the aforementioned currency risk acceptance strategy; ▪ Where possible, pursuing a balance between assets and liabilities denominated in foreign currencies, thereby minimising net exposure; ▪ The use of financial instruments for risk hedging, authorised by the Chief Executive Officer after consultation with the Risk Committee, exclusively in the presence of an underlying asset.

1.12 ESG PLAN

OBJECTIVES OF THE ESG PLAN



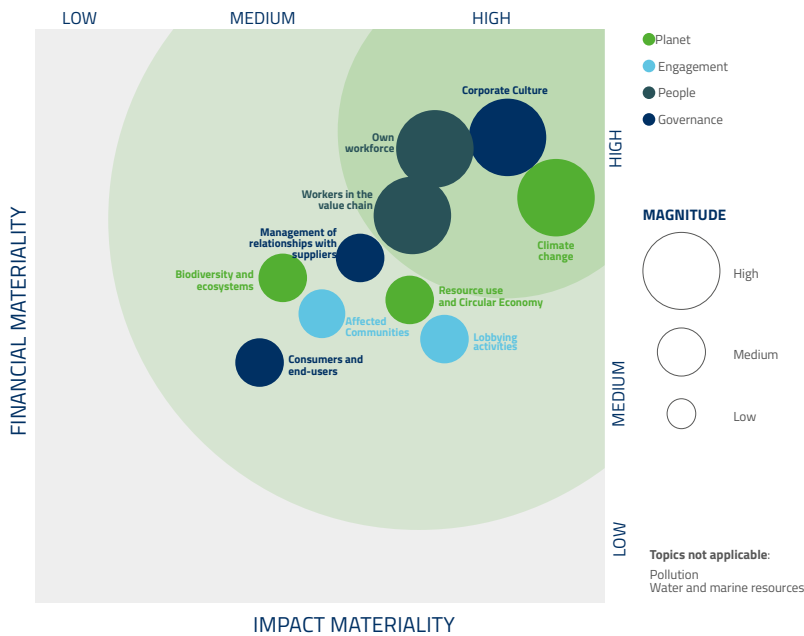
- Net Zero 2040 objectives** to continue the decarbonisation process, protecting biodiversity
- Circular Economy** reducing waste in W&S repowering, continuing to research innovative technologies
- Sharing Value** building long-term partnerships with local communities
- ERG Academy** to involve the future generation in the energy transition
- Safety** a priority in all our actions
- DEI&B^(a) well-defined objectives** to foster engagement and empowerment and belonging
- Consolidation of the governance model** to ensure integrity, transparency and accountability throughout our organisation
- Involving the supply chain** in decarbonisation, D&I and the protection of human rights



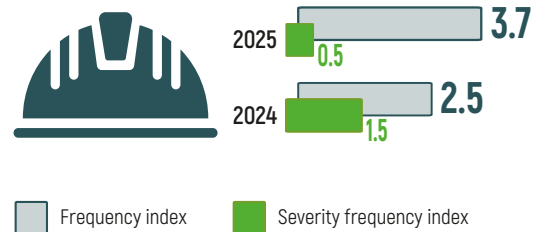
(a) Diversity, equity, inclusion and belonging.

1.13 CONSOLIDATED SUSTAINABILITY STATEMENT 2025¹

DOUBLE MATERIALITY 2025



ACCIDENT INDICES (INTERNAL AND EXTERNAL)



¹ Incorporated into a specific section of the report on operations of the Consolidated Financial Statements at 31 December 2025, it was approved, on a mandatory basis, by the Board of Directors on 11 March 2026, subject to prior assessment by the Control, Risk and Sustainability Committee, it will be made available to the public on the Company's website (www.erg.eu) as well as by the other methods and within the terms established by current legislative and regulatory provisions.

MOTIVAT



2. OUR JOURNEY TOWARDS SUSTAINABLE SUCCESS

Peace ☺

ENERG

EVOLVING ENERGIE

RESPECT



2. OUR JOURNEY TOWARDS SUSTAINABLE SUCCESS

The current corporate governance structure of ERG has evolved over time with the gradual introduction into the corporate approach of rules of conduct that reflect the most advanced and widely recognised principles of Corporate Governance.

Even prior to the listing of the Company in October 1997, one of the key aspects of the governance structure was a focus on a proper relationship between management, shareholders and stakeholders and balanced corporate management aimed at creating medium- to long-term value.

This corporate policy was implemented through:

- **the coordinated delegation of powers within the Board of Directors** in such a way as to assure the clarity and completeness of executive powers and accountabilities, and the monitoring of the activities carried out and assessment of the results achieved;
- **regular and adequate reporting to the Board of Directors** on actions taken in the exercise of managerial powers and responsibilities;
- **the use of specific procedures** to determine remuneration for Directors and management.

Its presence on the stock market has accentuated the Company's propensity to base its conduct on the criteria of transparency, correctness and sustainability. It has also accelerated the process of adapting its governance to meet these criteria.

ERG today pursues its own sustainable success through the creation of value for shareholders, in the medium to long term, taking into account the interests of other stakeholders relevant to the Company and contributing positively to the socio-economic development of the areas and local communities affected by the production assets of the ERG Group and by business development projects, in order to ensure future generations are still able to meet their own needs.

To ensure management is fully in line with these objectives, the current Board of Directors:

- on 23 April 2024, in accordance with the recommendations of the Italian Corporate Governance Committee (2020 Report) and the Code, appointed a Control, Risk and Sustainability Committee², which, in addition to examining in advance the process of drawing up the Consolidated Sustainability Statement (in continuity with the Company's governance), is called upon to evaluate the ESG Plan in advance and monitor its implementation over time with respect to the objectives of the same Plan;
- at the meeting of 11 March 2024, (i) approved, subject to the favourable opinion of the Strategic Committee, the 2024-2026 Business Plan, updated for the period 2025-2026 (hereinafter also "Updated 2024-2026 Business Plan") and, subject to the favourable opinion of the Control, Risk and Sustainability Committee, the 2024-2026 ESG Plan, updated for the period 2025-2026 (hereinafter "Updated 2024-2026 ESG Plan"),

thus confirming that ESG objectives are at the heart of ERG's strategy and integrating sustainability into the business, in continuity with what has been done since 2021 (with the approval of the Business Plan and the 2021-2025 ESG Plan); (ii) at the proposal of the Nominations and Remuneration Committee³ (also appointed on 23 April 2024), and subject to the favourable opinion of the same pursuant to the Procedure for Related Party Transactions, in relation to transactions of lesser significance, as well as after hearing the favourable opinion of the Board of Statutory Auditors, defined the conditions necessary to implement the 2024-2026 LTI System, approved by the previous Board of Directors on 12 March 2024 as well as by the Shareholders' Meeting on 23 April 2024 pursuant to Article 114-bis of the Consolidated Finance Act; (iii) in continuity with the previous Remuneration Policies, at the proposal of the Nominations and Remuneration Committee and subject to its favourable opinion pursuant to the Procedure for Related Party Transactions, in relation to transactions of lesser significance, as well as after hearing the favourable opinion of the Board of Statutory Auditors, defined and introduced specific sustainability objectives (a) taken from the 2024-2026 ESG Plan, for the purpose of defining the objectives of the 2024-2026 LTI System and (b) taken from the Updated 2024-2026 ESG Plan, for the purpose of defining the economic and sustainability objective of the 2025 MBO System, in accordance with the relevant regulations.

ERG's sustainable success is based on four pillars, which, in line with the past, are included in both the previous ESG Plans and the updated ESG Plan for 2024-2026:



- 1. Planet:** fight against climate change;
- 2. Engagement:** commitment to the local areas;
- 3. People:** attention on people growth and well-being;
- 4. Governance:** principles and management bodies inspired by the best practices.

These "pillars" are strictly correlated and incorporated in ERG's business model and include 16 well-defined objectives that are measurable through constantly monitored KPIs, with a view to guaranteeing a tangible contribution to the creation of value over time for all our stakeholders and to reaching the SDGs established by the United Nations.

More generally speaking, this journey towards the creation of shared value has been made possible thanks to the values that have always inspired our way of doing business, reflected, over time, within ERG's governance.

The main corporate governance measures adopted for this purpose include:

- the adoption of an ERG Group (hereinafter also the "Group") Code of Ethics, approved for the first time in December 2004 and subsequently updated to the current version of 15 December 2023, as a tool for defining and communicating

² Made up entirely of Independent Directors belonging to the less represented gender on the Board of Directors (**100% members of the female gender**).

³ Made up entirely of Independent Directors belonging to the less represented gender on the Board of Directors (**100% members of the female gender**).



ERG's duties and responsibilities towards its stakeholders (including the local areas and communities affected by the ERG Group's production assets and business development projects), as well as being an imperative element of an **Organisation and Management Model** consistent with the requirements of Italian Legislative Decree no. 231/01 (hereinafter also the "231 Model"). The 231 Model was updated (a) on 15 July 2024 to incorporate, in particular, (i) the changes introduced with the new 2024-2026 Business Plan, approved on 15 May 2024, (ii) the corporate and organisational changes that occurred in the meantime (also in light of the 2024-2026 Business Plan), (iii) the specific measures already adopted by the Company regarding whistleblowing, and (iv) the introduction of new predicate offences, and (b) lastly, on 18 November 2024, solely to reflect the new composition of the Supervisory Body, which is now entirely made up of external members;

- the endorsement of the current **Corporate Governance Code** promoted by Borsa Italiana S.p.A., published on 31 January 2020 and which is applicable from 1 January 2021⁴;
- the adoption, on 15 September 2022, following the closing of the transaction aimed at creating the long-term partnership between San Quirico S.p.A. and the investment fund IFM Net Zero Infrastructure Fund SCSp, of the **Limited Management and Coordination Regulation**;
- the adoption of a **Code of Conduct for the Directors** of the ERG Group companies, last updated on 16 December 2022, with the purpose of supporting them for better performance of their assigned duties by leveraging all available skills within the ERG Group and applying uniform conduct criteria; this allows them to perform their duties in an organic framework, in compliance with the Company's corporate governance principles and, where possible, consistent with the Group's interest;
- the adoption of a **Policy on the remuneration of members of the Board of Directors and Key management**, last revised on 11 March 2026 [substantially in line with the previous Remuneration Policy. The amendments introduced, aimed at improving readability and transparency, seek to provide greater clarity on key matters];
- the definition of the **Guidelines for the identification and execution of transactions of strategic significance**, last updated on 13 October 2022, with the aim of identifying transactions whose examination and approval, as recommended by the Code, remain the exclusive responsibility of the Board of Directors (hereinafter also the "Significant Transactions");
- the adoption of a **Procedure for handling and processing relevant and inside information and for the public dissemination of statements and information**, most recently updated on 20 July 2021 (hereinafter also the "Market Information Procedure"), which aims to ensure that all statements and information intended for the market, CONSOB and Borsa Italiana S.p.A. are the outcome of an evaluation process that guarantees both timeliness and accuracy;
- the definition of **Guidelines for the Internal Control and Risk Management System**, last updated on 3 August 2018, with the aim of identifying the set of measures, organisational structures, regulations and rules whose purpose is, by means of an appropriate process of identification, measurement, management and monitoring of the main risks, and the creation

of adequate information flows to ensure the proper flow of information, to allow the company to be managed on a sound and proper basis, consistent with the company targets defined by the Board of Directors;

- the adoption of an **Integrated risk management model**, with the objective of identifying, as exhaustively as possible, the risks inherent in the Group's full range of business activities;
- the adoption of a **Procedure for Related Party Transactions**, lastly updated on 13 October 2022, aimed at ensuring the transparency and the substantial and procedural correctness of transactions with related parties carried out by ERG directly or through its subsidiaries;
- the adoption of the **Guidelines for compliance with Italian Legislative Decree no. 231/01 and anti-corruption laws within ERG Group companies**, approved, in their latest version, on 9 October 2017, which summarise the principles and general rules of reference with which the subsidiaries of the ERG Group⁵ are required to comply with regard to the adoption of the Code of Ethics and the Anti-corruption Policy and the evaluation of the implementation of suitable tools for the purposes of compliance with Italian Legislative Decree no. 231/01;
- the definition of a **Code of Conduct for Internal Dealing** (updated version approved on 11 May 2017), aimed at regulating disclosure obligations in respect of the market, the Company and CONSOB with reference to transactions involving ERG shares/debt instruments issued by ERG or derivatives or other related financial instruments carried out, directly or indirectly, by members of the administrative and control bodies of ERG and of subsidiaries, by members of senior management of the Group and by persons closely connected with them;
- the adoption of the **Anti-Corruption Policy and System**, subsequently updated up to the current edition approved on 14 November 2025. In particular: (i) in the context of the Anti-Corruption System, the risk assessment was updated respectively with regard to: (a) the countries where the ERG Group operates, (b) third parties the Group is in contact with or through which the ERG Group operates and (c) sensitive activities; (ii) in the context of the Anti-Corruption Policy, further specific control principles and expected conduct rules have been introduced, for the purposes of anti-corruption, within the special parts of the 231 Models of the Italian Group companies, in accordance with the provisions of the Group guidelines and procedures. In the context of the Anti-Corruption System, a **Due diligence on significant third parties procedure** was also introduced, last updated on 10 November 2023, with the aim of helping to ensure, together with the Code of Ethics and 231 Models, compliance with the domestic and international anti-corruption regulations of the countries in which the Group operates;
- the adoption of a **Tax Control Framework**, i.e. a system for the recognition, management and monitoring of tax risk, with the aim of streamlining, strengthening and making more effective Tax Governance rules and procedures;
- the adoption, on 13 May 2021, of the **Regulations for the operation of the Board of Directors, the Control, Risk and Sustainability Committee and the Nominations and Remuneration Committee** (hereinafter also the "Regulation"), most recently updated on 15 May 2024, aimed, among other

⁴ Until that date, the Company had adhered, on a case by case basis, to the then current Corporate Governance Code for Listed Companies promoted by Borsa Italiana S.p.A. (hereinafter the "former Corporate Governance Code") since its first edition in 1999.

⁵ Companies directly or indirectly controlled by ERG pursuant to Article 93 of the Italian Consolidated Finance Act.



things, at regulating (i) the operating rules of the body itself and its committees, the procedures for recording the minutes of the meetings and the procedures for managing the sharing of information with the directors, (ii) the “quantitative” and “qualitative” criteria used to determine, for the purposes of assessing the independence of the members of the Board of Directors and the Board of Statutory Auditors, the significance or otherwise of any relationships they have with the Company or other persons connected to it; (iii) the maximum number of offices in the Board of Directors or in the Board of Statutory Auditors, in other relevant companies that can be considered compatible with the effective performance of the office of Director and (iv) the plan for the succession of the Chief Executive Officer;

- the adoption, on 13 May 2021, of a **Policy for managing dialogue with shareholders and investors in general**, aimed at regulating and promoting the development and maintenance of an ongoing, profitable and transparent dialogue with shareholders and investors in general, updated on 23 February 2024 in order to extend its application to all of the Company’s stakeholders; as a result of this update, its name was changed to **Policy for managing dialogue with Stakeholders** (hereinafter also the “Engagement Policy”);
- the definition, on 30 July 2021, of the **Diversity & Inclusion Policy**, with the aim of promoting equal opportunities, guaranteeing respect for personal rights and freedoms and enhancing diversity as key elements for the success and sustainable development of the ERG Group as well as contributing to the achievement of the objectives of the United Nations 2030 Agenda for Sustainable Development;
- the adoption of the **Sustainability Policy**, last updated on 14 November 2025, to include specific commitments aimed at protecting biodiversity as well as to outline how the commitments assumed in the context of the Policy are in practical terms referable to the UN Sustainable Development Goals;
- the adoption, on 13 October 2022, of a **Policy to combat violence, harassment and bullying in the workplace**, precisely intended to prevent, detect and combat phenomena relating to violence, harassment and bullying, as well as to provide support to those reporting such phenomena (including as witnesses or because they have been informed of the facts), protecting them from any possible retaliatory act;
- the adoption, on 14 March 2023, of the **Whistleblowing Guidelines**, aimed at defining the process of sending, receiving, analysing and managing reports regarding crimes, offences or irregularities deriving from the violation of or non-compliance with (i) the principles and rules contained in the corporate governance documents of the ERG Group and, more generally, in the internal rules, as well as (ii) the legislative and regulatory

provisions applicable to the Companies of the ERG Group or to the so-called interested parties in the context of a contractual (or pre-contractual) relationship with the ERG Group; these guidelines were updated on 18 November 2024 to reflect the new composition of the Whistleblowing Committee;

- the adoption, on 23 February 2024, of the **Policy on gender equality** aimed at promoting gender equality both in terms of presence in the workforce and access to professional development and growth opportunities in the organisation;
- the update, on 15 October 2024, of the **Privacy Organisational Model** aimed at increasing the level of accountability of the entire organisational structure, for more effective management and protection of personal data within the ERG Group, also in light of the process of Adjustments to ISO/IEC 27001:2022 standards;
- the update, on 13 December 2024, of the **Human Rights Policy** aimed, in particular, at acknowledging (i) the successful adoption of the main policies of the ERG Group on Diversity & Inclusion (i.e. the Diversity & Inclusion Policy, the Policy on gender equality and the Policy to combat incidents of violence, harassment and bullying in the workplace), (ii) best practices under the Corporate Sustainability Due Diligence Directive and (iii) the presence of a whistleblowing system.
- the adoption, on 31 October 2025, of the **Group HSE Policy** aimed at making a structured and ongoing commitment to protecting health, safety and the environment, in line with the principles of responsibility, prevention and continuous improvement that guide our activities, not as a mere regulatory obligation, but as a necessary behaviour aimed at protecting the natural and fundamental rights of the individual;
- the implementation, on 22 July 2025, of the **Policy for the adoption and use of AI-based tools** with the aim of defining a reference framework for the adoption of AI systems that are conscious, responsible and consistent with the organisation’s sustainability values and objectives, and to protect the people and companies of the ERG Group.



3. INFORMATION ABOUT THE OWNERSHIP STRUCTURE AT 31 DECEMBER 2025 PURSUANT TO ARTICLE 123-BIS OF ITALIAN LEGISLATIVE DECREE NO. 58 OF 24 FEBRUARY 1998 (ITALIAN CONSOLIDATED FINANCE ACT OR "ICFA")



3. INFORMATION ABOUT THE OWNERSHIP STRUCTURE AT 31 DECEMBER 2025 PURSUANT TO ARTICLE 123-BIS OF ITALIAN LEGISLATIVE DECREE NO. 58 OF 24 FEBRUARY 1998 (ITALIAN CONSOLIDATED FINANCE ACT OR "ICFA")

Share capital structure at 31/12/2025 (pursuant to Article 123-bis, paragraph 1, letter a) of the ICFA)

	Number of shares	Number of voting rights	Amount of subscribed and paid-up share capital	% with respect to share capital	Listed (market)/not listed	Rights and obligations
Ordinary shares	150,320,000	244,320,300	EUR 15,032,000	100	Euronext Milan/ FTSE Italia Mid Cap Index	-
Preferred shares	-	-	-	-	-	-
Multiple-vote shares	-	-	-	-	-	-
Other categories of shares with voting rights	-	-	-	-	-	-
Savings shares	-	-	-	-	-	-
Convertible savings shares	-	-	-	-	-	-
Other categories of shares without voting rights	-	-	-	-	-	-
Other	-	-	-	-	-	-

Significant equity investments at 31/12/2025 (pursuant to Article 123-bis, paragraph 1, letter c) of the ICFA)

Declarant	Direct shareholder	% of ordinary share capital	% of share capital with voting rights
Garmon S.p.A. (formerly San Quirico S.p.A.)	SQ Renewables S.p.A.	62.533	76.920

Other information at 31/12/2025

	Yes	No	No notable disclosures in this regard
Restrictions on the transfer of securities		X	
Securities that confer special rights		X	
Employee stock option		X	
Restrictions on the voting right		X	
Agreements between shareholders	X		
Change of control clauses	X		
Statutory provisions on takeover bids		X	
Agreements providing for indemnities in the event of resignation or dismissal without just cause	X		
Powers to increase the share capital		X	
Authorisations for the purchase of treasury shares	X		
Management and coordination	X		

In particular, the following should be noted:

- **with regard to the provisions of Article 123-bis, paragraph 1, letter a) of the Italian Consolidated Finance Act**, the Extraordinary Shareholders' Meeting of 21 April 2020 approved the amendment to Article 10 of the Articles of Association, aimed at introducing a mechanism for increasing voting rights in accordance with the provisions of Article 127-quinquies of the ICFA. Adoption of the increased voting rights mechanism aims to incentivise – thanks to the greater weight in the shareholders' meeting decision-making process – medium/long-term investments, which may, first and foremost, support long-term strategies for the Group's development and growth as well as counteract the volatility of the share, which can, in turn, be triggered by short-term decisions made by investors. This would lead to a more efficient price formation process and a non-speculative approach to investment being favoured, in line with international best practices on corporate governance and with Directive (EU) 2017/828, which aims to promote effective

and sustainable commitment, and a long-term approach from shareholders, by increasing their involvement. In accordance with the aforementioned amendment to the Articles of Association, each share gives entitlement to double voting rights (and therefore to two votes per share) where the following two conditions are met: (a) the share is owned by the same subject, by virtue of a real legitimising right, for a continuous period of at least 24 (twenty-four) months; and (b) the fulfilment of the requirement under (a) is confirmed by the continuous inclusion, for a period of at least 24 (twenty-four) months, in the special list established for such purpose by the Company (the "Special List"). On 18 June 2020, by virtue of the authorisation given to it by the Shareholders' Meeting of 21 April 2020, the Board of Directors adopted the regulations governing the procedures for entering, maintaining and updating the Special List in compliance with the applicable legislation, the Articles of Association and the market practices. At the date of approval of the Report, 94,091,300 shares benefit from the increase in voting rights.

List of shareholders registered in the Special List for entitlement to the benefit of increased voting rights (Article 127-quinquies, paragraph 2, of the ICFA) with an equity investment exceeding 3% of the share capital of ERG

Shareholder	Registration date	Accrual date	Shares recorded	% of share capital
SQ Renewables S.p.A.	1 October 2022	1 October 2024	94,000,000	62.533



- **with regard to the provisions of Article 123-bis, paragraph 1, letter h) of the Italian Consolidated Finance Act**, (i) the existence of loan relationships containing the usual provisions on the change of control of the debtor that could theoretically entail the repayment of the loan in the event of such change of control on the part of ERG, and in particular: (a) a bilateral loan with Credit Agricole – Corporate and Investment Bank, initially disbursed for EUR 100 million, on 28 February 2023, and subsequently increased to a total of EUR 130 million, on 31 March 2023, with an outstanding amount, at 31 December 2025, of EUR 130 million and final maturity in February 2028; (b) a bilateral loan disbursed by CaixaBank, on 31 March 2023, with an outstanding amount, at 31 December 2025, of EUR 100 million and final maturity in March 2028; (c) a bilateral loan disbursed by Cassa Depositi e Prestiti, on 2 May 2023, with an outstanding amount, at 31 December 2025, of EUR 100 million and final maturity in May 2028; (d) a loan agreement signed with the European Investment Bank on 16 December 2024, for a maximum amount of EUR 243 million and a maximum duration of 15 years; (e) a bilateral loan disbursed by Caixabank on 21 March 2024, with an outstanding amount of EUR 90 million at 31 December 2025 and final maturity in March 2029; (f) a bilateral loan disbursed by Mediobanca on 30 April 2025, with an outstanding amount of EUR 75 million at 31 December 2025 and a final maturity date in April 2030; (ii) the existence of two multi-year electricity sales contracts (PPAs) signed by some subsidiaries of the Company with leading international operators and referring to a solar plant in Spain and a wind farm in Italy and containing specific provisions – usual in that type of contract – for which the consent of the counterparty may be required if a change of control of ERG occurs; and (iii) the existence of the EUR 3 billion medium/long-term non-convertible and unsubordinated bond issue programme (EMTN Programme) dated 18 July 2023, which provides for the bonds subscribed to be redeemable in the event of a change in the control of the Company where this results in a downgrade of ERG's rating, under which over the years the Company has issued bonds for a total amount of EUR 2.1 billion (the last one issued on 3 July 2024 for an amount of EUR 500,000,000 with a duration of 6 years) and has redeemed one, on 11 April 2025, for an amount of EUR 500,000,000; therefore, considering the issues and redemptions that have taken place over the years, the maximum total remaining amount of the EMTN Programme is EUR 1,400 million;
 - **with regard to the provisions of Article 123-bis, paragraph 1, letter i) of the Italian Consolidated Finance Act**, the Board of Directors, in its meeting held on 15 May 2024, at the proposal of the Nominations and Remuneration Committee and subject to its favourable opinion in accordance with the Procedure for Related Party Transactions, with regard to transactions of lesser significance, and having consulted the Board of Statutory Auditors, in full compliance with the values and the medium/long-term interests of the ERG Group, recognised for the Chief Executive Officer the right to receive an indemnity for termination of office of EUR 3,600,000, payable in the event of resignation for just cause or revocation without just cause, as well as in certain cases of supervening impossibility of performance, non-renewal or modification of mandate, also due to changes in ownership. The indemnity shall not be due when the termination, dismissal or non-renewal result from just cause. The indemnity for the termination of office is not paid if the termination of the employment is due to the achievement of results less than 1/3 of the target set in the 2024-2026 LTI System, except for extraordinary events not due to the actions of the Chief Executive Officer. There are no additional agreements providing for an indemnity to the Executive Directors in the event of termination of office or discontinuation of the employment relationship;
 - **with regard to the provisions of Article 123-bis, paragraph 1, letter l) of the Italian Consolidated Finance Act**, the rules applicable to the appointment and replacement of the members of the Board of Directors and of the Board of Statutory Auditors, and to amendments to the Articles of Association, are described in detail in the relevant sections of this report (hereinafter also the "Report");
 - **with regard to the provisions of Article 123-bis, paragraph 1, letter m) of the Italian Consolidated Finance Act**, the Shareholders' Meeting of 22 April 2025 authorised the Board of Directors:
 - pursuant to Article 2357 of the Italian Civil Code – after revocation for the remaining period, of the previous authorisation resolved by the Shareholders' Meeting on 23 April 2024 – for a period of 18 months from 22 April 2025, to purchase treasury shares up to a maximum of 15,032,000 ordinary ERG shares, including the treasury shares already held by the Company at the date of today's Shareholders' Meeting, with a par value of EUR 0.10 each, at a unit price, including ancillary purchase charges, not lower than 30% below and not higher than 10% above the reference price of the share on the day immediately preceding each individual transaction, in order to optimise the capital structure with a view to maximising value creation for Shareholders, also based on available liquidity and, in any case, for any ulterior objective permitted by the current applicable laws and regulations;
 - pursuant to Article 2357-ter of the Italian Civil Code – upon annulment, for the period still remaining, of the previous authorisation resolved by the Shareholders' Meeting on 23 April 2024 – for a period of 18 months as from 22 April 2025, to sell, all at once or in several steps, and with any procedures deemed appropriate in relation to the purposes which the disposal is attempting to achieve, treasury shares at a unit price no lower than 10% below the reference price of the share on the day immediately preceding each individual disposal.
- On 14 November 2024, the Board of Directors resolved to launch a share buyback programme (the Programme), in implementation of the resolution passed by the Shareholders' Meeting on 23 April 2024. The Programme involved the purchase of Shares as a form of investment aimed at maximising the creation of value for the Company and the shareholders, for a maximum period of 3 months from 14 November 2024, the day the Programme was launched. The maximum quantity of Shares that could be purchased in implementation of the Programme was 1,200,000 (e.g. a total of 0.798% of the share capital), with a maximum outlay of EUR 22,600,000, without prejudice to any other limitation possibly deriving from legislative or regulatory provisions. The Programme ended on 31 January 2025, when the maximum total disbursement of EUR 22.6 million, authorised by the Board of Directors, had been reached; at that date, 1,133,766 Shares had been repurchased since the start of the Programme, at a weighted average price of EUR 19.8996 per share. Considering the Shares already in the portfolio before the launch of the Programme, at 31 January 2025, ERG held 4,965,240 treasury shares, equal to 3.3031% of its share capital and 2.0323% of the relative voting rights.

**Other financial instruments
(granting the right to subscribe newly issued shares)**

	Listed (market)/not listed	Number of instruments outstanding	Category of shares for conversion/exercise	Number of shares for conversion/exercise
Convertible bonds	–	–	–	–
Warrants	–	–	–	–

- **with regard to the provisions of Article 2497 et seq. of the Italian Civil Code,** following the closing of the transaction aimed at the creation of a long-term partnership between San Quirico S.p.A. and the investment fund IFM Net Zero Infrastructure Fund SCSp, which occurred on 15 September 2022, the Company is a subsidiary of SQ Renewables S.p.A. (wholly owned by San Quirico S.p.A. and NZF Bidco Luxembourg 2 S.à r.l.). Following the exercise of the put option on shares in SQ Renewables S.p.A. by San Quirico S.p.A., from 9 April 2024, San Quirico S.p.A. and NZF Bidco Luxembourg 2 S.à r.l. each hold in SQ Renewables S.p.A. a number of shares corresponding to 51% and 49%, respectively, of the company's share capital. SQ Renewables S.p.A. exercise a limited management and coordination activity on the Company, in accordance with the provisions of the Limited Management and Coordination Regulation. This circumstance was evaluated by the Board of Directors, in the meeting of 16 December 2022, also on the basis of a preliminary review carried out by the Control, Risk and Sustainability Committee.

It should be noted that, in 2025, **a resolution was passed by the Board of Directors subject to the management and coordination of SQ Renewables S.p.A.**

This is an amendment to the articles of association of ERG Power Generation S.p.A. aimed at clarifying the company's operating procedures on the electricity derivatives markets.

ERG in turn performs management and coordination in respect of direct or indirect Subsidiaries.

The scope of the companies concerned and the content of any activity carried out on each of them are periodically reviewed by the Board of Directors, also on the basis of a preliminary review carried out by the Control, Risk and Sustainability Committee. In particular, the Board of Directors, in its meeting held on 15 July 2025, acknowledged that:

- SQ Renewables S.p.A. exercises limited management and coordination in respect of the Company, in accordance with the definitions in the Limited Management and Coordination Regulation;
- ERG carries out management and coordination activities with respect to its Subsidiaries; such companies benefit from the advantages, synergies and economies of scale deriving from inclusion in the Group. These activities are carried out in compliance with the managerial and operational independence of said Subsidiaries, and involve the definition of the business strategies, the corporate governance system and the shareholding structure; the determination of general common policies in the field of human resources, information & communication technology, accounting, budget, taxation, procurement, finance, investment, risk management, legal and corporate affairs, communication, institutional relations, corporate social responsibility, M&A, business development and engineering & construction.



Outstanding Bonds – Green Bond 2024

ISIN	Issue amount	Coupon	Issue date	Expiry date	Issue price	Gross yield to maturity	Rating
XS2853679053	EUR 500,000,000	4.125%	03/07/2024	03/07/2030	99.521%	4.217%	Fitch: BBB-

Outstanding Bonds – Green Bond 2021

ISIN	Issue amount	Coupon	Issue date	Expiry date	Issue price	Gross yield to maturity	Rating
XS2386650274	EUR 500,000,000	0.875%	15/09/2021	15/09/2031	99.752%	0.901%	Fitch: BBB-

Outstanding Bonds – Green Bond 2020

ISIN	Issue amount	Coupon	Issue date	Expiry date	Issue price	Gross yield to maturity	Rating
XS2229434852	EUR 500,000,000	0.50%	11/09/2020	11/09/2027	99.208%	0.616%	Fitch: BBB-
XS2229434852	EUR 100,000,000	0.50%	23/12/2020	11/09/2027	101.102%	0.334%	Fitch: BBB-



4. COMPLIANCE



4. COMPLIANCE

In order to adapt its governance to best practices, the Company has endorsed the Corporate Governance Code since its first edition in 1999.

The Corporate Governance Code promoted by Borsa Italiana S.p.A. was published on 31 January 2020. Issuers are required to endorse the recommendations of the Code as from 1 January 2021, and to inform the market of this by means of the report on corporate governance and ownership.

On 15 October 2020, the Board of Directors unanimously resolved to endorse the above Code, giving the Chairperson the mandate to implement what is necessary or appropriate to execute the resolution adopted. The Code is accessible to the public on the website of the Corporate Governance Committee at <https://www.borsaitaliana.it/comitato-corporate-governance/codice/2020.pdf>

Below are the main milestones of the ERG Group's process of adapting to the recommendations of the Code:

- approval, on 11 March 2021, of the Remuneration Policy which provides for the inclusion of specific sustainability objectives for management in the MBO System and in the 2021-2023 LTI System and increasing elements of transparency in line with best practices;
- appointment, on 21 April 2021, of a Control, Risk and Sustainability Committee, which, in addition to examining in advance the process of drawing up the Consolidated Non-financial Statement (in continuity with the Company's governance), is called upon to evaluate in advance the ESG Plan and to monitor its implementation over time with respect to the objectives of the Plan itself;
- approval, on 13 May 2021, together with the 2021-2025 Business Plan, subject to the favourable opinion of the Control, Risk and Sustainability Committee, of the 2021-2025 ESG Plan, thus placing ESG objectives at the centre of ERG's strategy and integrating sustainability into the business;
- definition, on 13 May 2021, at the proposal of the Nominations and Remuneration Committee, of specific sustainability objectives, taken from the ESG Plan, within the 2021-2023 LTI System and the MBO System, in accordance with the provisions of the Remuneration Policy, approved by the Shareholders' Meeting of 21 April 2021;
- adoption, on 13 May 2021, of the Regulations aimed, among other things, at regulating (i) the operating rules of the body itself and its committees, the procedures for recording the minutes of the meetings and the procedures for managing the sharing of information with the directors, (ii) the "quantitative" and "qualitative" criteria used to determine, for the purposes of assessing the independence of the members of the Board of Directors and the Board of Statutory Auditors, the relevance or otherwise of any relationships they have with the Company or other persons connected to it; (iii) the maximum number of offices in the Board of Directors or in the Board of Statutory Auditors, in other relevant companies that can be considered compatible with the effective performance of the office of Director and (iv) the plan for the succession of the Chief Executive Officer;
- adoption, on 13 May 2021, of a Policy for managing dialogue with shareholders and investors in general, aimed at regulating and promoting the development and maintenance of an ongoing, profitable and transparent dialogue with shareholders and investors in general, updated on 23 February 2024 in order to extend its application to all of the Company's stakeholders; as a result of this update, its name was changed to Policy for managing dialogue with Stakeholders;
- definition, on 30 July 2021, of the Diversity & Inclusion Policy, with the aim of promoting equal opportunities, guaranteeing respect for personal rights and freedoms and enhancing diversity as key elements for the success and sustainable development of the ERG Group and contributing to the achievement of the objectives of the United Nations 2030 Agenda for Sustainable Development;
- the adoption of a Sustainability Policy, most recently updated on 14 November 2025 in order to give specific evidence of the commitments undertaken by the ERG Group in terms of sustainability governance, the fight against climate change as well as our duties towards the next generation;
- the adoption, on 23 February 2024, of the Policy on gender equality aimed at promoting gender equality both in terms of presence in the workforce and access to professional development and growth opportunities in the organisation;
- the update, on 13 December 2024, of the Human Rights Policy aimed, in particular, at acknowledging (i) the successful adoption of the main policies of the ERG Group on Diversity & Inclusion (i.e. the Diversity & Inclusion Policy, the Policy on gender equality and the Policy to combat incidents of violence, harassment and bullying in the workplace), (ii) best practices under the Corporate Sustainability Due Diligence Directive and (iii) the presence of a whistleblowing system.



5. CORPORATE GOVERNANCE



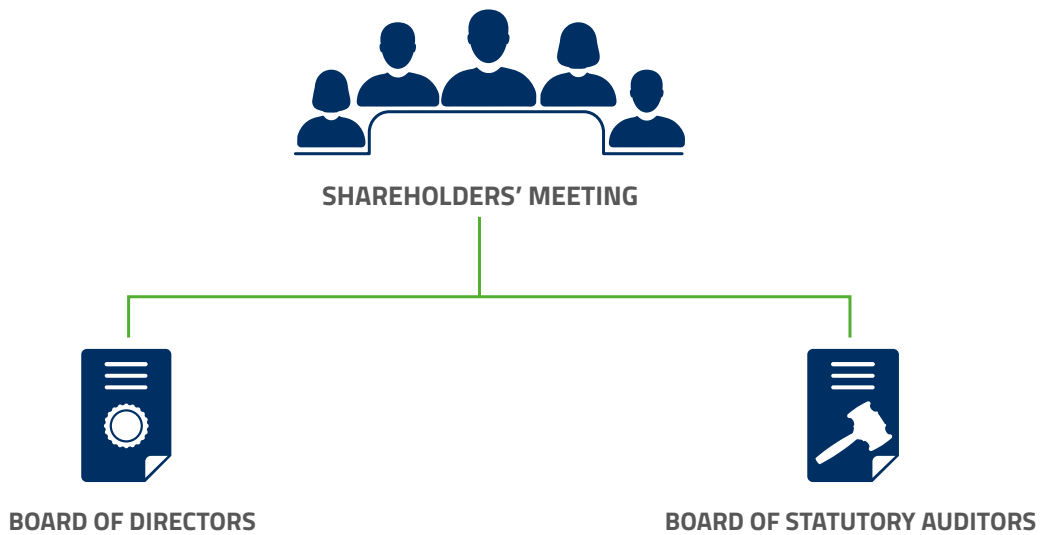
5. CORPORATE GOVERNANCE

ERG's corporate governance complies with the provisions of the Italian Civil Code and other laws and regulations relating to companies, particularly those contained in the Italian Consolidated Finance Act, and, overall, reflects compliance with the Code.

The elements that constitute corporate governance are the **statutory bodies**, the **board committees** and the **corporate governance documents** that regulate their operation.



5.1 STATUTORY BODIES



 BOARD OF DIRECTORS



Edoardo Garrone
Chairperson



Alessandro Garrone
Deputy Chairperson



Giovanni Mondini
Deputy Chairperson



Paolo Luigi Merli
Chief Executive Officer



Paolo Arlandini
Director



Elisabetta Caldera
Director



Federica Lollì
Director



Marina Natale
Director



Elisabetta Oliveri
Director



Renato Pizzolla
Director



Barbara Poggiali
Director



Daniela Toscani
Director

The current Board of Directors, comprising twelve members, was appointed by the Shareholders' Meeting of 23 April 2024⁶; consequently, the appointment to the Board of Directors shall expire at the date of the Shareholders' Meeting convened to approve the financial statements at 31 December 2026.

Following Luca Bettonte's resignation from his position as Director of ERG S.p.A. and member of the Strategy Committee, the Board of Directors on 12 December 2025, with the support of the Nomination and Remuneration Committee, pursuant to Article 2386 of the Italian Civil Code and Article 15 of the Articles of Incorporation, appointed Paolo Arlandini as the new non-executive Director of the company and member of the Strategic Committee. The Director Paolo Arlandini will hold this position until the next ERG S.p.A. Shareholders' Meeting.

Appointment

Two lists of candidates were presented for the appointment of the current Board of Directors, one by the shareholder SQ Renewables S.p.A. and the other by a number of institutional investors, as follows⁷:

SQ Renewables S.p.A. List (majority list)

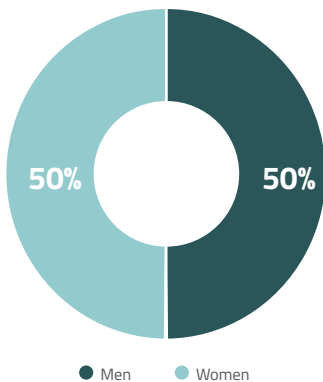
- | | |
|------------------------|------------------------|
| 1. Edoardo Garrone | 7. Federica Lolli* |
| 2. Alessandro Garrone | 8. Marina Natale* |
| 3. Giovanni Mondini | 9. Elisabetta Caldera* |
| 4. Paolo Luigi Merli | 10. Barbara Poggiali |
| 5. Luca Bettonte | 11. Renato Pizzolla |
| 6. Elisabetta Oliveri* | 12. Giorgio Lamanna |

Investors list (minority list)

1. Daniela Toscani*

* Candidate indicated in the list as fulfilling the independence requirements in accordance with the Italian Consolidated Finance Act and eligible for qualification as independent in accordance with the Corporate Governance Code.

COMPOSITION BY GENDER



FTSE MID CAP AVERAGE*



*Excluding financial, banking and insurance companies

Pursuant to the Articles of Association, the Company is managed by a Board of Directors, which, in compliance with the gender balance criterion prescribed by current law and regulatory provisions⁸, consists of no fewer than 5 and no more than 15 members.

Directors are appointed on the basis of lists presented by shareholders – in which the candidates shall be listed with a progressive number – which, accompanied by information on the personal and professional characteristics of the candidates and a declaration as to whether they meet the independence requirements prescribed by the Italian Consolidated Finance Act, must be filed, in compliance with Article 147-ter, paragraph 1-bis of the Italian Consolidated Finance Act, at least twenty-five days prior to the date of the Shareholders' Meeting and shall be made available to the public at least twenty-one days prior to said Meeting. The lists may only be presented by shareholders who, either individually or with other shareholders, represent the minimum percentage of share capital (currently 1%) established in accordance with Article 144-quater of the Regulations implementing the Italian Consolidated Finance Act, adopted by CONSOB with Resolution no. 11971 of 14 May 1999 ("Issuers' Regulation").

This share capital percentage is the same as that required for the presentation of lists for the appointment of the Board of Directors in office.¹⁰ The Articles of Association do not provide for the possibility that the outgoing Board of Directors may present a list.

Each shareholder may present or contribute to presenting only one list and each candidate may be included in only one list, under penalty of ineligibility. Each list shall contain a number of candidates not exceeding the maximum number of directors set out in the first paragraph of Article 15 of the Articles of Association and, with the exception of those that present fewer than three candidates, it shall comply with the gender balance criterion prescribed by current laws and regulations.

Pursuant to Article 147-ter, paragraph 1-ter, of the ICFA, as amended by Italian Law no. 160 of 27 December 2019, at least two-fifths of the Directors appointed to the Board of Directors must be of the less represented gender.

6 The Shareholders' Meeting has not generally and preventively authorised exceptions to the competition prohibition set out in Article 2390 of the Italian Civil Code.

7 For the percentage of votes obtained by the lists in relation to the voting capital, please refer to the Summary Report of the voting on the items on the agenda of the Shareholders' Meeting of 23 April 2024, available on the Company's website (www.erg.eu) in the section "Corporate Governance/2024 Shareholders' Meeting".

8 Pursuant to Article 147-ter, paragraph 1-ter, of the Italian Consolidated Finance Act, as amended by Italian Law no. 160 of 27 December 2019, the Articles of Association of listed companies must reserve at least two fifths of the membership of the boards of directors to the less represented gender, for six consecutive terms. This division criterion applies as from the first renewal of the boards of directors of listed companies subsequent to 1 January 2020.

9 Pursuant to CONSOB resolution no. 155 of 27 January 2026.

10 Pursuant to CONSOB resolution no. 92 of 31 January 2024.

The lists indicate which Directors fulfil the independence requirements set by Article 147-ter, paragraph 4 of the Italian Consolidated Finance Act.

At least one candidate for each list, or two candidates if the list has more than seven members, must fulfil the aforesaid independence requirements. It will therefore be possible to submit lists (i) with a single candidate, who must fulfil the independence requirements set by Article 147-ter, paragraph 4, of the Italian Consolidated Finance Act or (ii) with more than one candidate, within the maximum limit envisaged by Article 15, paragraph 1 (15 members), it being understood that in lists with more than seven candidates, at least two of them must fulfil the independence requirements set by Article 147-ter, paragraph 4 of the Italian Consolidated Finance Act.

All candidates must fulfil the integrity requirements set out by current regulations for members of the Supervisory Bodies, as well as adequate professionalism requirements for the office to be held. Together with each list, by the deadline indicated above, each candidate must file the statement accepting his/her candidacy and declaring under his/her own responsibility that there are no causes for ineligibility and incompatibility and that the requirements prescribed by applicable regulations are met, and indicating whether (s)he qualifies as independent director.

In terms of the balance of the Directors to be elected, no consideration shall be given to lists that did not obtain a number of votes representing a percentage of share capital equal to at least half of the percentage required for the presentation of the lists. Each person entitled to vote may vote on only one list. The election of the Directors takes place as follows:

- A. from the list that received the majority of the votes cast are drawn, in the progressive order in which they are listed, a number of Directors equal to the number of members to be elected minus one, subject to the provisions of Article 15, paragraphs 5 and 5-bis of the Articles of Association respectively for the appointment of independent Directors and with respect to compliance with the gender balance criterion in the composition of the Board of Directors;
- B. the remaining Director is drawn from the minority list that received the highest number of votes;
- C. if a single list is presented, or if the required quorum is not reached by the other lists, all Directors shall be elected from the presented list or from the list that reached the quorum, subject to the provisions of Article 15, paragraph 5-bis, of the Articles of Association with respect to compliance with the gender balance criterion in the composition of the Board of Directors.

In any case, the election will be won by the candidate or, if the list has more than seven members, the first two candidates from the list that received the highest number of votes, who fulfil the independence requirements, in the progressive order in which they were entered in the list¹¹.

Replacement

Should one or more Directorships fall vacant, measures shall be taken as provided by law. Pursuant to the Regulation, the Board of Directors is supported by the Nominations and Remuneration Committee in identifying candidates for the office of director in the event of appointment by the Board of Directors pursuant to Article 2386 of the Italian Civil Code through co-optation. If,

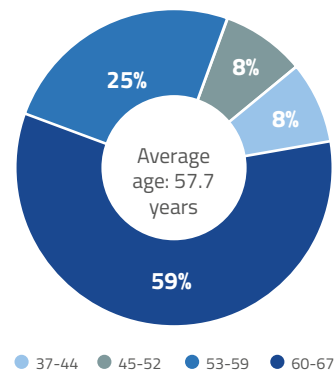
however, during the mandate, the majority of Directors appointed by the Shareholders’ Meeting should for any reason cease to fill their offices, the entire Board of Directors will be considered to have resigned, and the Shareholders’ Meeting shall be called urgently by the Directors remaining in office in order to elect a new Board. The Board shall, however, remain in office solely for the purposes of carrying out ordinary administration activities until the Shareholders’ Meeting has decided on the new Directors and the majority of the new Directors have accepted their appointment.

Composition

The Directors in office at the date of approval of the Report are¹²:

Edoardo Garrone	Chairperson
Alessandro Garrone	Deputy Chairperson
Giovanni Mondini	Deputy Chairperson
Paolo Luigi Merli	Chief Executive Officer
Paolo Arlandini	Director
Elisabetta Caldera	Director
Federica Lolli	Director
Marina Natale	Director
Elisabetta Oliveri	Director
Renato Pizzolla	Director
Barbara Poggiali	Director
Daniela Toscani	Director

COMPOSITION BY AGE GROUPS



FTSE MID CAP AVERAGE*

14% under 50 years of age	40% age between 50 and 59
37% age between 60 and 69	9% age over 70

*Excluding financial, banking and insurance companies.

11 For more information, including that about the provisions aimed at assuring compliance with the gender balance criterion in the composition of the Board of Directors, please refer to the Articles of Association, available on the Company’s website (www.erg.eu) in the “Corporate Governance/Ethics and Governance” section.

12 For the personal and professional qualifications of current members of the Board of Directors, please refer to the relevant curricula vitae available on the Company’s website (www.erg.eu) in the “Corporate Governance/Board of Directors” section.

Executive Directors

Edoardo Garrone
Alessandro Garrone¹³
Paolo Luigi Merli

Non-Executive Directors

Giovanni Mondini
Paolo Arlandini
Renato Pizzolla
Barbara Poggiali

Directors who are independent pursuant to the Italian Consolidated Finance Act and the Code

Elisabetta Caldera
Federica Lolli
Marina Natale
Elisabetta Oliveri¹⁴
Daniela Toscani

Secretary

Giovanni Marco Scollo

Independence assessment

At its first meeting after their appointment – held on 23 April 2024 – the Board of Directors gave a positive assessment, based on the information provided by the Directors or otherwise available to the Company, of the independence of Directors Elisabetta Caldera, Federica Lolli, Marina Natale, Elisabetta Oliveri and Daniela Toscani with reference to both the provisions of Article 148, paragraph three, of the Italian Consolidated Finance Act and the Code, also taking into account the "quantitative" and "qualitative" criteria defined in paragraph 1.4.1 of the Regulation, functional to determining the relevance or not of any relationships that the members of the Board of Directors may have with the Company or other subjects connected to it.

The Board of Directors, in particular, considers as significant (i.e. as a circumstance potentially capable of compromising the independence of a Director, to be assessed in concrete terms by the Board of Directors):

- A. a **commercial or financial relationship**, in existence or entertained in the previous three financial years, with the Company, the Subsidiaries, the Parent or with the relevant Executive Directors or Key Managers whose total annual remuneration in favour of the Director (or of the company or entity over which the Director has control or is an executive director) exceeds (i) 5% of the total annual turnover of the Director (if an individual entrepreneur) or (ii) 5% of the total annual turnover of the company or entity over which the Director has control or is an executive director;
- B. a **professional relationship**, in existence or entertained in the previous three financial years, with the Company, the Subsidiaries, the Parent or with the relevant Executive Directors or Key Managers whose total annual remuneration in favour of the Director (or the professional firm or the consulting company of which the Director is a partner) exceeds (i) 5% of the total annual turnover of the Director (if an individual consultant) or (ii)

5% of the total annual turnover of the professional firm or the consulting company of which the Director is a partner;

- C. **additional remuneration**, existing or received by the Director in the previous three financial years, from the Company, the Subsidiaries or the Parent which is, in total and on an annual basis, higher than 45% with respect to (i) the fixed remuneration for the office of Director approved by the Shareholders' Meeting and (ii) the remuneration envisaged for participation in the Board Committees (including the Strategic Committee which is called upon to carry out the functions envisaged by Article 1, letter A) of the Code) and in other committees/bodies envisaged by current legislation, excluding the remuneration deriving from participation in any executive committees.

The fact of being a Close Family Member¹⁵ of a person in one of the above situations also constitutes a circumstance likely to compromise the independence of a Director.

For the purposes of recommendation 9 of the Code, the above criteria are also used to assess the independence of the members of the Board of Statutory Auditors.

For this purpose, the additional remuneration provided for participation in the Boards of Statutory Auditors of Subsidiaries will not be considered as significant.

The Board of Directors, with the opinion of the Nominations and Remuneration Committee, shall in any case be called upon to assess each individual case, giving precedence to substance over form, with the right therefore to (i) grant any exceptions (even temporary) to the above parameters or (ii) consider a relationship as significant regardless of the above parameters.

The Board of Directors shall provide information on such assessments in the annual report on corporate governance and ownership structure.

At the meeting of 15 July 2025, the Board of Directors confirmed the positive assessment made on 23 April 2024 and 15 May 2024 regarding the independence of the Directors Elisabetta Caldera, Federica Lolli, Marina Natale, Elisabetta Oliveri and Daniela Toscani on the basis of the information provided by them or in any case available to the Company.

The Board of Statutory Auditors verified the correct application of the criteria and verification procedures adopted by the Board of Directors to assess the independence of its members.

Maximum number of offices held in other companies

Pursuant to the provisions of Article 3, recommendation 15 of the Code, the Board of Directors has defined, in paragraph 1.4.2 of the Regulation, after prior assessment by the Nominations and Remuneration Committee, recommendations regarding the maximum number of offices held in the Board of Directors and Board of Statutory Auditors of companies other than (i) Italian or foreign Group Companies, with shares listed on regulated markets; (ii) Italian or foreign Group Companies, with shares not listed on regulated markets and operating in the insurance, banking or financial sectors; (iii) Italian or foreign Group Companies, with shares not listed on regulated markets and which, although operating in sectors other than those indicated under (ii), qualify as "large companies" pursuant to the provisions of Article 144-duodecies,

¹³ Director in charge of the Internal Control and Risk Management System.

¹⁴ Lead Independent Director.

¹⁵ Close family members of a person are those family members who are expected to influence, or be influenced by, that person in their dealings with the company, including: (a) that person's children and spouse or cohabitant; (b) children of that person's spouse or cohabitant; and (c) dependants of that person or spouse or cohabitant.

paragraph 1, letter f) of the Issuers' Regulation ("Relevant Companies"). In particular, in this sense:

- the Chief Executive Officer should not hold any office of executive director or member of the Board of Statutory Auditors and more than two offices of non-executive director;
- an Executive Director, other than the Chief Executive Officer, should not hold more than two offices of executive director (with management powers) or member of the Board of Statutory Auditors, it being understood that in any case the number of offices cannot exceed five in total;
- a Non-executive Director should not hold more than six offices

in total.

The Board of Directors in any case called upon to evaluate each individual case, giving precedence to substance over form, with the right therefore, having consulted the Nominations and Remuneration Committee, to grant any exceptions (even temporary) to the above parameters.

The Board of Directors shall provide information on such assessments in the annual report on corporate governance and ownership structure.

Appointments as director or statutory auditor held by Directors in other companies listed in regulated markets, including abroad, in finance, banking and insurance companies or companies of significant size¹⁶ at 31 December 2025¹⁷:

Edoardo Garrone	<i>Chairperson of the Board of Directors of Garmon S.p.A. (non-executive)</i>
Alessandro Garrone	<i>Deputy Chairperson of the Board of Directors of Banca Passadore e C. S.p.A. (non-executive) Director of Industrie De Nora S.p.A. (non-executive – independent) Chairperson of the Board of Directors of San Quirico S.p.A. (executive) Director of SQ Renewables S.p.A. (non-executive)</i>
Giovanni Mondini	<i>Deputy Chairperson of the Board of Directors of San Quirico S.p.A. (non-executive) Chairperson of the Board of Directors of SQ Renewables S.p.A. (non-executive) Director of MinervaHUB S.p.A. (non-executive)</i>
Paolo Arlandini	<i>Chief Executive Officer of SQ Renewables S.p.A. (executive) Director of San Quirico S.p.A. (executive) Director of MinervaHUB S.p.A. (non-executive)</i>
Federica Lolli	<i>Director of Basell Poliolefine Italia S.r.l. (non-executive)</i>
Marina Natale	<i>Director of Nexi S.p.A. (non-executive – independent) Director of PKB Privatbank sa (non-executive – independent)</i>
Elisabetta Oliveri	<i>Director of Industrie De Nora S.p.A. (non-executive – independent) Director of CIR S.p.A. (non-executive – independent)</i>
Renato Pizzolla	<i>Director of SQ Renewables S.p.A. (executive) Director of Autostrade Lombarde S.p.A. (non-executive)</i>
Barbara Poggiali	<i>Director of SQ Renewables S.p.A. (non-executive) Chairperson of the Board of Directors of Fondo Italiano d'Investimento SGR (non-executive – independent) Director of Business Integration Partners S.p.A. (non-executive – independent) Director of EPTA S.p.A. (non-executive – independent) Director of Prima Industrie S.p.A. (non-executive – independent)</i>
Daniela Toscani	<i>Director of Sabaf S.p.A. Italy (non executive – independent)</i>

¹⁶ Pursuant to the provisions of Article 144-duodecies, letter f), of the Issuers' Regulation.

¹⁷ Other than offices held in Group companies.

IMPORTANT PUBLIC OFFICES¹⁸

Edoardo Garrone	Chairperson of Istituto Giannina Gaslini
Giovanni Mondini	Member of the Board of the Genoa Chamber of Commerce, Industry, Craft and Agriculture Board Member of Ligurcapital S.p.A.
Barbara Poggiali	Chairperson of Fondo Italiano d'Investimento SGR

Succession plan for the Chief Executive Officer

Pursuant to the provisions of principle XIII and recommendation 19 of Article 4 of the Code, the Board of Directors has defined, in paragraph 1.4.3 of the Regulation, a plan for the succession of the Chief Executive Officer.

In the event of the early termination of the Chief Executive Officer's office, or permanent impediment to the performance of his/her functions:

- the Chairperson of the Board of Directors urgently convenes (with two clear days' notice) the Board of Directors;
- the Board of Directors, having taken note of the early termination of the Chief Executive Officer or of the permanent impediment to the performance of his/her duties:
 - temporarily assigns the powers for the ordinary management of the Company to the Executive Deputy Chairperson or to another Director;
 - instructs the Nominations and Remuneration Committee to promptly initiate the process for the identification (also through consulting companies specialised in the sector) of possible candidates for the position of Director and Chief Executive Officer;
- the Board of Directors, upon the Nominations and Remuneration Committee's proposal, shall co-opt a Director and identify the new Chief Executive Officer, granting him/her the relevant powers.

In the event of the Chief Executive Officer's temporary inability to perform his/her duties:

- the Chairperson of the Board of Directors urgently convenes (with two clear days' notice) the Board of Directors;
- the Board of Directors, having acknowledged the Chief Executive Officer's temporary inability to perform his/her duties, assigns, for as long as the temporary inability to perform his/her duties continues, the powers for the ordinary management of the Company to the Executive Deputy Chairperson or to another Director.

Furthermore, pursuant to the provisions of recommendation 19 of Article 4 of the Code, it should be noted that the Nominations and Remuneration Committee, in the meeting of 23 July 2024, shared the process followed for the purpose of defining the 2024 succession plan for the senior management of the ERG Group, reporting to the Board of Directors in the first board meeting.

With reference to the succession plan of the Chief Executive Officer, the Nominations and Remuneration Committee expressed the suggestion to also evaluate external mappings.

Directors' fees and remuneration – Development path of the Remuneration Policy

On 20 December 2011, at the proposal of the Nominations and Remuneration Committee, the Board of Directors approved for the first time its Policy for the remuneration of members of the Board of Directors and of Key Managers (hereinafter also the "Remuneration Policy"), taking into account in particular:

- Article 6 of the former Corporate Governance Code;
- the provisions of the Italian Consolidated Finance Act and the Issuers' Regulation on the transparency of the remuneration of the directors of listed companies and of key managers;
- the Procedure for Related Party Transactions and the principles expressed in the Group's Code of Ethics.

Over the years, the Remuneration Policy has undergone several revisions aimed at incorporating, in particular, (i) organisational changes, (ii) new laws and regulations, (iii) the recommendations of the former Corporate Governance Code, and (iv) best practices in general.

The most recent revisions of the Remuneration Policy include those approved by the Board of Directors, at the proposal of the Nominations and Remuneration Committee:

- on 12 March 2024, to take into account, with effect from 2024, the general principles of the 2024–2026 LTI System;
- on 11 March 2025, in order to (a) improve the disclosure of the pay mix of executive directors, (b) illustrate the conditions defined by the Board of Directors on 15 May 2024 to implement the 2024–2026 LTI System, (c) improve the representation of the positioning of the Chief Executive Officer with respect to the reference peer group and (d) incorporate some indications that emerged during the engagement activities carried out.

During 2025, the members of the Nominations and Remuneration Committee submitted to the Board of Directors proposals on the remuneration of Directors (appointed by the Shareholders' Meeting of 23 April 2024) who are executive or vested with particular roles or called to be part of the Strategic Committee¹⁹, in accordance with the provisions of the current Remuneration Policy²⁰.

¹⁸ Information on the appointment of any members of the administrative, management and supervisory bodies who, in the two years prior to their appointment in the current period of reference, held a comparable position in the public administration (including regulatory authorities).

¹⁹ As long as not Group employees and with no seat on the Board of Directors.

²⁰ For detailed information on this matter, please refer to the Report on the remuneration policy and the fees paid out referred to in Article 123-ter of the Italian Consolidated Finance Act, approved by the Shareholders' Meeting of 22 April 2025.

Powers

At the meeting held on 23 April 2024, the Board of Directors assigned the following powers for three years and therefore until the date of the Shareholders' Meeting called to approve the Financial Statements at 31 December 2026:

- to the **Chairperson, Edoardo Garrone**
 - the authority to manage corporate affairs, through the tasks of supervision, direction and control, taking into account his role as Chairperson of the Board of Directors and that stated in this regard in the Code²¹.
- to the **Deputy Chairperson, Alessandro Garrone**
 - the authority to oversee preliminary and functional activities to define the strategic objectives of the Company and the Group and the preparation of the Business Plan to be submitted to the Board of Directors for consideration and possible approval;
 - the authority to oversee and control activities for the preparation of draft Budgets to be submitted for review and possible approval by the Board of Directors;
 - the authority to provide guidance and supervision for research, development and negotiation with third parties in mergers and acquisitions transactions and structured finance transactions, which, due to their importance, are subject to the approval of the Board of Directors;
 - the authority to oversee the definition of the Company's organisational structure up to the second level reporting directly to the Chief Executive Officer, contributing with the latter to the taking of decisions regarding the appointment of executives, employee terminations, and remuneration policies and incentives;
 - the authority to oversee internal audit, risk management and compliance activities, through the tasks of supervision, direction and control;
 - the appointment of the Director in charge of the internal control and risk management system, conferring on him/her the powers and responsibilities of ensuring, through the aforementioned powers of supervision, direction and control, the maintenance of the functionality and overall adequacy of the ICRMS in accordance with the Guidelines of the Internal Control and Risk Management System approved by the Board of Directors;
- to the **Chief Executive Officer, Paolo Luigi Merli**
 - the powers necessary to perform all actions pertaining to the company's business, except for those reserved to the Board of Directors (by law or by the Articles of Association) or delegated to other Board members;
 - the task of identifying the main business risks, taking into account the characteristics of the activities carried out by the Company and by the Subsidiaries;
 - the powers and responsibilities for the protection of health, safety in the workplace and the environment;
 - the authority to protect persons and other subjects with regard to the processing of personal data.

In accordance with the Articles of Association, the Chairperson has the power to represent the Company pursuant to Article 2384 of the Italian Civil Code. The Chief Executive Officer(s) has/have also such powers, within the limits of the authority vested in them.

Moreover, in accordance with the Code's recommendations on this matter, the Board of Directors has specified that the powers delegated to the Executive Deputy Chairperson and to the Chief Executive Officer must be exercised within the context of the directives and instructions given to them by the Board of Directors which shall retain, in addition to the powers that may not be delegated as prescribed by law or by the Articles of Association, the authority to review and approve significant transactions identified on the basis of the criteria set out in the Guidelines for identifying and carrying out significant strategic transactions, approved by the Board of Directors.

The delegated bodies report to the Board of Directors, on a quarterly basis, on the activities carried out within the scope of the powers vested in them.

Lead Independent Director

The Board of Directors, in the meeting of 13 December 2024, although the conditions set forth in Article 3, recommendation 13, of the Code had not been met, at the proposal of the Chairperson, appointed the independent Director Elisabetta Oliveri Lead Independent Director so that, through the skills and experience gained within the Group, she can (i) serve as a point of reference and coordinate the requests and contributions of non-executive directors (with particular reference to those who are independent), (ii) coordinate the meetings of the independent directors only and (iii) work with the Chairperson to ensure that directors receive full and timely information.

During the meeting of 25 February 2026, the Lead Independent Director informed the Directors and Statutory Auditors of the outcome of the independent Directors' meeting, held on 12 December 2025.

Particular attention was drawn to the opportunity to:

- conduct a preliminary review of the formal approval process for the Business Plan with regard to any new or discontinuous elements in the Business Plan itself;
- organise specific training sessions dedicated to: (i) NIS 2, and (ii) digital skills, inviting all Directors to discuss any topics to be addressed, including, for example, (a) real-time plant connectivity platforms and (b) how artificial intelligence can be applied in the renewable energy sector;
- monitor the legislative process relating to the comprehensive reform of the Consolidated Finance Act, in order to be able to plan, once approved, a specific training activity dedicated to this;
- assess whether to support the Chief Executive Officer's succession plan, including through external mapping.

²¹ Recommendation 12 of the Code "The Chairperson of the Board of Directors, with the assistance of the secretary of the same body, ensures: a) that the pre-meeting information and the additional information provided during the meetings are suitable to allow directors to act in an informed manner in the performance of their office; b) that the activity of the board committees with inquiry, proposition and consulting functions is carried out in coordination with that of the Board of Directors; c) that, with the agreement of the chief executive officer, the directors of the company and those of companies of the group it heads and managers of the corporate functions with relevant competence depending on the topic participate to the board meetings, also on the request of individual directors, to provide the necessary further analyses on the topics on the agenda; d) that all the members of the Board of Directors and Board of Statutory Auditors are able to participate, after their appointment and during their term in office, to initiatives aimed at providing them with an adequate knowledge of the business segments in which the company operates, of the corporate dynamics and their development also from the point of view of the sustainable success of the company itself as well as of the principles of correct risk management and of the regulatory and self-regulatory reference frameworks; e) the adequacy and transparency of the self-assessment process of the Board of Directors, with the support of the Nominations Committee".

No particular governance issues were reported, also in light of the recommendations of the Italian Corporate Governance Committee for the year 2026, analysed during the Board of Directors' meeting of 25 February 2026, with respect to which the Company appears to be already compliant.

Secretary of the Board of Directors

At the meeting of 23 April 2024, at the proposal of the Chairperson, the Board of Directors confirmed Giovanni Marco Scollo,

Head of Corporate Affairs, 231 Compliance and Privacy of ERG, as Secretary of the Board of Directors, being in possession, as required by the Regulation, of adequate legal skills in corporate law and corporate governance, with particular reference to listed issuers. The Secretary is called upon to support the activities of the Chairperson and provide impartial assistance and advice to the Board of Directors on all important aspects for the correct functioning of ERG Group's corporate governance system. The Chairperson ensures that the Secretary has adequate powers, tools, organisational structure and personnel to perform his/her duties.

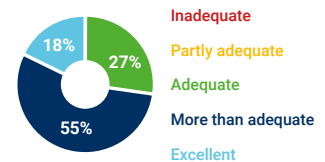
- In particular, in 2025 the Secretary supported the Chairperson in the following activities envisaged by the Articles of Association and the Code:
- A. organising and taking minutes at the meetings of the Board of Directors and at the Shareholders' Meeting, where the preparation of minutes is not entrusted to a notary; with reference to this activity, it should be noted that the Secretary supported the Chairperson of the Board of Directors in organising and taking minutes at all the meetings of the Board of Directors (10 meetings) and in organising the Shareholders' Meeting (1 meeting), at which minutes were taken by a notary;
 - B. ensuring that the pre-Board and Board information provided, in agreement with the Chief Executive Officer, including through the intervention of Key Managers and Managers competent in the field, is suitable to enable Directors to act in an informed manner when carrying out their role; with reference to such activity, it is noted that
 - the Chief Executive Officer provided the Board of Directors with information at **all board meetings**, with the exception of the extraordinary meetings of 17 June 2025 and 28 November 2025, regarding the exercise of the mandate and the performance of the Company and the Group;
 - managers took part **in all board meetings**, with the exception of the meeting held with all members present at the end of the Meeting's proceedings which had appointed the new Board of Directors, in order to discuss the various items on the agenda;
 - C. ensuring that the activity of the Committees is coordinated with the activity of the Board of Directors; in relation to this task, it should be noted that the Chairpersons of the Control, Risk and Sustainability Committee and of the Nominations and Remuneration Committee, with the support of the Secretary, reported to the Board of Directors, in the first board meeting, on the meetings held by the Committees in the intervening period; the opinions expressed by the Directors and Statutory Auditors as part of the self-assessment process are shown below:

How would you rate the direct information flows to the Board of Directors from the Control, Risk and Sustainability Committee in terms of timeliness and completeness/clarity?

In one case, it was suggested that the disclosure should also be extended to include the preliminary documents received by the Committee, so that the other members of the Board of Directors could obtain copies.




How would you rate the direct information flows to the Board of Directors from the Nominations and Remuneration Committee in terms of timeliness and completeness/clarity?



- D. ensuring that all members of the Board of Directors and the Board of Statutory Auditors can participate, from their appointment onwards and throughout their term of office, in initiatives aimed at providing them with sufficient understanding of the Company's business sectors, corporate dynamics and their evolution. This extends to promoting the sustainable success of the Company and ensuring comprehension of proper risk management principles, alongside the relevant regulatory and self-regulatory frameworks; in relation to this activity, reference is made to (i) the on-boarding process of the new members of the Board of Directors appointed by the Shareholders' Meeting on 23 April 2024, (ii) the periodic in-depth analyses carried out by the Chief Executive Officer as part of his briefings to Directors and Statutory Auditors, as well as (iii) further induction activities carried out with the support of managers and qualified external parties.

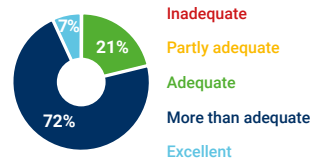
The continuous training activity of the members of ERG’s Board of Directors and Board of Statutory Auditors represents a priority for the Group in order to foster adequate knowledge of the business segment in which the ERG Group operates, of corporate dynamics and their evolution, of the principles of proper risk management and of the regulatory and self-regulatory framework, which is constantly evolving. For this reason, it is expressly recognised that Directors and Statutory Auditors may be reimbursed for expenses incurred by them in order to better perform their assigned duties or for training and refresher courses, participation in seminars and conventions and/or membership of associations, including trade associations.

The main topics covered in the induction activities carried out during 2025 for Directors and Statutory Auditors (for a total of **11 training hours**) are reported below:

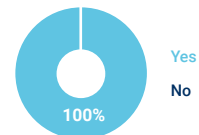
Year 2025	
Induction session	Topic of the induction session
 <p>Internal induction</p>	Corporate Sustainability Reporting Directive (CSRD)
	Implementation of European Directive NIS2 - Italian Legislative Decree no. 138/2024
	Report on Investor Relations activities with analysts and investors
	Market scenario and regulatory framework in the mid-term
	Renewable Energy Production Technologies
	Storage and flexibility
	A model transformation along the value chain
	Digitalisation
	Overview Organisation and Governance
	Overview of the organisation of the Corporate & Legal Affairs and disputes area
	Overview Business Development and M&A
	231 Organisational Model and Italian Legislative Decree no. 231/2001: food for thought in light of the latest developments

The opinions expressed by the Directors and Statutory Auditors as part of the self-assessment process are shown below.

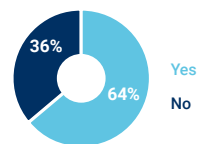
How do you rate the Company's initiatives aimed at providing, also during board meetings, appropriate knowledge of the business sector in which the Group operates and of the reference regulatory framework?



Do you believe that the continuous induction plans are effectively aimed at all the Board members, aiming to enhance their knowledge and competencies related to corporate management and business environment development, and the objectives and evolutions of the business and ESG plans of the Company?



Do you consider it opportune to participate to training and refreshers courses organised by qualified external bodies?



In addition to the periodic in-depth analyses carried out by the Chief Executive Officer as part of his briefings to Directors and Statutory Auditors, as well as further induction activities carried out with the support of qualified external parties, the Company carries out internal induction activities at least once a year, regardless of whether or not the composition of the relevant corporate bodies is renewed.

E. ensuring the adequacy and transparency of the Board of Directors self-assessment process, with the support of the Nominations and Remuneration Committee; with reference to this task, please refer to the Board of Directors self-assessment process described in detail in the Board Performance Review section.

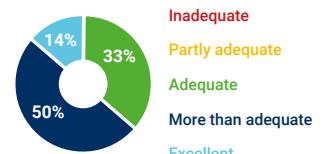
Operation of the Board of Directors

The Board of Directors, in the meeting of 15 May 2024, with the support of the Control, Risk and Sustainability Committee and the Nominations and Remuneration Committee, to the extent of their respective remit, updated the Regulation aimed at defining (i) the operation rules of the body itself and its committees, the procedures for recording the minutes of the meetings and those for managing the sharing of information with the directors, the requirements of professionalism and the powers of the secretary of the Board of Directors appointed by the same; (ii) the “quantitative” and “qualitative” criteria used to determine, for the purposes of assessing the independence of the members of the Board of Directors and the Board of Statutory Auditors, the relevance or otherwise of any relationships they have with the Company or other persons connected to it; (iii) the maximum number of offices in the Board of Directors or the Board of Statutory Auditors of other relevant companies that can be considered compatible with the effective performance of the office of Director, taking into account the commitment deriving from the role held; and (iv) the plan for the succession of the Chief Executive Officer.

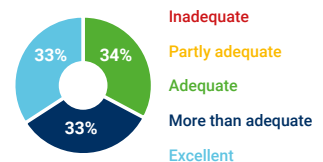
In accordance with the provisions of the Articles of Association, the Regulation prescribe that the Board of Directors meet at least quarterly, according to a calendar set sufficiently in advance, to

The opinions expressed by the Directors and Statutory Auditors as part of the self-assessment process are shown below.

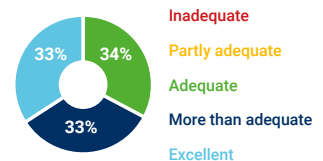
How would you rate the notice with which the documentation to support the meetings of the Board of Directors is made available to directors?



How would you rate the notice with which the documentation to support the meetings of the Control, Risk and Sustainability Committee is made available to members?



How would you rate the notice with which the documentation to support the meetings of the Nominations and Remuneration Committee is made available to members?



With respect to the aforementioned deadline of **48 hours**, it should be noted, in particular, that the documentation supporting the **resolutions** was sent, on average, **82 hours before** the relative meetings, while the documentation supporting the **information** was sent, on average, **72 hours before** the relevant meetings.

report to the Board of Statutory Auditors, possibly also through the Chief Executive Officer, on the activities carried out and on the most important economic, financial and asset operations carried out by the Company or by the Group Companies.

All members of the Board of Statutory Auditors participate in the works of the Board of Directors, as well as, at the invitation of the Chairperson, in agreement with the Chief Executive Officer, the Key Managers and the competent Managers, in order to provide the appropriate clarifications on the items on the agenda and, in general, the persons whose presence is deemed necessary or appropriate for the purposes of the discussion of the items on the agenda.

The Chairperson, with the support of the Secretary, after consulting the Chief Executive Officer, ensures that the Directors are provided at least 48 hours before the Board meeting, other than in exceptional cases, with the documentation and information necessary to allow the Board of Directors to resolve in an informed manner on the matters submitted to it.

This documentation is made available through the use of specific computer systems suitable for protecting confidentiality. The Directors and Statutory Auditors are required to keep the documents and information acquired in the performance of their respective functions confidential and to comply with the rules adopted by the Company for the handling and processing relevant and privileged information and for the public dissemination of statements and information as set out in detail in the Procedure for the handling and processing of relevant and privileged information and for the public dissemination of statements and information.

In the event that it is not possible to send the relevant documentation in advance for some of the topics dealt with, the Chairperson, with the support of the Secretary, after consulting the Chief Executive Officer, shall ensure that specific and prompt in-depth analyses are in any case guaranteed and/or carried out, also with the support of the Key Managers or Managers invited to participate for this purpose.

The Board of Directors is chaired by the Chairperson, or in his/her place by one of the two Vice Chairpersons (if appointed), or in the place of one of them by the Chief Executive Officer (if appointed) in the same order as indicated in the convocation. If all the above persons are absent, the Board of Directors is chaired by the oldest member present at the meeting.

For meetings to be valid, a majority of the members in office must be present. The Board of Directors resolves by an absolute majority of those present; in the event of a tie, the vote of the person chairing the meeting shall prevail.

Minute taking criteria

The minutes of the meetings are signed by the Chairperson and the secretary.

The minutes of the meetings provide in general terms:

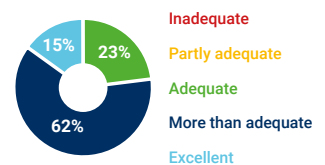
- a summary explanation of the subject matter and, where provided, supporting documentation;
- a summary reference to the debate held and the statements made;
- the reference to the proposal submitted at the end of the discussion;

- the formulation, analytically and by points, of the resolution passed;
- the transcript at the foot of the minutes of the consolidated financial statements, the draft separate financial statements, the condensed interim consolidated financial statements, the interim financial reports and the merger/division plans;
- the reference, in other cases, to the document kept in the Company’s records digitally signed by the Chairperson and the Secretary.

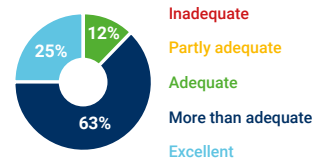
Following the meeting, the draft minutes are sent to all Directors and Statutory Auditors for further comments and observations. The final text of the minutes is normally submitted to the Board of Directors for formal approval at its first meeting.

The opinions expressed by the Directors and Statutory Auditors as part of the self-assessment process are shown below.

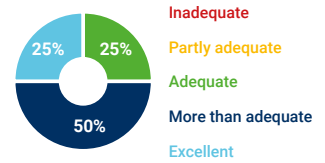
How do you rate the organisation, conduct and minuting of the meetings of the Board of Directors?



How would you rate the organisation, management and minutes of the meetings of the Control, Risk and Sustainability Committee?



How would you rate the organisation, management and minutes of the meetings of the Nominations and Remuneration Committee?



Responsibilities

In the course of 2025, the Board of Directors performed the activities and responsibilities referred to in Article 1, recommendation 1 of the Code in accordance with the role that the Code attributes to the Board of a listed company.

In particular, the Board of Directors:

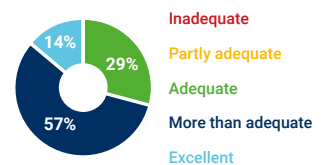
- A. examines and approves the business plan of the Company and of the ERG Group (the “Business Plan”), including on the basis of the analysis of the issues relevant to the generation of long-term value carried out with the support of the Strategic Committee; with reference to this matter, it is noted that:
- the Board of Directors, in the meeting of 11 May 2025, approved the Updated 2024-2026 ESG Plan, after prior assessment by the Strategic Committee, and after prior assessment by the Control, Risk and Sustainability Committee;

- B. periodically monitors the implementation of the Business Plan and assesses the general performance of operations, periodically comparing the results achieved with those planned; with reference to this matter, it is noted that:

- upon the approval of the periodic financial reports, the Chief Executive Officer provided the Board of Directors with information on the progress of the objectives of the Updated 2024-2026 Business Plan and on the general performance of operations;
- the Control, Risk and Sustainability Committee analysed the progress of the objectives of the Updated 2024-2026 ESG Plan on a half-yearly basis, reporting to the Board of Directors at the first board meeting thereafter;

The assessments expressed by Directors and Statutory Auditors in the context of the self-assessment process are reported below

Directors are able to periodically monitor the implementation of the business and ESG plans and to assess the general performance of management with respect to planned objectives in a manner that is...

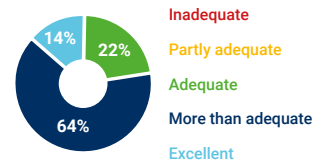


- C. defines the nature and level of risk compatible with the strategic objectives of the Company, including in its assessments all the elements that may be relevant in view of the Company’s sustainable success; with reference to this matter, it should

be noted that the Board of Directors analysed the Risk Report on the Updated 2024-2026 Business Plan on a half-yearly basis, subject to prior assessment by the Control, Risk and Sustainability Committee;

The assessments expressed by Directors and Statutory Auditors in the context of the self-assessment process are reported below

Do you find the manner in which the Board of Directors, within the scope of the decisions made in relation to the strategic, business and financial plans of the Company and its subsidiaries, has defined the nature and level of risk compatible with the achievement of the aforementioned objectives to be...

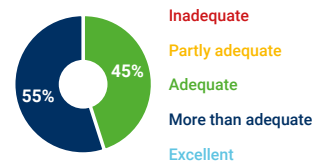


D. defines the Company's corporate governance system and the structure of the ERG Group and assesses the adequacy of the organisational, administrative and accounting structure of the Company and its strategically important Subsidiaries, with particular reference to the Internal Control and Risk Management System; (the "ICRM System"); reference is made in this regard to the details provided in the section

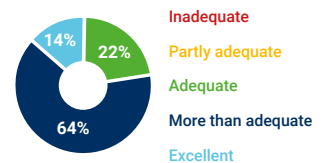
"The Internal Control and Risk Management System of the ERG Group"; the Chief Executive Officer informed the Directors and Statutory Auditors of the main organisational changes that occurred, so that they could assess the adequacy of the organisational, administrative and accounting structure of the Company and of its strategically important Subsidiaries;

The assessments expressed by Directors and Statutory Auditors in the context of the self-assessment process are reported below

How would you rate the information provided during the meeting of the Board of Directors with reference to the adequacy of the organisational, administrative and accounting structure of the Company and of its subsidiaries?



Do you find the role that the Board of Directors has played in defining strategies and monitoring operating performance and the adequacy of the internal control and risk management system to be...

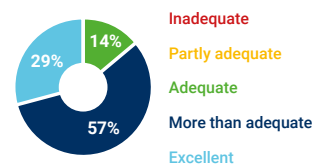


E. passes resolutions with regard to Significant Transactions; with reference to this area, please note that the Board of Directors, in the meeting of 13 October 2022, with the prior preliminary assessment of the Control, Risk and Sustainability Committee, approved the updates proposed to the Guidelines for the identification and implementation of transactions of significant strategic relevance aimed, in particular, at expressly including under Significant Transactions those in relation to which SQ Renewables S.p.A. exercises management and coordination with regard to ERG. In this regard, it should be noted that all the Significant Transactions carried out during 2025 were resolved upon by the Board of Directors;

F. ensures the correct management of corporate communications through the Market Information Procedure; with reference to this matter, it should be noted that the Board of Directors, in the meeting of 20 July 2021, after prior assessment by the Control, Risk and Sustainability Committee, approved the proposed updates to the Market Information Procedure aimed, in particular, at implementing the organisational changes that occurred following the appointment, on 26 April 2021, of the then new Board of Directors and the new Chief Executive Officer;

The assessments expressed by Directors and Statutory Auditors in the context of the self-assessment process are reported below

How would you rate the management of corporate information, with particular reference to relevant and inside information, including as regards protecting its confidentiality?



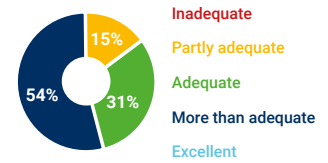
G. ensures the correct management of the dialogue with stakeholders through the Engagement Policy; with reference to this matter, it should be noted that the Board of Directors, in the meeting of 13 May 2021, after prior assessment by the Control, Risk and Sustainability Committee, approved the Policy for managing the dialogue with shareholders and investors in general,

updated on 23 February 2024 in order to extend its application to all of the Company's stakeholders; as a result of this update, its name was changed to Policy for the management of dialogue with stakeholders; the Chief Executive Officer reported to the Board of Directors, on a half-yearly basis, on the meetings held in the intervening period;

The assessments expressed by Directors and Statutory Auditors in the context of the self-assessment process are reported below

How would you rate the information provided during the meetings of the Board of Directors with reference to the meetings with shareholders and other stakeholders relevant for the Company?

The opportunity for greater detail regarding the market's perception of the Company and corporate communication strategy with the market has been highlighted.

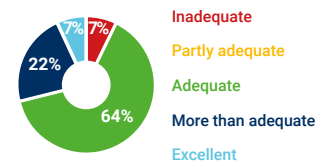


- H. approves the periodic financial and non-financial reports; with reference to this competence, please refer to the list of the resolutions passed by the Board of Directors during 2025 reported in this section;
- I. assesses the independence of each non-executive Director and of the members of the Board of Statutory Auditors immediately after their appointment and during their term of office if circumstances relevant to independence arise, and in any case at least once a year; reference is made in this regard to the details provided in the relevant paragraph of the section "Independence assessment";
- J. having consulted the Nominations and Remuneration Committee, expresses its recommendations on the maximum number of offices in the Board of Directors or in the Board of Statutory Auditors in other Relevant Companies that can be considered compatible with the effective performance of the office of Director, taking into account the commitment required of the role; it should be noted in this regard that the Board of Directors has defined in paragraph 1.4.2 of the Regulation, after prior assessment by the Nominations and Remuneration Committee, its recommendations regarding the maximum number of offices in the Board of Directors or the Board of Statutory Auditors of Relevant Companies;
- K. carries out, on an annual basis, a self-assessment of the size, composition and effective operation of the Board of Directors and of the Committees, on the basis of a document prepared for this purpose by the Nominations and Remuneration Committee which oversees the process; reference should be made in this regard to the Board of Directors self-assessment process described in detail in the relevant paragraph of the Board Performance Review section;
- L. expresses, in view of each renewal, an opinion on its quantitative and qualitative composition considered optimal, taking into account the results of the self-assessment; reference should be made in this regard to the self-assessment process of the Board of Directors described in detail in the Board Performance Review section of the Report on Corporate Governance and Ownership Structure at 31 December 2023, published on the Company's website on 27 March 2024, and to the guidelines also published on the Company's website on 23 February 2024;
- M. defines, with the support of the Nominations and Remuneration Committee, a plan for the succession of the Chief Executive Officer and, where appropriate, of the Executive Directors through which the procedures to be followed in the event of early termination of office are identified; in relation to this task, it should be noted that the Board of Directors has defined a plan for the succession of the Chief Executive Officer in paragraph 1.4.3 of the Regulations;
- N. ascertains the existence of adequate procedures for the succession of Key Managers and of Management; it should be noted in this regard that the Nominations and Remuneration Committee, in the meeting of 23 July 2025, shared the process followed for the purpose of defining the 2025 succession plan for the senior management of the ERG Group, reporting to the Board of Directors, in the first board meeting thereafter; with reference to the succession plan of the Chief Executive Officer, the Nominations and Remuneration Committee expressed the suggestion to also evaluate external mappings.

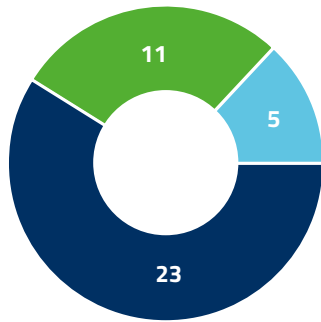
The assessments expressed by Directors and Statutory Auditors in the context of the self-assessment process are reported below

How would you rate the succession procedure relative to the Chief Executive Officer and Senior Management?

The opportunity to support the succession plan of the Chief Executive Officer and his first line also through external mapping was reported.



**BOARD OF DIRECTORS
RESOLUTIONS ADOPTED UPON THE PROPOSAL BY OR
OPINION OF A BOARD COMMITTEE**



- resolutions on the proposal/opinion of the CRSC
- resolutions on the proposal/opinion of the NRC*
- resolutions on the proposal/opinion of the SC

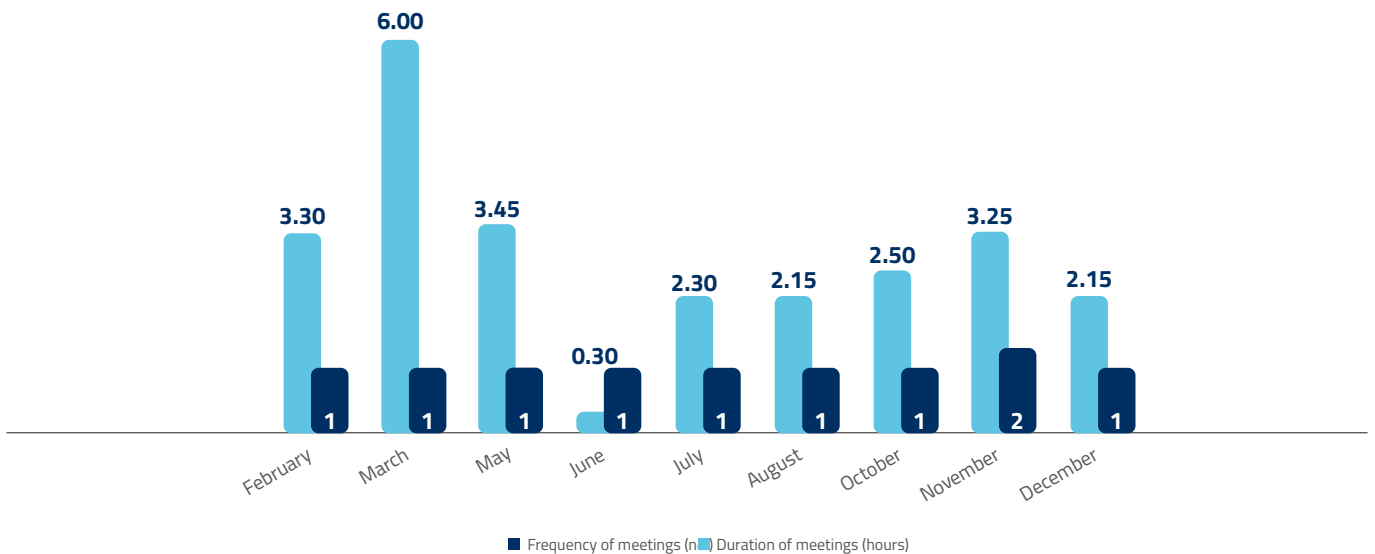
*In relation to 2 resolutions, the Nominations and Remuneration Committee issued 2 specific opinions pursuant to the Procedure for Related Party Transactions.

Activities carried out

During 2025, the Board of Directors held **10 meetings** (8 of which scheduled in advance), and for 2026 there are expected to be no fewer than **8 meetings**. In the 2025 meetings, the Board of Directors passed **61 resolutions** pertaining to as many issues (**39²²** of which were adopted on the basis of a proposal or of an opinion provided by the Board Committees, also pursuant to the Procedure for Related Party Transactions, or following a prior assessment by them) and for **all the above-mentioned resolutions** the related documentation was sent to Directors and Statutory Auditors beforehand (at least 48 hours before the meeting, barring exceptions), said advance notice being deemed suitable to enable Directors and Statutory Auditors to acquire adequate knowledge of the items on the agenda. In the meetings held in 2025, the Board of Directors received **33 reports** on as many subjects (of which **9 reports** were carried out on the basis of a proposal or opinion formulated by the Control, Risk and Sustainability Committee or following its prior assessment) and for **30 of them**, the relative informative documentation was sent in advance to the Board Directors and Auditors (at least 48 hours before the board meeting, with some exceptions). It should be noted, in particular, that the documentation supporting the **resolutions** was sent, on average, **82 hours before** the relative meetings, while the documentation supporting the **information** was sent, on average, **72 hours before** the relevant meetings.

During the board meetings, specific and detailed analyses were ensured and, where necessary, carried out with the support of representatives of the ERG Group management, who were invited to participate for this purpose.

BOARD OF DIRECTORS FREQUENCY AND DURATION OF MEETINGS



22 In relation to 2 resolutions, the Nominations and Remuneration Committee issued 2 specific opinions pursuant to the Procedure for Related Party Transactions.

RESOLUTIONS ADOPTED BY THE BOARD OF DIRECTORS IN 2025

Date	Item on the agenda
2/2025	<ul style="list-style-type: none"> ▪ Impairment test procedure pursuant to IAS 36 (*) ▪ Assessment of the size, composition and functioning of the Board of Directors (*) ▪ Update of the MBO System regulations (*) ▪ Update of the Internal Audit mandate (*) ▪ Information from the Chairperson of the Board of Statutory Auditors regarding the results of the Board of Statutory Auditors' self-assessment (*)
3/2025	<ul style="list-style-type: none"> ▪ Minutes of previous BoD meeting ▪ 2025-2026/9 Business Plan and ESG Plan (*) ▪ Integrated Consolidated Financial Statements at 31 December 2024 (*) ▪ Draft Financial Statements at 31 December 2024 (*) ▪ Report on Corporate Governance and Ownership Structure 2024 (*) ▪ Final statement for objectives of the 2024 MBO System (*) ▪ Policy on the remuneration policy and fees paid out and the related Report (*) ▪ Calling of the Shareholders' Meeting (*) ▪ Report of the Board of Directors on the items on the agenda of the Shareholders' Meeting (*) ▪ Minutes of BoD meeting
5/2025	<ul style="list-style-type: none"> ▪ Financial disclosures at 31 March 2025 (*) ▪ Quarterly forecast for the annual investments budget of ERG S.p.A. and its operating subsidiaries (*) ▪ Objectives of the 2025 MBO System (*) ▪ Adjustment of the growth target of the 2024-2026 LTI System (*) ▪ Remuneration of the Chief Audit Officer (*) ▪ Verification that the independent directors meet the requirements of the Italian law, the Corporate Governance Code and the regulations of the Board of Directors (*)
6/2025	<ul style="list-style-type: none"> ▪ Minutes of previous BoD meeting ▪ Tender for long-term supply of electricity (*)
7/2025	<ul style="list-style-type: none"> ▪ Minutes of previous BoD meeting ▪ Verification of the application of Articles 2497 et seq. of the Italian Civil Code (*) ▪ Verification that the members of the Board of Statutory Auditors meet the independence requirements set forth by law, by the Code of Corporate Governance and by the Board of Directors regulation (*)
8/2025	<ul style="list-style-type: none"> ▪ Minutes of previous BoD meeting ▪ Long term electricity supply contract (*) ▪ Interim financial report at 30 June 2025 (*) ▪ Procedure for the appointment of auditors (*) ▪ Quarterly forecast for the annual investments budget of ERG S.p.A. and its operating subsidiaries (*)
10/2025	<ul style="list-style-type: none"> ▪ Minutes of previous BoD meeting ▪ Internal Audit Quality Assessment (*)
11/2025	<ul style="list-style-type: none"> ▪ Minutes of previous BoD meeting ▪ Financial disclosure at 30 September 2025 (*) ▪ Quarterly forecast for the annual investments budget of ERG S.p.A. and its operating subsidiaries (*) ▪ Proposal to update the Supplier Code of Conduct (*) ▪ 2026-28 Activity Plan and Internal Audit Budget for the year 2026 (*) ▪ Proposal to update the Anti-Corruption System and Policy (*) ▪ Proposal to update the Sustainability Policy (*) ▪ Resignation of a Member of the Board of Directors
11/2025	<ul style="list-style-type: none"> ▪ Minutes of previous BoD meeting ▪ Long term electricity supply contract (*)
12/2025	<ul style="list-style-type: none"> ▪ Minutes of previous BoD meeting ▪ Appointment of a Board Member pursuant to Article 2386 of the Italian Civil Code ▪ Appointment of a member of the Strategic Committee ▪ Investment budget for 2026 (*) ▪ Calendar of meetings of company bodies for 2026 ▪ Budget of the Supervisory Body for the year 2026 ▪ Remuneration of the members of the Supervisory Body for the year 2026 (*) ▪ Proposal to amend the Articles of Association of ERG Power Generation S.p.A. (*) ▪ Minutes of BoD meeting

(*) Resolution passed in 2025 in which some Management representatives took part to discuss specific topics.

In the event that it was not possible, within the aforementioned deadlines, to send the relevant documentation in advance for some of the topics dealt with, the Chairperson, with the support of the Secretary, after consulting the Chief Executive Officer, ensured that specific and prompt in-depth analyses were in any case guaranteed and/or carried out, also with the support of the Key Managers or Managers invited to participate for this purpose.

The Chairperson of the Board of Directors ensured that during the meetings of the Board of Directors and of the Board Committees, in relation to the topics discussed, the Chief Executive Officer and representatives of Group management provided all directors with the information necessary to provide adequate knowledge of the business segment in which the Group operates, of corporate dynamics and its trends and of the reference regulatory framework.

The Chief Executive Officer, **in all meetings** of the Board of Directors, with the exception of the extraordinary meetings of 17 June and 28 November 2025, **provided information** regarding the exercise of the delegation and the performance of the Company and the Group.



The average duration of the meetings held by the Board of Directors was around **2 hours and 45 minutes**. At the date of approval of this document, the Board of Directors had met **three times**.

In 2025, **Managers took part in all of the meetings** of the Board of Directors, in several cases in support of the discussion of more topics on the agenda²³.

²³ Also with reference to the secretary of the Board of Directors in relation to the specific matters within their competence in their role of Head of Corporate Affairs, 231 Compliance & Privacy as well as secretary of the Control, Risk and Sustainability Committee and of the Nominations and Remuneration Committee.

Date	Item on the agenda	Managers taking action*
2/2025	<ul style="list-style-type: none"> Impairment test procedure pursuant to IAS 36 Assessment of the size, composition and functioning of the Board of Directors Update of the MBO System regulations Update of the Internal Audit mandate Information from the Chairperson of the Board of Statutory Auditors regarding the results of the Board of Statutory Auditors' self-assessment 	<ul style="list-style-type: none"> CF, HG HC CH CA HC
3/2025	<ul style="list-style-type: none"> 2025-2026/9 Business Plan and ESG Plan Integrated Consolidated Financial Statements at 31 December 2024 Draft Financial Statements at 31 December 2024 Report on Corporate Governance and Ownership Structure 2024 Final statement for objectives of the 2024 MBO System Policy on the remuneration policy and fees paid out and the related Report Calling of the Shareholders' Meeting Report of the Board of Directors on the items on the agenda of the Shareholders' Meeting 	<ul style="list-style-type: none"> CR, CE, CH, GC, CB, CED, CO, CF, HG CF, HG, CE CF, HG HC CH CH HC HC
5/2025	<ul style="list-style-type: none"> Financial disclosures at 31 March 2025 Quarterly forecast for the annual investments budget of ERG S.p.A. and its operating subsidiaries Objectives of the 2025 MBO System Adjustment of the growth target of the 2024-2026 LTI System Remuneration of the Chief Audit Officer Verification that the independent directors meet the requirements of the Italian law, the Corporate Governance Code and the regulations of the Board of Directors 	<ul style="list-style-type: none"> CF, HG CF CH CH CH HC
6/2025	<ul style="list-style-type: none"> Tender for long-term supply of electricity 	<ul style="list-style-type: none"> CF, CO, GC
7/2025	<ul style="list-style-type: none"> Verification of the application of Articles 2497 et seq. of the Italian Civil Code Verification that the members of the Board of Statutory Auditors meet the independence requirements set forth by law, by the Code of Corporate Governance and by the Board of Directors regulation 	<ul style="list-style-type: none"> HC HC
8/2025	<ul style="list-style-type: none"> Long term electricity supply contract Interim financial report at 30 June 2025 Procedure for the appointment of auditors Quarterly forecast for the annual investments budget of ERG S.p.A. and its operating subsidiaries 	<ul style="list-style-type: none"> CF, CO, GC CF, HG CF, HG CF
10/2025	<ul style="list-style-type: none"> Internal Audit Quality Assessment 	<ul style="list-style-type: none"> CA
11/2025	<ul style="list-style-type: none"> Financial disclosure at 30 September 2025 Quarterly forecast for the annual investments budget of ERG S.p.A. and its operating subsidiaries Proposal to update the Supplier Code of Conduct 2026-28 Activity Plan and Internal Audit Budget for the year 2026 Proposal to update the Anti-Corruption System and Policy Proposal to update the Sustainability Policy 	<ul style="list-style-type: none"> CF, HG CF CF, HP CA HC CE
11/2025	<ul style="list-style-type: none"> Long term electricity supply contract 	<ul style="list-style-type: none"> CO
12/2025	<ul style="list-style-type: none"> Investments budget for 2026 Calendar of meetings of company bodies for 2026 Remuneration of the members of the Supervisory Body for the year 2026 Proposal to amend the Articles of Association of ERG Power Generation S.p.A. 	<ul style="list-style-type: none"> CF HC HC HC

***Key:**

Chief Audit Officer ("CA")	Chief ESG, IR & Communication Officer ("CE")
Chief Financial Officer ("CF")	Chief Operating Officer ("CO")
Chief Business Development and Merger & Acquisitions Officer ("CB")	Head of Corporate Affairs, 231 Compliance & Privacy ("HC")
Chief Engineering Development Officer ("CED")	Head of Group Administration ("HG")
General Counsel ("GC")	Head of Finance & Group Risk Management ("HF")
Chief Human Capital & ICT Officer ("CH")	Chief Regulatory & Public Affairs Officer ("CR")
	Head of Procurement ("HP")

DIVERSITY POLICY IN RELATION TO THE COMPOSITION OF THE BOARD OF DIRECTORS AND BOARD OF STATUTORY AUDITORS*

1.1 Goals

The Board of Directors considers that the presence, within the Board of Directors itself and the Board of Statutory Auditors, of skills, values and points of view that are different yet complementary to each other may in fact be a strength since it makes it possible to analyse the various matters under discussion from different perspectives, it encourages debate and it serves as a basis for well-thought-out, informed and balanced board decisions.

The presence of varying skills and expertise is also deemed essential and necessary for the purposes of fully understanding and adequately appreciating the different aspects that must be taken into account in the context of the business in which the Company operates.

1.2 Implementation methods

Since the Company's Board of Directors and Board of Statutory Auditors, in accordance with the provisions of Articles 147-ter and 148 of the Italian Consolidated Finance Act and Articles 15 and 22 of the Articles of Association, are appointed on the basis of lists of candidates submitted by shareholders, the composition of said bodies depends on the decisions made from time to time by the latter during the Shareholders' Meeting, in compliance with the applicable laws and regulations.

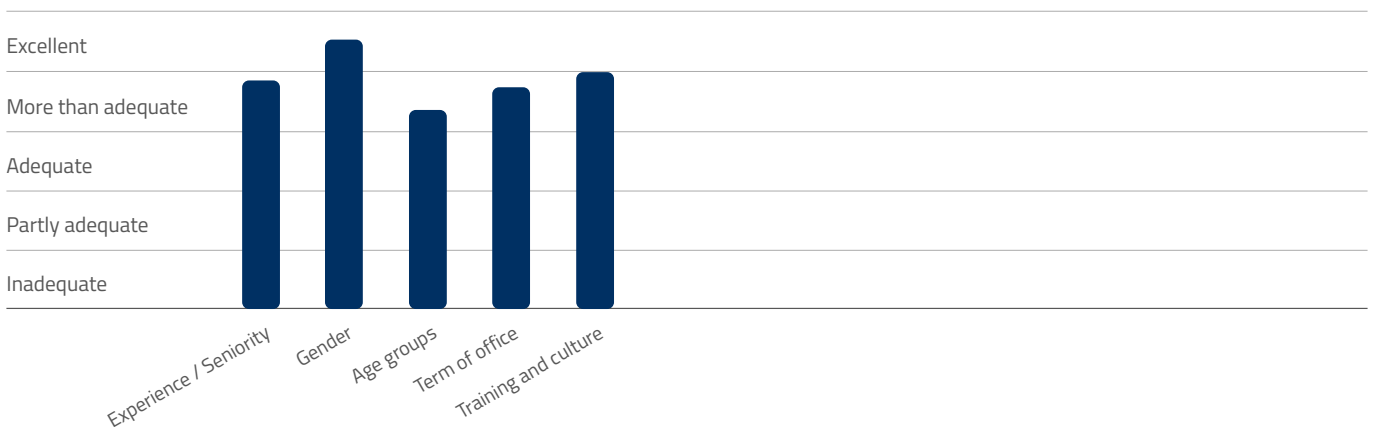
Without prejudice to the foregoing, the Board of Directors considers that the Company's policy on diversity in relation to the composition of its Board of Directors and Board of Statutory Auditors (the "Policy"), in accordance with the provisions of the Code (even though ERG S.p.A. can be described as a company with concentrated ownership), can be expressed through **specific recommendations or guidelines** made to the shareholders, from time to time, before the appointment of the Board of Directors and the Board of Statutory Auditors, and reported on the company website sufficiently in advance with respect to the publication of the notice convening the shareholders' meetings for renewal and in the report on corporate governance and ownership structure in accordance with Article 123-bis of the Italian Consolidated Finance Act.

The findings of the self-assessment performed by the Board of Directors are set out below.

DIVERSITY WITHIN THE CURRENT BOARD OF DIRECTORS

The average diversity score is **more than adequate (78%)**:

- diversity was rated as **excellent** in one area
- in the other areas, diversity was rated as **more than adequate**

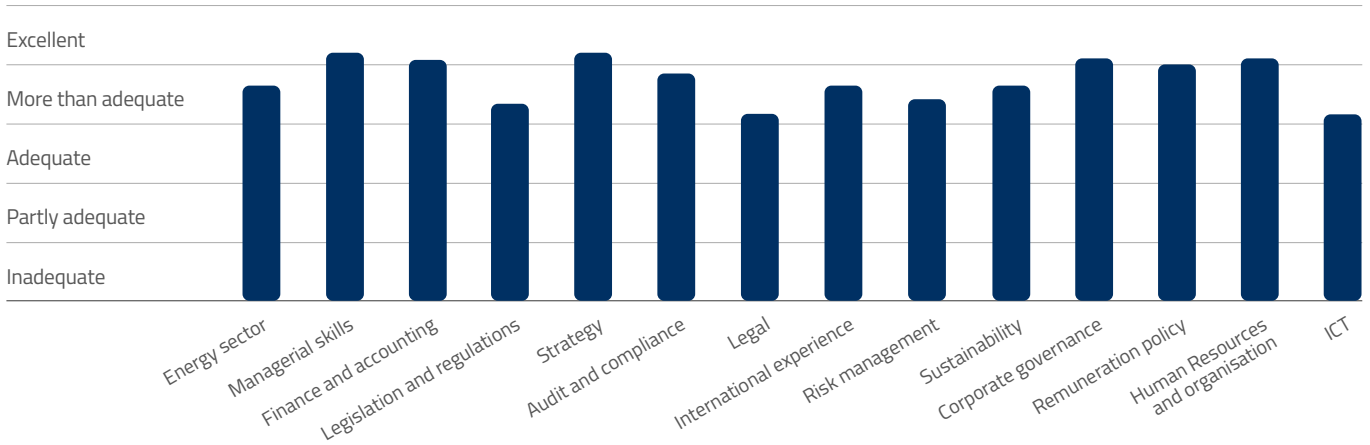


* For further information, please refer to the Consolidated Sustainability Statement at 31 December 2025, which will be made available to the public within the terms set forth in current legislative and regulatory provisions.

PROFESSIONAL EXPERTISE OF THE BOARD OF DIRECTORS

The average professional expertise score is **more than adequate (76%)**:

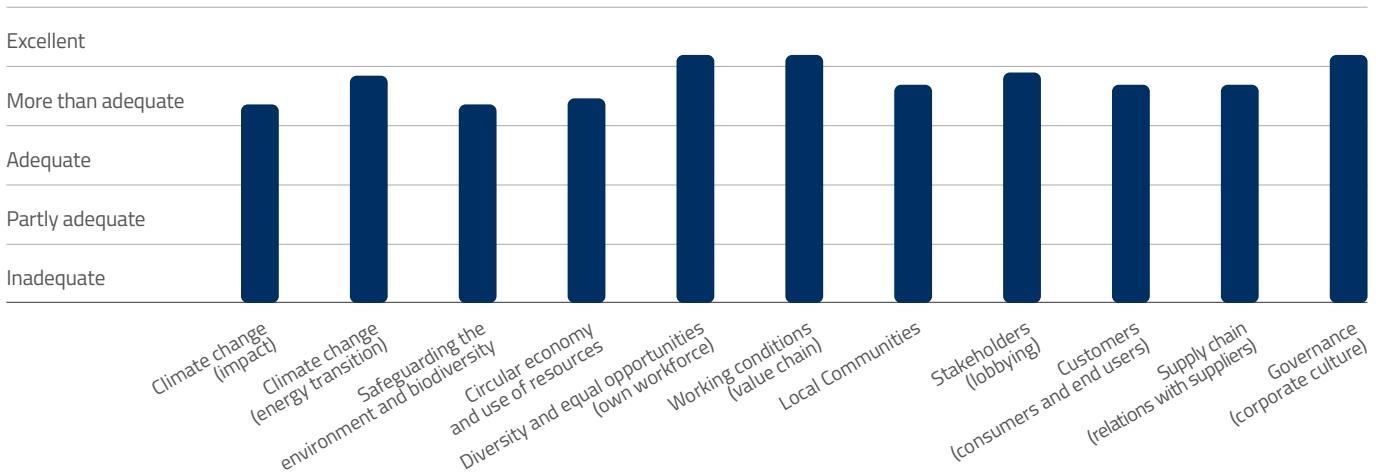
- five skills were rated as **more than adequate**
- nine skills were rated as **adequate**



ESG SKILLS-EXPERTISE OF THE BOARD OF DIRECTORS*

The average ESG skills-expertise score is **more than adequate (76%)**:

- three skills were rated as **excellent**
- eight skills were rated as **more than adequate**

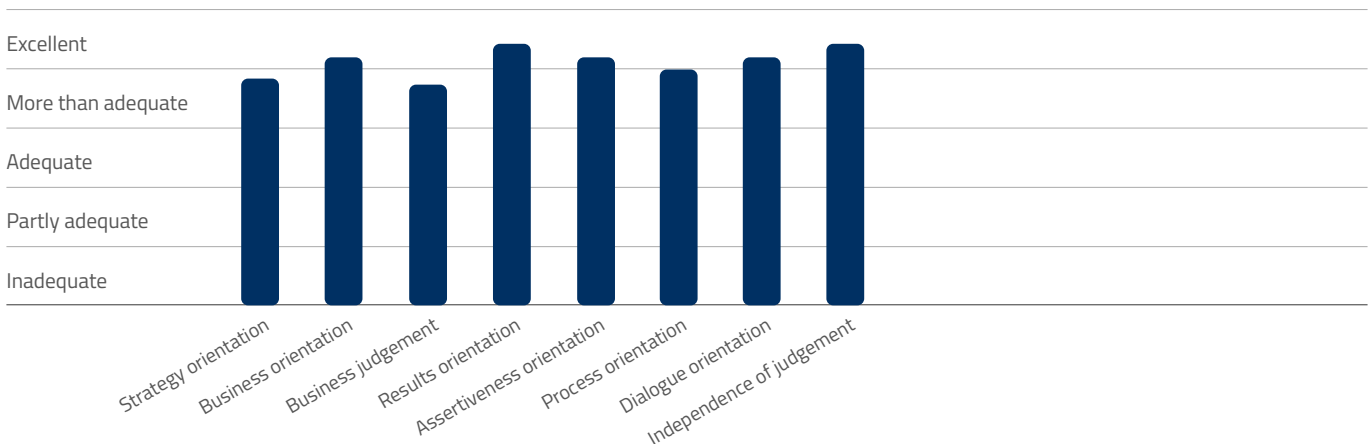


* With respect to the business of the ERG Group and taking into account the objectives of the Business Plan and the ESG Plan.

PROFESSIONAL AND PERSONAL CHARACTERISTICS OF THE CURRENT BOARD OF DIRECTORS

The average professional and personal characteristics score is **excellent (82%)**:

- five characteristics were rated as **excellent**
- three characteristics were rated as **more than adequate**



1.5 Composition of the Board of Statutory Auditors

The Policy prescribes, in particular, that the Board of Directors take on board the information provided by the Board of Statutory Auditors in relation to the self-assessment process on the functioning of the Board itself, in order to express, before the appointment of the new Board of Statutory Auditors, **any recommendations**, in the topic of diversity, on the professional figures that should be included in the Board, also taking into account factors such as training and professional characteristics, experience, including managerial, gender and age.

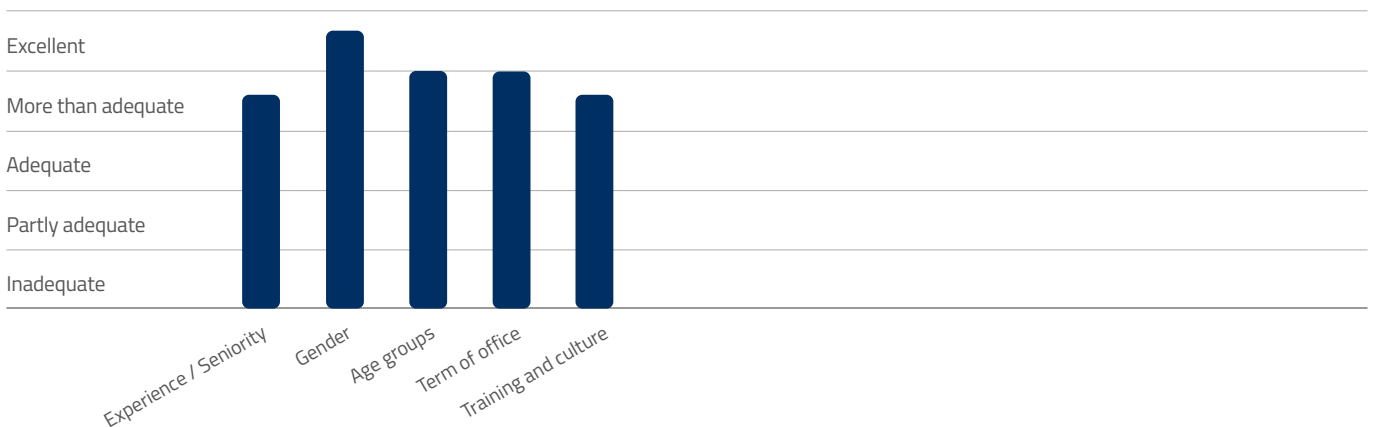
Since the current Board of Statutory Auditors was appointed by the Shareholders' Meeting of 22 April 2025 and consequently its mandate will expire on the date of the Shareholders' Meeting called to approve the Financial Statements at 31 December 2027, this evaluation process will be carried out in the first quarter of 2028 and the results will be made available to the public on the Company's website well in advance of the publication of the notice calling the meetings relating to their renewal.

The findings of the self-assessment performed by the Board of Statutory Auditors are set out below.

DIVERSITY OF THE BOARD OF STATUTORY AUDITORS

The average diversity score is **more than adequate (80%)**:

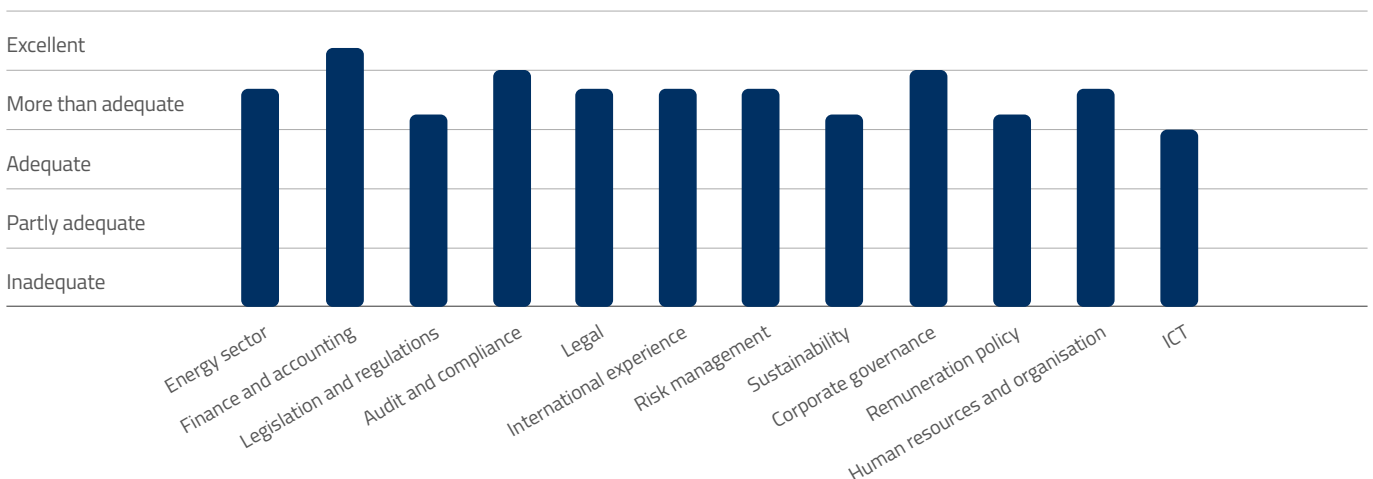
- diversity was rated as **excellent** in one area
- in the other areas, diversity was rated as **more than adequate**



PROFESSIONAL EXPERTISE OF THE CURRENT BOARD OF STATUTORY AUDITORS

The average professional expertise score is **more than adequate (73%)**:

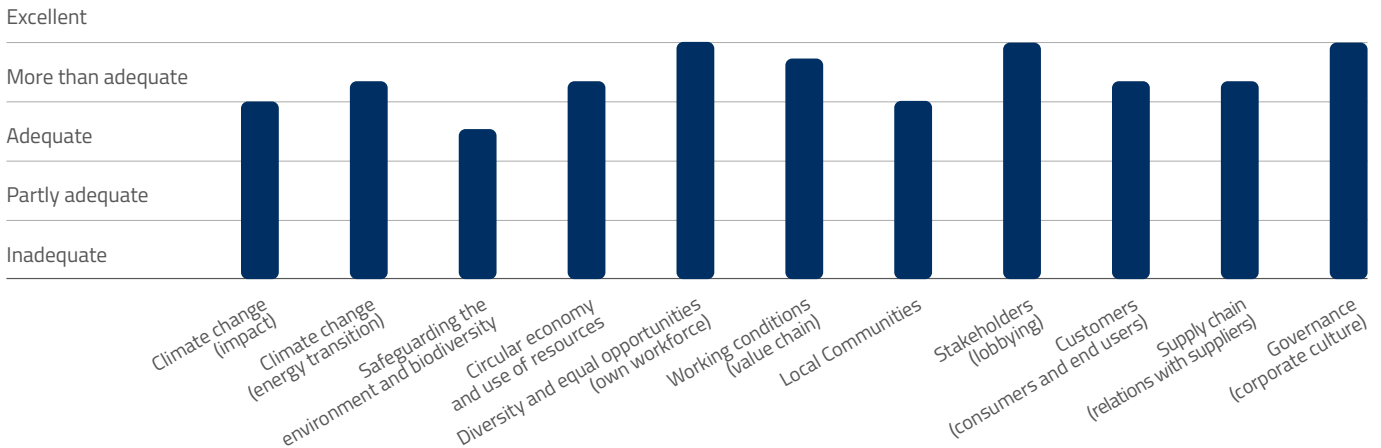
- one skill was rated as **excellent**
- ten skills were rated as **more than adequate**
- one skill was rated as **adequate**



ESG SKILLS-EXPERTISE OF THE BOARD OF STATUTORY AUDITORS*

The average ESG skills-expertise score is **more than adequate (69%)**:

- eight skills were rated as **more than adequate**
- three skills were rated as **adequate**

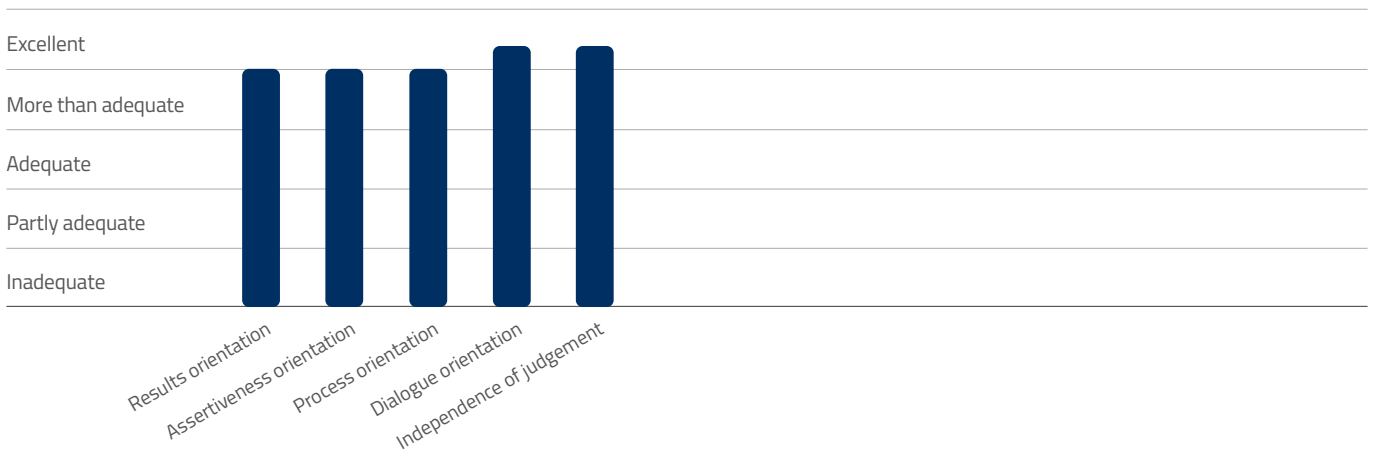


* With respect to the business of the ERG Group and taking into account the objectives of the Business Plan and the ESG Plan.

PROFESSIONAL AND PERSONAL CHARACTERISTICS WITHIN THE CURRENT BOARD OF STATUTORY AUDITORS

The average professional and personal characteristics score is **excellent (83%)**:

- two characteristics were rated as **excellent**
- three characteristics were rated as **more than adequate**



RECOMMENDATIONS OF THE ITALIAN CORPORATE GOVERNANCE COMMITTEE FOR 2026

In adhering to the Code, the Company has always complied with the recommendations of the Italian Corporate Governance Committee, as detailed in the reports on corporate governance and ownership structure relating to previous financial years.

With reference to the 2025 financial year, the Board of Directors, at its meeting of 25 February 2025, examined the guidance set out in the letter sent on 17 December 2024 by the Italian Corporate Governance Committee to the chairpersons of the boards of directors and boards of statutory auditors of all listed companies, in which it recommends:

- i. with reference to the **measurability of the components of the remuneration policy**:

- a. "to verify the existence of provisions regarding possible extraordinary payments and/or possible end-of-term indemnities for executive directors";
- b. "(to) assess the adequacy of such provisions in relation to the principle of measurability recommended by the Code and, in the event of a negative assessment, to supplement those provisions with maximum limits and clear reference parameters";
- c. "in carrying out this analysis, (to) take into account any explicit requests submitted on these matters by significant investors at the time of the shareholders' meeting vote on the policies and/or during occasions of dialogue outside the shareholders' meeting"

- ii. with reference to the **development of dialogue with other relevant stakeholders** *“(to) adopt, during the 2026 financial year, a policy for dialogue with other stakeholders relevant to the company (either combined with or separate from the policy addressed to shareholders in general).”* The Policy:
- sets out the criteria for identifying categories of other stakeholders relevant to the company, defining appropriate ways to communicate with the recipients of the dialogue;
 - identifies the individuals and company departments responsible for managing dialogue;
 - identifies specific thematic areas of interest for dialogue with other stakeholders relevant to the company;
 - assigns to the Chairperson of the administrative body the task of ensuring that the body itself is adequately informed about the development and significant content of the dialogue that has taken place with other stakeholders relevant to the company.

In light of the contents of the Report on Corporate Governance and Ownership Structure, it is specified that:

- in relation to the **recommendation referred to in point (i) letter a)**, in the Report on remuneration policy and fees paid out, approved by the Shareholders' Meeting of 22 April 2025, as well as in the report that will be submitted for approval by the Shareholders' Meeting of 22 April 2026, the possibility that non-recurring remuneration may be recognised is explicitly excluded;
- in relation to the **recommendation referred to in point (i) letter b)**, in the Report on the remuneration policy and fees paid out, approved by the Shareholders' Meeting of 22 April 2025 as well as the report that will be submitted for approval by the Shareholders' Meeting of 22 April 2026, specific evidence has been provided, including through explanatory charts (shown in the table below), of the objectives assigned and the levels of performance required and achieved by the CEO and Key Managers;
- in relation to the **recommendation referred to in point (i) letter c)**, the analysis of the Report on remuneration policy and fees paid out, approved by the Shareholders' Meeting of 22 April 2025 as well as the report that will be submitted for approval by the Shareholders' Meeting of 22 April 2026, took into account the requests submitted by the relevant investors at the time of the Shareholders' Meeting vote on policies and/or during the occasions of dialogue outside the Shareholders' Meeting;
- in relation to the **recommendation referred to in point (ii)**, the Board of Directors, as part of the process of adapting the Company to the provisions of the Code, adopted, on 13 May 2021, with the support of the Control, Risk and Sustainability Committee, a specific policy aimed at regulating and promoting the development and maintaining of continuous, productive and transparent dialogue with shareholders and investors in general.

The Policy, which was most recently updated on 23 February 2024 in order to extend its application to all stakeholders of the Company, applies to dialogue outside the Shareholders' Meeting on issues within the Board's competence, including in particular:

- operating performance and financial results;
- the medium- to long-term strategy of the ERG Group;
- corporate governance (appointment and composition of corporate bodies, including size, skills, independence and diversity);
- sustainability and environmental and social issues;
- remuneration policies and internal control and risk management system.

The Policy provides that dialogue can be initiated at the initiative of stakeholders. To this end, the Company may be contacted in relation to engagement activities, depending on the specific issue, through the Chief ESG, IR & Communication Officer at the relevant contact details published on the Company's website or the Chief Regulatory & Public Affairs Officer. Requests to establish a dialogue with the Company must indicate:


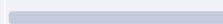







- the matters to be discussed during the dialogue and the purposes of the dialogue;
- the proposed methods for the dialogue;
- the representatives of the shareholder or stakeholder that intend to participate in the dialogue; and
- the Company representatives with whom they would like to meet.

The Company, in particular:




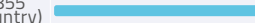
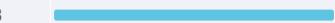
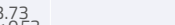



- through its **Investor Relations** activities, maintains a structured dialogue with the financial community on all information useful for evaluating investment opportunities in ERG shares: from periodic updates on results to explanations of strategy, regulatory updates and the Company's plan objectives;
- through its **Regulatory & Public Affairs** activities, maintains a structured and ongoing dialogue with the relevant institutions and authorities at national and European level, as well as with industry associations and other relevant stakeholders, with the aim of monitoring developments in the relevant legal and regulatory framework, representing the interests of the sector and contributing to public consultation processes.

These activities are carried out in compliance with the principles of transparency, fairness and consistency with the Group's strategic and sustainability objectives.

Chief Executive Officer

Performance objective	Weight	Unit of measurement	Target	Result	Minimum 50%	Target 100%	Cap 150%	Objective result	Weighted score
Group result	50%							78%	39%
Adjusted EBT (Earning Before Tax)		EUR million	241	214				78%	
					Minimum 80%	Target 100%	Cap 120%		
Sustainability	20%							113%	24%
Planet: Circular Wind on Repowering (% of material or energy recovered)	4%	%	98%	100%				120%	
Engagement: ERG Academy for Next Generation (number of students involved in educational activities on Sustainability and/or RES)	2%	no.	23,500 (4 country)	24,855 (5 country)				118%	
Engagement: Social Purpose for Solar Revamping (number of projects achieved)	2%	no.	2	3				120%	
People: Safety Always: HSE: No fatalities and compliance with Frequency Indices [internal + contractors]: combined [FI] and severe [FISev]	8%	Index	IF < 3.40 IFSev < 1.90 No fatalities	IF < 3.73 IFSev < 0.53 No fatalities				105%	
People: Impact of the female gender on workforce growth	2%	%	35%	50%				120%	
Governance: Number of Actions completed: 1) Climate Change: assessment on Physical Risk (Wind Droughts) 2) Cyber Security training 3) Update of Sustainability Policy	2%	no.	2	3				110%	
Growth Objective	30%							120%	36%
Installed production capacity		MW	130	205				120%	
Total	100%								98%

Key Managers

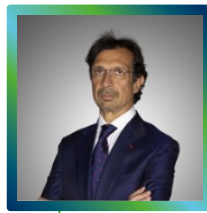
Performance objective	Weight	Unit of measurement	Target	Result	Minimum 50%	Target 100%	Cap 150%	Objective result
Group result	30%							78%
Adjusted EBT (Earning Before Tax)		EUR million	241	214				78%
					Minimum 80%	Target 100%	Cap 120%	
Sustainability	10%							113%
Planet: Circular Wind on Repowering (% of material or energy recovered)	2%	%	98%	100%				120%
Engagement: ERG Academy for Next Generation (number of students involved in educational activities on Sustainability and/or RES)	1%	n.	23,500 (4 country)	24,855 (5 country)				118%
Engagement: Social Purpose for Solar Revamping (number of projects achieved)	1%	n.	2	3				120%
People: Safety Always: HSE: No fatalities and compliance with Frequency Indices [internal + contractors]: combined [FI] and severe [FISev]	4%	Indice	IF < 3.40 IFSev < 1.90 No fatalities	IF < 3.73 IFSev < 0.53 No fatalities				105%
People: Impact of the female gender on workforce growth	1%	%	35%	50%				120%
Governance: Number of Actions completed: 1) Climate Change: assessment on Physical Risk (Wind Droughts) 2) Cyber Security training 3) Update of Sustainability Policy	1%	n.	2	3				110%
Individual Targets	60%							100%
Total	100%							



BOARD OF STATUTORY AUDITORS



Monica Mannino
Chairperson



Fabrizio Cavalli
Standing Auditor



Giulia De Martino
Standing Auditor

The current Board of Statutory Auditors, comprising 3 standing auditors and 3 alternate auditors, was appointed by the Shareholders’ Meeting of 22 April 2025; consequently, the appointment to the Board of Statutory Auditors shall expire at the date of the Shareholders’ Meeting called to approve the Financial Statements at 31 December 2027.

Appointment

For the appointment of the current Board of Statutory Auditors, two lists of candidates were presented, one by the former shareholder SQ Renewables S.p.A. and the other by a number of investors as follows²⁴:

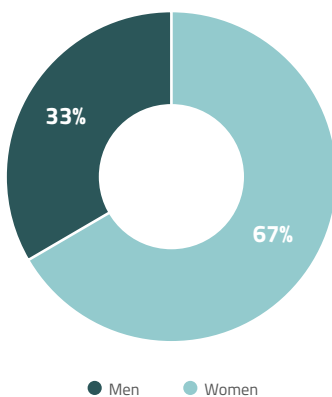
SQ Renewables S.p.A. List (majority list)

1. Fabrizio Cavalli
2. Giulia De Martino
3. Stefano Remondini
4. Vincenzo Campo Antico
5. Luisella Bergero
6. Elisabetta Barisone

Investors list (minority list)

1. Monica Mannino
2. Riccardo Foglia Taverna

**GENDER COMPOSITION
(STANDING AUDITORS)**



In accordance with the Articles of Association, the Board of Statutory Auditors consists of three standing auditors and three alternate auditors in compliance with the gender balance criterion prescribed by current laws and regulations²⁵.

The Board of Statutory Auditors is appointed on the basis of lists presented by shareholders, which, in compliance with Article 147-ter, paragraph 1, of the Italian Consolidated Finance Act (referenced by Article 148, paragraph 2 of the Consolidated Finance Act), must be filed at least twenty-five days prior to the date of the Shareholders’ Meeting and shall be made available to the public at least twenty-one days prior to the Meeting.

Each list is made up of two sections: one for candidates for the office of Standing Statutory Auditor and the other for candidates for the office of Alternate Statutory Auditor. Each list shall contain a number of candidates, listed with a progressive number, not exceeding the maximum number of statutory auditors to be elected and, with the exception of those presenting fewer than three candidates, it shall comply, for each section, with the gender balance criterion prescribed by current laws and regulations. Progressive number, not exceeding the maximum number of statutory auditors to be elected and, with the exception of those presenting fewer than three candidates, it shall comply, for each section, with the gender balance criterion prescribed by current laws and regulations.

²⁴ For the percentage of votes obtained by the lists in relation to the voting capital, please refer to the Summary Report of the voting on the items on the agenda of the Shareholders’ Meeting of 22 April 2025, available on the Company’s website (www.erg.eu) in the section “Corporate Governance/2025 Shareholders’ Meeting”.

²⁵ Pursuant to Article 148, paragraph 1-bis, of the Italian Consolidated Finance Act, as amended by Italian Law no. 160 of 27 December 2019, the Articles of Association of listed companies must reserve at least two fifths of the membership of control bodies to the less represented gender, for six consecutive terms. This division criterion applies as from the first renewal of the boards of statutory auditors of listed companies subsequent to 1 January 2020. Article 144-undecies.1 of the Issuers’ Regulation provides that if the application of the gender allocation criterion does not result in a whole number of members of the boards of directors or boards of statutory auditors belonging to the less represented gender, this number is rounded up to the next integer, with the exception of the company bodies formed by three members for which the number should be rounded down to the lower integer.

Pursuant to Article 148-ter, paragraph 1-bis, of the Consolidated Finance Act, as amended by Italian Law no. 160 of 27 December 2019, at least two-fifths of the Statutory Auditors appointed to the Board of Statutory Auditors must be of the less represented gender²⁶. Lists may only be presented by shareholders who, at the time of presenting the list, are in possession of a shareholding equal to that required for the presentation of lists for the election of Directors, currently equal to 1%²⁷. This percentage is the same as that required for the presentation of lists for the appointment of the Board of Statutory Auditors in office²⁸. Each shareholder may present or contribute to presenting only one list and each candidate may appear in only one list, under penalty of ineligibility.

The lists contain not only information about the Shareholders who submitted them and the statements made by them pursuant to the applicable regulations, but also exhaustive information about the candidates' personal and professional characteristics and their statements pursuant to the Articles of Association.

Candidates cannot be elected to the office of Statutory Auditor unless they satisfy the requirements of independence, professionalism and integrity as provided by Article 148, paragraph 3, of the Italian Consolidated Finance Act or if they already serve as Standing Auditor in five listed companies²⁹.

If, at the expiration of the term for the presentation of the lists as indicated above, only one list has been filed, or only lists presented by mutually connected shareholders, according to the definition set out in the applicable regulations, then lists may be presented until the third day following that date, in accordance with Article 144-sexies, paragraph 5, of the Issuers' Regulation. In this case, the thresholds provided for the presentation of lists are halved.

Any list presented that does not comply with the required prescriptions³⁰ shall be considered not to have been presented.

If no list is presented in spite of the completion of the aforesaid procedure, a majority vote shall be taken in such a way as to ensure that the composition of the Board of Statutory Auditors complies with current laws and regulations and with the Articles of Association. The Shareholders' Meeting appoints the Chairperson.

If no second list is presented or voted, the entire Board of Statutory Auditors shall comprise, in the order of presentation, the candidates of the single list voted. The first person on the list is elected Chairperson. If more than one list is submitted, the following are elected: from the list that obtained the highest number of votes, in the sequential order in which they are listed, two standing members and two alternate members; the third standing member and the third alternate member are elected by choosing the candidates for the respective positions indicated in first place on the list that has obtained the highest number of votes after the first, from among those presented and voted on by minority shareholders who are not connected even indirectly with the shareholders who submitted or voted for the list that came first in terms of number of votes, according to the regulatory provisions in force and without prejudice to the provisions of Article 22, paragraph 13-bis, of the Articles of Association regarding compliance with the criterion of gender balance in the composition of the Board of Statutory Auditors. The standing auditor

drawn from the minority list is appointed Chairperson.

If the lists receive equal numbers of votes, the candidate of the list that was presented by the shareholders owning the largest shareholding or, subordinately, by the higher number of shareholders is elected.

Replacement

Should a standing auditor need to be replaced, an alternate auditor belonging to the same list shall take his/her place in the order defined in Article 22, paragraph 12, of the Articles of Association, without prejudice to compliance with the gender balance criterion envisaged by current legislative and regulatory provisions.

The Shareholders' Meeting shall appoint the standing and/or alternate statutory auditors necessary to reconstitute the Board of Statutory Auditors as follows:

- A. should the Board of Statutory Auditors need to be reconstituted in order to replace statutory auditors belonging to both the majority list and the minority list, voting shall be carried out using the same list-voting methods envisaged for the appointment of the Board of Statutory Auditors;
- B. should the Board of Statutory Auditors need to be reconstituted in order to replace an auditor or auditors chosen from the majority list, voting shall be carried out in the same way as provided for in Article 22, paragraph 10, of the Articles of Association;
- C. should the Board of Statutory Auditors need to be reconstituted in order to replace a statutory auditor or auditors chosen from the minority list, voting shall be carried out in the same way as for the appointment of the Board, but the majority shareholders cannot present their own list.

In the event that it is not possible to reconstitute the Board of Statutory Auditors by following the procedure referred to in Article 22, paragraph 16, of the Articles of Association, the Shareholders' Meeting may proceed to replace Statutory Auditors who have ceased to hold office for any reason, choosing the new members from among those belonging to the same list to which the outgoing Statutory Auditors belonged, according to their progressive order in the list, after verifying that they are still eligible and willing to accept the office, notwithstanding the possibility, for the replacement of minority auditors, and in the absence of candidates as identified above, that the replacement appointed may be the first candidate on the minority list that received the second highest number of votes, without prejudice to compliance with the gender balance criterion envisaged by current legislative and regulatory provisions.

In the event that the Shareholders' Meeting is called upon to fill a vacancy within the Board of Statutory Auditors and no list of candidates has been promptly and duly presented, and it is not possible to proceed with the replacement pursuant to the previous paragraph, the vacancy shall be filled on the basis of proposals presented by one or more Shareholders at the Meeting (where the Meeting has not been convened in the manner provided for in Article 10, paragraph 3-bis of the Articles of Association) and resolved by the latter with the legal majorities and in compliance with the applicable legislation.

²⁶ Reference is made to the specifications made in Note 27.

²⁷ Pursuant to CONSOB resolution no. 155 of 27 January 2026.

²⁸ Pursuant to CONSOB resolution no. 123 of 30 January 2025.

²⁹ It is noted in this regard that the disclosure obligations as per Article 144-quaterdecies of the Issuers' Regulation do not apply to those who serve as members of the board of statutory auditors of a single issuer.

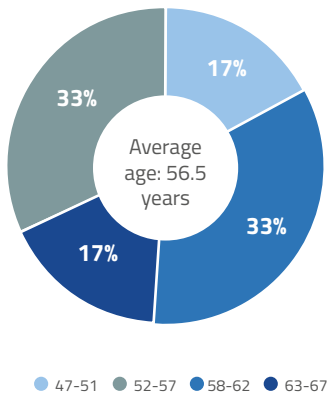
³⁰ For further information, including information about the provisions aimed at assuring compliance with the gender balance criterion in the composition of the Board of Statutory Auditors, please refer to the Articles of Association, available on the Company's website (www.erg.eu) in the "Corporate Governance/Ethics and Governance" section.

Composition

The Statutory Auditors in office at the date of approval of the Report are the following³¹:

Monica Mannino	<i>Chairperson</i>
Fabrizio Cavalli	<i>Standing Auditor</i>
Giulia De Martino	<i>Standing Auditor</i>
Vincenzo Campo Antico	<i>Alternate Auditor</i>
Luisella Bergero	<i>Alternate Auditor</i>
Riccardo Foglia Taverna	<i>Alternate Auditor</i>

**COMPOSITION BY AGE GROUPS
(STANDING AND ALTERNATE AUDITORS)**



Independence assessment

In the first meeting after appointment, which took place on 13 May 2025, the Board of Statutory Auditors assessed the personal and professional characteristics of each statutory auditor and concluded that all its members can be qualified as independent with reference not only to the provisions of Article 148, third paragraph, of the Italian Consolidated Finance Act, but also with reference to the rules of conduct of the Board of Statutory Auditors drawn up by the Italian National Board of Chartered Accountants and to the Corporate Governance Code, also taking into account the "quantitative" and "qualitative" criteria, defined in paragraph 1.4.1 of the Regulation, used to determine, for the purposes of assessing the independence of the members of the Board of Statutory Auditors, the relevance or otherwise of any relationships they have with the Company or other parties connected to it.

The Board of Directors, in the light of the information provided in this regard by the members of the Board of Statutory Auditors and the statement by the Chairperson of the Board himself, during the meeting of 15 May 2025, positively assessed the independence of the members of the Board of Statutory Auditors not only with

reference to the provisions of Article 148, third paragraph, of the ICFA, but also with reference to the rules of conduct of the Board of Statutory Auditors drawn up by the Italian National Board of Chartered Accountants and the Code, also taking into account the "quantitative" and "qualitative" criteria, defined in paragraph 1.4.1 of the Regulations, used to determine, for the purposes of assessing the independence of the members of the Board of Statutory Auditors, the relevance or otherwise of any relationships they have with the Company or other parties connected to it, in relation to which reference is made to what is illustrated in the "Independence Assessment" paragraph of the section "Statutory Auditors Performance Review".

Expertise and Activities carried out

The Board of Statutory Auditors verified and monitored the independence of the Independent Auditors verifying both compliance with the regulatory provisions on the matter, and the nature and extent of services, other than auditing, performed for the Company and for its subsidiaries by the Independent Auditors and by entities belonging to its network.

The Board of Statutory Auditors also monitored the process of financial disclosure, checked the effectiveness of the internal control, internal audit and risk management systems and monitored the statutory audit of the separate and consolidated financial statements.

The Board of Statutory Auditors, in the performance of its activities, was supported by the Internal Audit Division, coordinating with the Control, Risk and Sustainability Committee³².

The Board of Statutory Auditors, at its meeting of 20 February 2026, proceeded to carry out, including through the use of a self-assessment questionnaire designed for such purpose by Corporate Affairs, Compliance 231 & Privacy, an assessment with regard to the size, composition and functioning of the Board of Statutory Auditors in the course of 2024. In line with the results of the process carried out in 2025, the self-assessment showed a **balanced allocation of expertise** within the Board of Statutory Auditors. The findings of this process were communicated to the Board of Directors in the meeting of 25 February 2026.

During the 2025 financial year, the Board of Statutory Auditors held **23 meetings**, while for the year 2026 there are expected to be no fewer than **10 meetings**.

The average duration of the meetings held by the Board of Statutory Auditors was around **2 hours and 45 minutes**.

At the date of approval of this document, the Board of Statutory Auditors had met **3 times**.

³¹ For the personal and professional qualifications of current members of the Board of Statutory Auditors, please refer to the relevant curriculum vitae available on the Company's website (www.erg.eu) in the section "Corporate Governance/Board of Statutory Auditors".

³² For further information, please refer to the report of the Board of Statutory Auditors for the year 2025, pursuant to Article 153 of Italian Legislative Decree no. 58/1998.

Appointments as director or statutory auditor held by Statutory Auditors in other companies listed in regulated markets, including abroad, in finance, banking and insurance companies or companies of significant size³³ at 31 December 2025³⁴:

Monica Mannino	<i>Chairperson of the Board of Statutory Auditors of Tinexta Cyber S.p.A.</i> <i>Standing Auditor of Fiera Milano S.p.A.</i> <i>Standing Auditor of Tinexta S.p.A.</i> <i>Standing Auditor of North Sails Apparel S.p.A. SB</i>
Fabrizio Cavalli	<i>Chairperson of the Board of Statutory Auditors of Cosiarma S.p.A.</i> <i>Chairperson of the Board of Statutory Auditors of SFK Seals Italy S.p.A.</i> <i>Chairperson of the Board of Statutory Auditors of Palazzo Antinori S.r.l.</i> <i>Chairperson of the Board of Statutory Auditors of MinervaHub S.p.A.</i> <i>Chairperson of the Board of Statutory Auditors of Holding Terra Moretti S.p.A.</i> <i>Standing Auditor of SKF Industrie S.p.A.</i> <i>Standing Auditor of Garmon S.p.A.</i> <i>Independent Director of Battaglio Gestioni S.r.l.</i>
Giulia De Martino	<i>Standing Auditor of Eni Trade & Biofuels S.p.A.</i> <i>Standing Auditor of ENILIVE S.p.A.</i> <i>Standing Auditor of SITMB S.p.A.</i> <i>Director of Cassa Lombarda S.p.A.</i>

IMPORTANT PUBLIC OFFICES³⁵

Giulia De Martino	Standing Auditor of ENILIVE S.p.A. Standing Auditor of ENI Trade & Biofuels S.p.A. Director of ENAC Director of INPS SERVIZI S.p.A.
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SHAREHOLDERS' MEETING

Article 10 of the Articles of Association states that, in compliance with laws and regulations, holders of voting rights who have obtained a suitable certification issued in accordance with current regulations by the broker and notified to the Company according to the procedures and within the term set by current laws and regulations, are entitled to attend Shareholders' Meetings. Holders of voting rights may be represented by written proxy in the Shareholders' Meeting, within the limits and according to the procedures prescribed by current laws and regulations. The proxy may be notified via certified electronic mail in accordance with the procedures indicated in the convening notice or using a different instrument, which may be indicated in the notice.

Article 11 of the Articles of Association states that the Shareholders' Meeting must be convened by the Board of Directors at least once a year, no later than one hundred and twenty days from the closing date of the year or, if the Company must prepare Consolidated Financial Statements and if required by specific provisions related to

the organisation or the purpose of the Company, no later than one hundred and eighty days. Article 12 of the Articles of Association states that the Shareholders' Meeting is convened by means of notice to be prepared and published within the terms and according to the procedures prescribed by current laws and regulations. Article 13 of the Articles of Association states that the provisions of law shall apply for the quorum of both Ordinary and Extraordinary Shareholders' Meetings and for the validity of their resolutions.

MEETING REGULATIONS

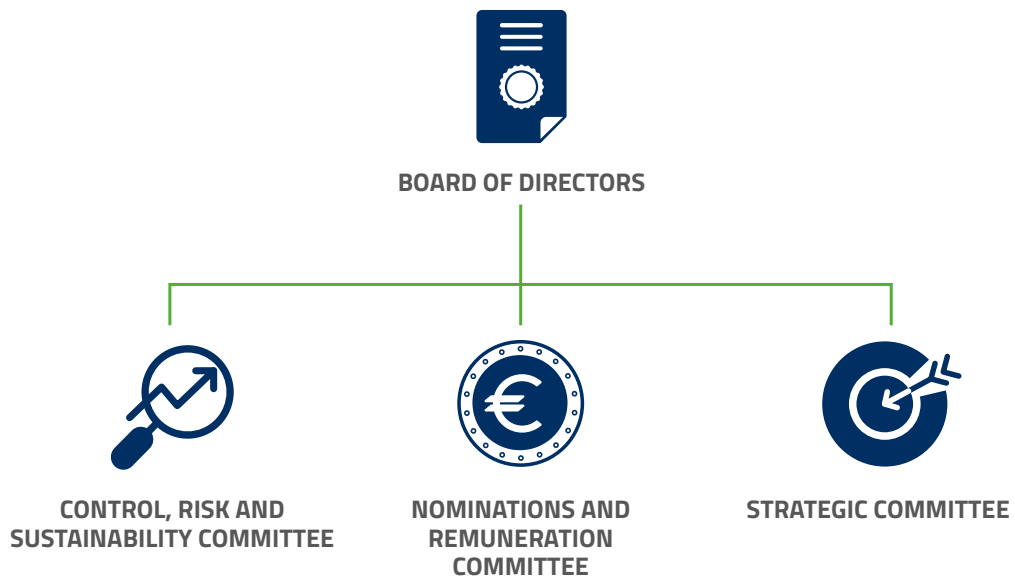
At the Ordinary Shareholders' Meeting, shareholders approved Regulations governing the proceedings of Ordinary and Extraordinary Shareholders' Meetings. Article 14 of the Articles of Association expressly gives the Ordinary Shareholders' Meeting the possibility of adopting Meeting Regulations.

³³ Pursuant to the provisions of Article 144-duodecies, letter f), of the Issuers' Regulation.

³⁴ Other than offices held in Group companies.

³⁵ Information on the appointment of any members of the administrative, management and supervisory bodies who, in the two years prior to their appointment in the current period of reference, held a comparable position in the public administration (including regulatory authorities).

5.2 BOARD COMMITTEES



 CONTROL, RISK AND SUSTAINABILITY COMMITTEE



Federica Lolli
Director



Marina Natale
Director



Elisabetta Oliveri
Director

Composition:

Federica Lolli – *Chairperson*
Marina Natale
Elisabetta Oliveri

Giovanni Marco Scollo – *Secretary*

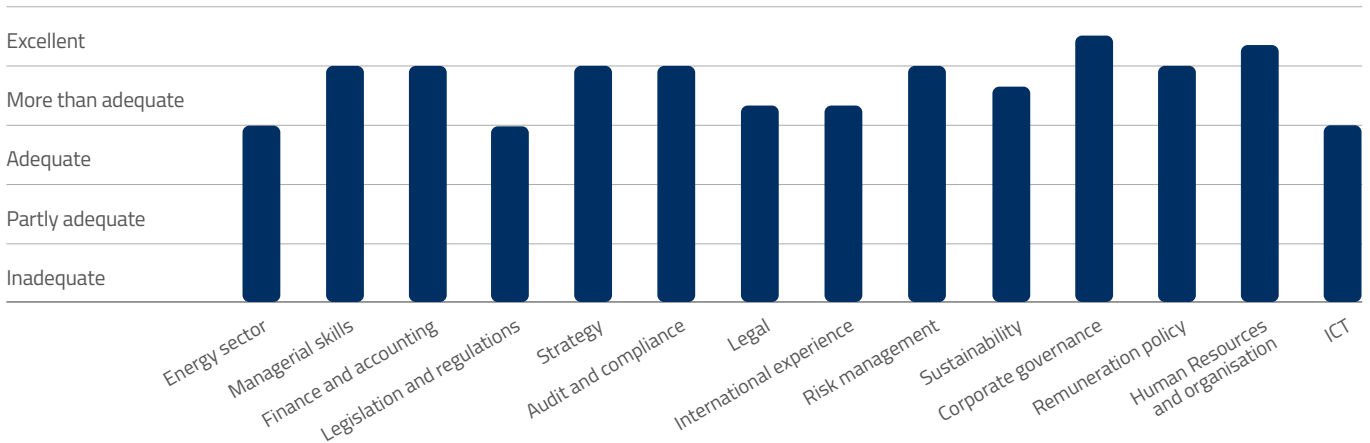
The current Control, Risk and Sustainability Committee is comprised of three non-executive Directors, all independent as per the Italian Consolidated Finance Act and the Code, appointed by the Board of Directors in the meeting of 23 April 2024.

In the first meeting of the Committee, held on 10 May 2024, the Director Federica Lolli, taking into account the experience gained by her over the previous three-year period, was appointed Chairperson of the Control, Risk and Sustainability Committee. During the same meeting held on 10 May 2024, the Committee appointed a Secretary from outside of its members. Together with the Secretary, the Chairperson coordinates the activities of the Committee and chairs its meetings. The members of the Committee have adequate experience in accounting, finance and risk management, as well as in governance and sustainability³⁶.

THE PROFESSIONAL SKILLS WITHIN THE CURRENT CONTROL, RISK AND SUSTAINABILITY COMMITTEE

The average professional expertise score is **more than adequate (75%)**:

- two skills were rated as **excellent**
- nine skills were rated as **more than adequate**
- three skills were rated as **adequate**

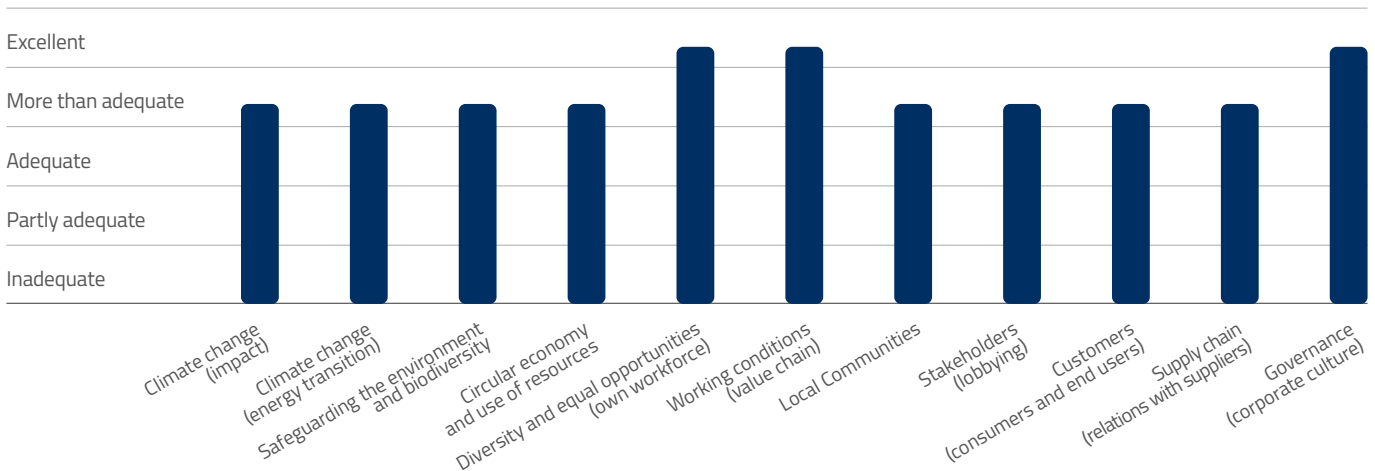


³⁶ These characteristics were assessed by the Board of Directors at the meeting of 23 April 2024 and during the self-assessment process on 25 February 2025.

ESG SKILLS-EXPERTISE OF THE CONTROL, RISK AND SUSTAINABILITY COMMITTEE*

The average ESG skills-expertise score is **more than adequate (72%)**:

- three skills were rated as **excellent**
- eight skills were rated as **more than adequate**



* With respect to the business of the ERG Group and taking into account the objectives of the Business Plan and the ESG Plan.

The Control, Risk and Sustainability Committee meetings are attended by the Chairperson of the Board of Statutory Auditors or another auditor designated by her or, depending on the topics to be discussed, by all members of the Board of Statutory Auditors. The Chairperson of the Board of Directors, the Executive Deputy Chairperson and the Director in charge of the ICRM System and the Chief Executive Officer may also participate in the meetings, by invitation, as they are authorised to intervene on the issues under consideration and to identify the appropriate interventions for dealing with situations, including potentially critical ones, as may (again in relation to the topics discussed), the Chief Financial Officer, the Manager responsible for preparing the company's financial reports, the Chief Audit Officer, the Head of Group Administration, the Head of AFC Compliance, the Head of Finance & Group Risk Management, the Head of Corporate Affairs, 231 Compliance & Privacy, the Chief ESG, IR & Communication Officer and the Chief Human Capital & ICT Officer.

Employees of ERG Group Companies, representatives of the Independent Auditors and, in general, persons whose presence is believed to be necessary or advisable for the discussion of the items on the agenda may also be invited to attend meetings of the Control, Risk and Sustainability Committee.

The Chief Audit Officer, in particular, is invited to attend the meetings in order to report, at least once a quarter, on the activity carried out from time to time.

The Manager responsible for preparing the Company's financial reports is invited to attend the meetings, together with the Head of Group Administration, in order to inform, at least quarterly (when the interim financial reports are published), about the accounting standards applied in the preparation of periodic financial statements and, at least half-yearly, about the activity carried out from time to time in accordance with Article 154-bis of the Italian Consolidated Finance Act.

The Head of AFC Compliance is invited to participate in meetings in order to report, on a six-monthly basis, on the activity carried out from time to time with reference to Compliance pursuant to Italian Law no. 262/05 and annually in relation to the Tax Control Framework as well as regarding the controls that are relevant for the purposes of Consolidated Sustainability Statement

The Head of Finance & Group Risk Management is invited to attend the meetings in order to report, on a six-monthly basis, on the activity carried out from time to time with reference to Risk Management.

The Head of Corporate Affairs, 231 Compliance & Privacy is invited to attend the meetings in order to report, on a six-monthly basis, on the activity carried out from time to time with reference to compliance with Italian Legislative Decree no. 231/01 and Anti-Corruption laws and on the proposed amendments to the main corporate governance documents for the purposes of their subsequent approval by the Board of Directors.

The Chief ESG, IR & Communication Officer is invited to attend meetings in order to report on the Consolidated Sustainability Statement and the ESG Plan for the purposes of their subsequent approval by the Board of Directors and on the activities carried out from time to time in relation to the objectives of the ESG Plan. The Chief Human Capital & ICT Officer is invited to attend meetings in order to report on the Report on the remuneration policy and fees paid out pursuant to Article 123-ter of Italian Legislative Decree no. 58 of 24 February 1998.

Meetings of the Control, Risk and Sustainability Committee may also be held by teleconference or videoconference, provided that all participants can be identified and are able to follow the discussion and intervene in real time in the discussion of the items on the agenda. If these requirements are met, the Control, Risk and Sustainability Committee meeting is deemed to be held in the place where it was convened, where the meeting secretary must be located.

For meetings to be valid, a majority of the members in office must be present. The Control, Risk and Sustainability Committee resolves by an absolute majority of those present; in the event of a tie, the vote of the person chairing the meeting shall prevail.

The minutes of the meetings are signed by the Chairperson and the secretary. The Control, Risk and Sustainability Committee meets at least quarterly, according to a schedule set with sufficient advance notice.

Members of the Control, Risk and Sustainability Committee are provided with, at least 48 hours before the meeting, other than in exceptional cases, the documentation and information required to enable the Control, Risk and Sustainability Committee to express an informed opinion

on the matters under consideration. This documentation is made available through the use of specific computer systems suitable for protecting confidentiality. The members of the Control, Risk and Sustainability Committee and Statutory Auditors are required to maintain the confidentiality of the documents and information acquired in the performance of their duties and to comply with the rules adopted by the Company for the management and processing of relevant and inside information and for the dissemination of statements and information to the public as set out in detail in the Market Information Procedure.

In the event that it is not possible to send the relevant documentation in advance for some of the topics dealt with, the Chairperson, with the support of the secretary, shall ensure that specific and punctual in-depth analyses are in any case guaranteed and/or carried out, also with the support of the Key Managers or Managers competent for the matter, invited to participate for this purpose.

The Control, Risk and Sustainability Committee has access to the information necessary to perform its duties and may make use of external consultants. Within the scope of the activity performed by the Committee members for the purposes of the Procedure for Related Party Transactions, the Board of Directors has not set any expense limit even for transactions of "Minor Relevance".

Tasks

The Control, Risk and Sustainability Committee advises and issues recommendations to the Board of Directors and performs the role and tasks provided for by the Code. As from the date of endorsement by the Company of the edition of the former Corporate Governance Code published in July 2015, the Chairperson of the Control, Risk and Sustainability Committee reports to the Board of Directors at the first board meeting on the meetings held by the Committee in the intervening period.

In general, it supports – through adequate due diligence – the evaluations and decisions of the Board of Directors relating to the ICRM System as well as those relating to the approval of periodic financial reports.

Specifically it:

- assists the Board of Directors in the following tasks prescribed by the Code: definition of the guidelines of the ICRM System; periodic verification of the adequacy of the actual operation and efficiency of the ICRM System; verification that the main corporate risks are correctly identified, adequately measured, managed and monitored;
- expresses opinions on specific aspects pertaining to the identification of the main corporate risks as well as to the design, implementation and management of the ICRM System;
- supports, with adequate investigations, the evaluations and decisions of the Board of Directors relating to the management of risks arising out of prejudicial acts of which the Board of Directors is aware;
- expresses its own opinion on the appointment and termination of the Chief Audit Officer and on the proposal for his/her remuneration formulated by the Director in charge of the ICRM System;
- monitors the independence, adequacy, effectiveness and efficiency of the Internal Audit function;
- assesses the annual work plan and the related budget prepared by the Chief Audit Officer and his/her periodic audit reports, requesting, where applicable, audits on specific operating areas;
- reviews the results of the activities of the Manager responsible for preparing the Company's financial reports;
- assesses, after consulting the Manager responsible for preparing

the company's financial reports, the Independent Auditors and the Board of Statutory Auditors, the correct use of accounting standards and their uniformity for the purposes of preparing the consolidated financial statements, the draft statutory financial statements and the condensed interim consolidated financial statements;

- assesses the suitability of periodic financial and non-financial information to correctly represent the Company's business model, strategies, the impact of its activities and the performance achieved;
- reviews the content of periodic non-financial information relevant to the ICRM System;
- maintains appropriate relations with the Independent Auditors, the Board of Statutory Auditors, the Director in Charge of the ICRM System, the Chief Audit Officer, and other departments within the ERG Group's organisational structure that communicate with these parties, in such a way as to encourage them to carry out their respective activities in common areas of intervention in an effective and coordinated manner;
- informs the Board of Directors, at least once every six months, upon approval of the annual and interim financial reports, about the work carried out and the adequacy of the ICRM System;
- reviews the annual work plan prepared by the Supervisory Body, established pursuant to the provisions of Italian Legislative Decree no. 231/01 and its interim reports;
- reviews the Risk Report on the Business Plan;
- reviews the annual work plan prepared by 231 Compliance & Privacy and its interim reports;
- reviews the Consolidated Sustainability Statement, after having verified the process by which the materiality matrix was defined, and the ESG Plan, as well as the activity carried out from time to time with respect to the objectives of the ESG Plan;
- reviews the Report on remuneration policy and fees paid out pursuant to Article 123-ter of Italian Legislative Decree no. 58 of 24 February 1998;
- assesses the ongoing adequacy over time of the Market Information Procedure and the main corporate governance documents;
- provides the Board of Directors, the Chairperson, the Executive Deputy Chairperson and the Chief Executive Officer with all other advice and proposals deemed by the Committee to be necessary or appropriate for them to better carry out their respective duties in the areas of control, risk management and corporate disclosure;
- provides the Board of Directors and the delegated bodies with the opinions provided for by the Related Parties Procedure, where appropriate supplementing its composition in accordance with the provisions of the Related Parties Procedure itself;
- carries out any other duties assigned to it by the Board of Directors.


In the performance of its duties, the Committee was able to access the information and made use of the company functions necessary to carry out its tasks.

In 2025, the Committee held **11 meetings** – all duly recorded in minutes – during which, in addition to approving its calendar and organising its work, it addressed topics related to the following macro-topics:

- **Group governance**
- **Internal Control and Risk Management System**
- **Obligations as per Italian Legislative Decree no. 231/01 and the Anti-Corruption System**
- **Group administrative and accounting processes**
- **Sustainability**
- **Related parties**
- **Whistleblowing System**

The most significant issues covered by the Committee are as follows:

With regard to Group Governance:

 **Guidelines, procedures and standards**

- it gave its favourable opinion on the proposal to update the Supplier Code of Conduct;
- it gave its favourable opinion on the proposal to update the Anti-Corruption System and Policy;
- it gave its favourable opinion on the proposal to update the Sustainability Policy;
- it examined and approved the updated Internal Audit mandate, also taking into account the process for obtaining certification by Internal Audit in accordance with the Global Internal Audit Standards 2024.


Specific in-depth examinations carried out

- it analysed and approved its own Report on the activities carried out in the first half of 2025 and on the adequacy of the Internal Control and Risk Management System;
- it analysed and shared the approach followed in preparing the Report on Corporate Governance and Ownership Structure at 31 December 2024;
- it examined the approach followed in the preparation of the Report on the remuneration policy and fees paid out relative to financial year 2024-2025;
- it examined and shared the procedures used for the management and coordination activities carried out by ERG S.p.A. in respect of direct and indirect subsidiaries, in Italy and abroad, taking account of the changes in this area since the last assessment, as well as the relationships between the Company and S.Q Renewables S.p.A.


With regard to the Internal Control and Risk Management System:

 **Dealings with Director in charge of the Internal Control and Risk Management System**

- it expressed a favourable opinion on the proposal to determine the variable remuneration relating to 2024 and to define the fixed and variable remuneration relating to 2025 for the Chief Audit Officer.


 **Dealings with Internal Audit**

- it examined the report on the Internal Audit activities carried out in 2024, noting the relative results;
- it reviewed the quarterly update on Internal Audit, taking note of the relative results;
- it examined and issued a favourable opinion on Internal Audit activity plan and budget for the year 2026;
- it examined and shared the process that led to obtaining certification by Internal Audit in accordance with the Global Internal Audit Standards 2024.

 **Dealings with Finance & Group Risk Management**

- it examined the six-monthly update of the Risk Report on the Business Plan 2024-2026, taking note of the relative results;
- it examined the Risk Report on the Business Plan 2024-2026, updated for the period 2025-2026, taking note of the relative results.


With regard to the obligations as per Italian Legislative Decree no. 231/01 and the Anti-Corruption System:

 **Dealings with the Supervisory Body**

- it examined, on a six-monthly basis, the periodic reports on the activity carried out by the Supervisory Body, taking note of the relative results;
- it examined the Supervisory Body schedule of activities and budget for the year 2026;


Specific in-depth examinations carried out

- it received detailed information from the Executive Deputy Chairperson regarding some news that appeared in the press towards the end of October 2024 concerning the relations between the Company and Equalize S.r.l. and the consequent verifications carried out and activities implemented by the Company.

 **Dealings with 231 Compliance & Privacy**

- it analysed the interim reports on activities in relation to Compliance as per Italian Legislative Decree no. 231/01 and anti-corruption laws, taking note of the relative results;
- it examined the schedule of activities in relation to Compliance as per Italian Legislative Decree no. 231/01 and anti-corruption laws for 2026.

With regard to the Group's administrative and accounting processes


 **Dealings with the Manager responsible for preparing the Company's financial reports**

- it assessed the implementation of the impairment test procedure for the Financial Statements at 31 December 2024 and the most relevant general issues resulting from its application;
- it assessed, together with the Manager responsible for preparing the Company's financial reports, and having consulted the Independent Auditors KPMG S.p.A. and the Board of Statutory Auditors, the correct use of the accounting standards for the purposes of drawing up the draft Financial Statements at 31 December 2024 and the Interim Financial Report at 30 June 2025, and their uniformity for the purposes of drawing up the Consolidated Financial Statements, as well as the fundamental issues arising in the course of the statutory audit;
- it took note, having consulted the Manager responsible for preparing the Company's financial reports, together with the Board of Statutory Auditors, of the financial position, financial performance and cash flow highlights in the interim financial

reports at 31 March 2025 and 30 September 2025, making no observations or remarks in this regard.


Specific in-depth examinations carried out

- it analysed the main aspects relating to the domestic tax consolidation scheme of ERG S.p.A. and of the indirect subsidiaries ERG Wind Investments S.r.l. and ERG Solar Holding S.r.l.;
- it took note of the main features of the intra-group service agreements for 2025;
- it examined the methods for renewing the Group VAT liquidation procedure for the 2025 tax year.

 **Dealings with 262 Compliance, Tax and CSRD**

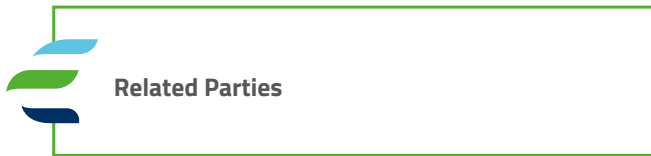
- it examined the Risk assessment for the year 2025 pursuant to Italian Law no. 262/05 and the testing plan relating to the Tax Control Framework;
- it analysed the interim reports on Compliance activities as per Italian Legislative Decree no. 262/05 and the results of the testing plan related to the Tax Control Framework, from which no elements emerged that could impede the issue of the statement by the Manager responsible for preparing the Company's financial reports and the statement by the Chief Executive Officer of ERG S.p.A. pursuant to Article 154-bis, paragraph 5, of the Italian Consolidated Finance Act;
- it acknowledged the activities carried out to make the TCF of the companies ERG S.p.A. and ERG Power Generation S.p.A. eligible for access to the collaborative compliance regime.
- it analysed the annual report on compliance with Consolidated Sustainability Statement, from which no elements emerged that could impede the issue of the statement by the Manager responsible for preparing the Company's financial reports and by the Chief Executive Officer of ERG S.p.A. pursuant to Article 154-bis, paragraph 5-ter, of the Italian Consolidated Finance Act.

With regard to sustainability

 **Relations with the Chief ESG, IR & Communication Officer**

- it examined and shared the approach followed in the preparation of the Consolidated Sustainability Statement at 31 December 2024;
- it took note of the reporting of the 2024 objectives of the 2024-2026 ESG Plan;
- it analysed and shared the outline followed in the preparation of the 2024-2026 ESG Plan, updated for the period 2025-2026;
- it took note of the first half-year 2025 report on the objectives of the 2024-2026 ESG Plan, updated for the period 2025-2026;
- it examined and shared the main characteristics of the Materiality Matrix for the Consolidated Sustainability Statement at 31 December 2025;
- it examined and shared the main regulatory updates on Consolidated Sustainability Statement.

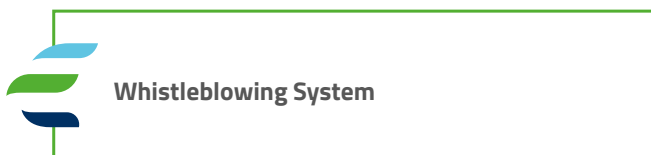
With regard to



Related Parties

- it examined the checks carried out on the thresholds as referred to in the Procedure for Related Party Transactions and acknowledged their appropriateness;
- pursuant to the provisions of the Related Party Transactions Manual, it examined the information received, on a half-yearly basis, on the application of the exemption cases indicated by the Regulation adopted by Consob with resolution no. 17221 of 12 March 2010 as amended and updated, with reference to the transaction approved or executed in the reference period, in order to carry out an ex-post examination of the application of the exemption cases.

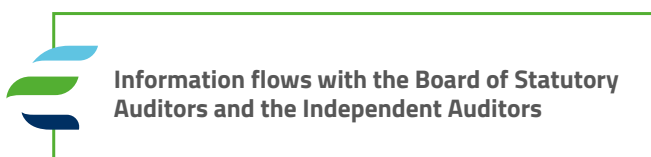
With regard to



Whistleblowing System

- it examined, pursuant to the provisions of the Whistleblowing Guidelines, the information received, on a half-yearly basis, from the Chairperson of the Whistleblowing Committee, regarding reports received.

With regard to



Information flows with the Board of Statutory Auditors and the Independent Auditors

- it has been in regular contact with the Board of Statutory Auditors, which participated in all the Committee meetings, and with the Independent Auditors, which participated in all the Committee meetings in which the periodic financial reports were analysed;
- it consulted the Board of Statutory Auditors and the Independent Auditors as part of the process to assess the proper application of accounting standards and their consistency for the purposes of drawing up periodic financial reports.

Main activities of significance carried out after 31 December 2025

With regard to Group Governance:

Guidelines, procedures and standards

Specific in-depth examinations carried out

- it analysed and approved its own Report on the activities carried out in the 2025 financial year and on the adequacy of the Internal Control and Risk Management System;
- it analysed and shared the approach followed in preparing the Report on Corporate Governance and Ownership Structure at 31 December 2025;

- it examined the approach followed in the preparation of the Report on the remuneration policy and fees paid out relative to financial year 2025-2026.

With regard to the Internal Control and Risk Management System

Dealings with Internal Audit

- it analysed the report on the Internal Audit activities carried out in 2025, noting the relative results.

Dealings with Finance & Group Risk Management

- it examined the six-monthly update of the Risk Report on the 2024-2026 Business Plan, updated for the period 2025-2026.

Dealings with Health, Safety, Environment & Quality

- it examined an in-depth analysis of the main impacts of Italian Law Decree no. 159/2025 on occupational safety.

With regard to the obligations as per Italian Legislative Decree no. 231/01 and the Anti-Corruption System

Dealings with the Supervisory Body

- it analysed the report on the activities of the Supervisory Body carried out in 2025, noting the relative results.

Dealings with 231 Compliance

- it analysed the report on Compliance activities pursuant to Italian Legislative Decree no. 231/01 and on anti-corruption carried out in 2025, noting the relative results.

With regard to the Group's administrative and accounting processes

Dealings with the Manager responsible for preparing the Company's financial reports

- it assessed the implementation of the impairment test procedure for the Financial Statements at 31 December 2025 and the most relevant general issues resulting from its application;
- it assessed, together with the Manager responsible for preparing the Company's financial reports, and having consulted the Independent Auditors KPMG S.p.A. and the Board of Statutory Auditors, the correct use of the accounting principles for the purpose of preparing the Draft Financial Statements at 31 December 2025 and their homogeneity for the purpose of preparing the Consolidated Financial Statements;

Specific in-depth examinations carried out

- it analysed the main aspects relating to the domestic tax consolidation scheme of ERG S.p.A. and of the indirect subsidiaries ERG Wind Investments S.r.l. and ERG Solar Holding S.r.l. (the latter expiring on 31 December 2025);
- it examined the methods for renewing/performing the Group VAT liquidation procedure for the 2025 tax year;
- acknowledged the results of the selection procedure for the assignment of the statutory audit engagement pursuant to Regulation (EU) no. 537/2014 for the years 2027-2035;

262 Compliance, Tax and CSRD

- it analysed the interim report on compliance activities pursuant to Italian Legislative Decree no. 262/05 and the results of the testing plan related to the Tax Control Framework, from which no elements emerged that could impede the issue of the statement by the Manager responsible for preparing the Company's financial reports and the statement by the Chief Executive Officer of ERG S.p.A. pursuant to Article 154-bis, paragraphs 5 and 5-ter, of the Italian Consolidated Finance Act.

With regard to sustainability

Dealings with the Chief ESG, IR & Communication Officer

- it examined the approach followed in the preparation of the Consolidated Sustainability Statement at 31 December 2025;
- it took note of the 2025 report on the objectives of the 2024-2026 ESG Plan, updated for the period 2025-2026;

With regard to Related Parties

- it examined the checks carried out on the thresholds as referred to in the Procedure for Related Party Transactions and acknowledged their appropriateness;
- pursuant to the provisions of the Related Party Transactions Manual, it examined the information received, on a half-yearly basis, on the application of the exemption cases indicated by the Regulation adopted by Consob with resolution no. 17221 of 12 March 2010 as amended and updated, with reference to the transaction approved or executed in the reference period, in order

to carry out an ex-post examination of the application of the exemption cases.

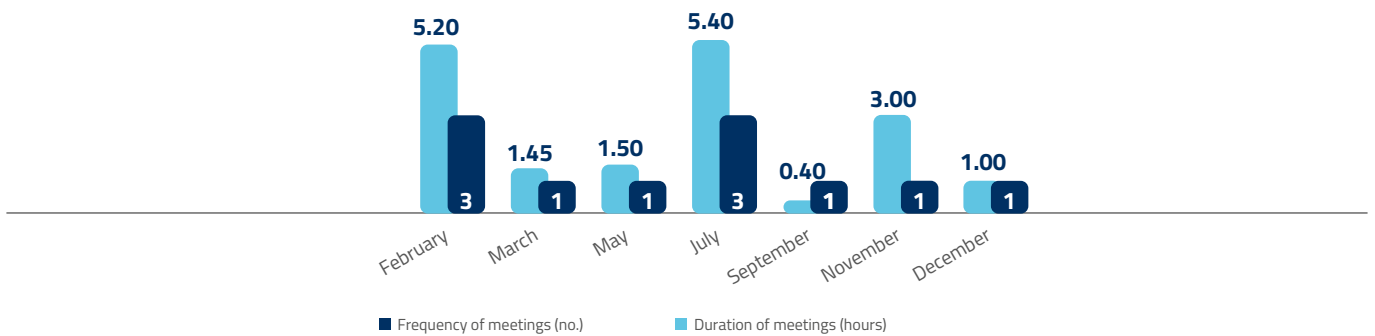
With regard to the Whistleblowing System

- it examined, pursuant to the provisions of the Whistleblowing Guidelines, the information received, on a half-yearly basis, from the Chairperson of the Whistleblowing Committee, regarding reports received.

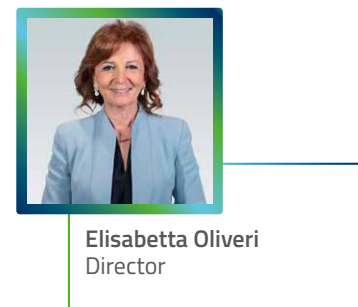
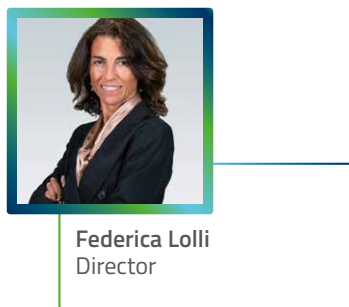
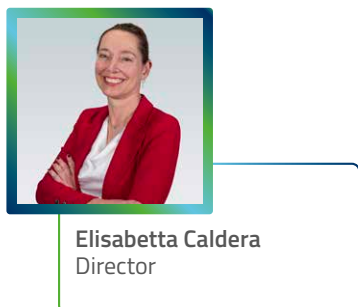
The Committee deemed it possible to confirm, in light of the activities carried out in 2025, its positive assessment with regard to the adequacy of the Internal Control and Risk Management System.

The average duration of the meetings held by the Committee was **around 1 hour and 45 minutes**.

At the date of approval of this document, the Control, Risk and Sustainability Committee had met **5 times**.



NOMINATIONS AND REMUNERATION COMMITTEE



Composition:

Elisabetta Caldera – *Chairperson*
Federica Lolli
Elisabetta Oliveri

Giovanni Marco Scollo – *Secretary*

The current Nominations and Remuneration Committee is comprised of three non-executive Directors, all independent as per the Italian Consolidated Finance Act and the Code, appointed by the Board of Directors in its meeting of 23 April 2024.

At the first meeting of the Committee, held on 10 May 2024, the Director Elisabetta Caldera was appointed Chairperson of the Nominations and Remuneration Committee, in view of her professional experience.

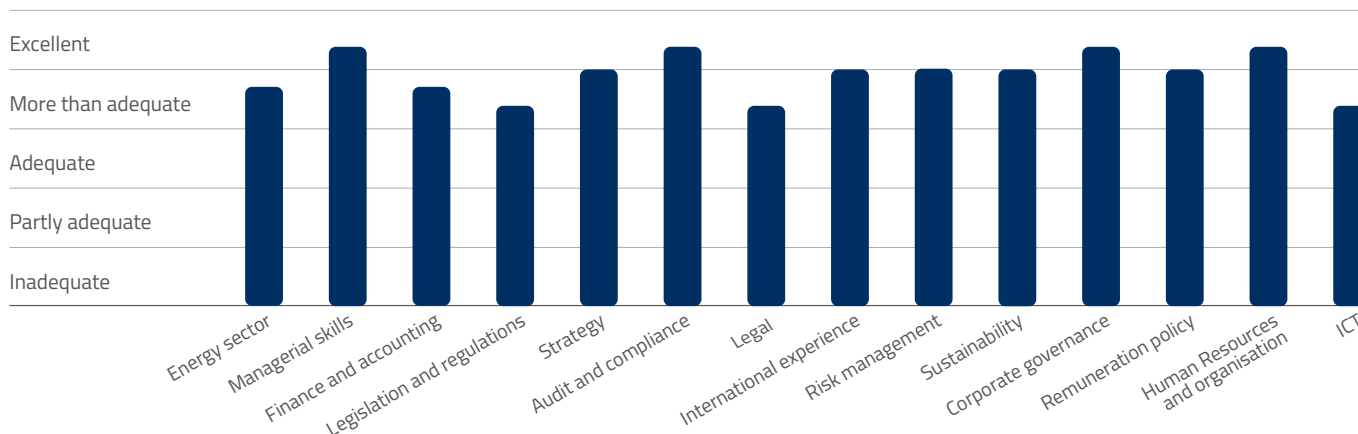
During the same meeting held on 10 May 2024, the Committee appointed a Secretary from outside of its members. Together with the Secretary, the Chairperson coordinates the activities of the Committee and chairs its meetings.

The members of the Committee have adequate financial and remuneration policy expertise³⁷.

PROFESSIONAL SKILLS WITHIN THE CURRENT NOMINATIONS AND REMUNERATION COMMITTEE

The average professional expertise score is **more than adequate (79%)**:

- four skills were rated as **excellent**
- ten skills were rated as **more than adequate**

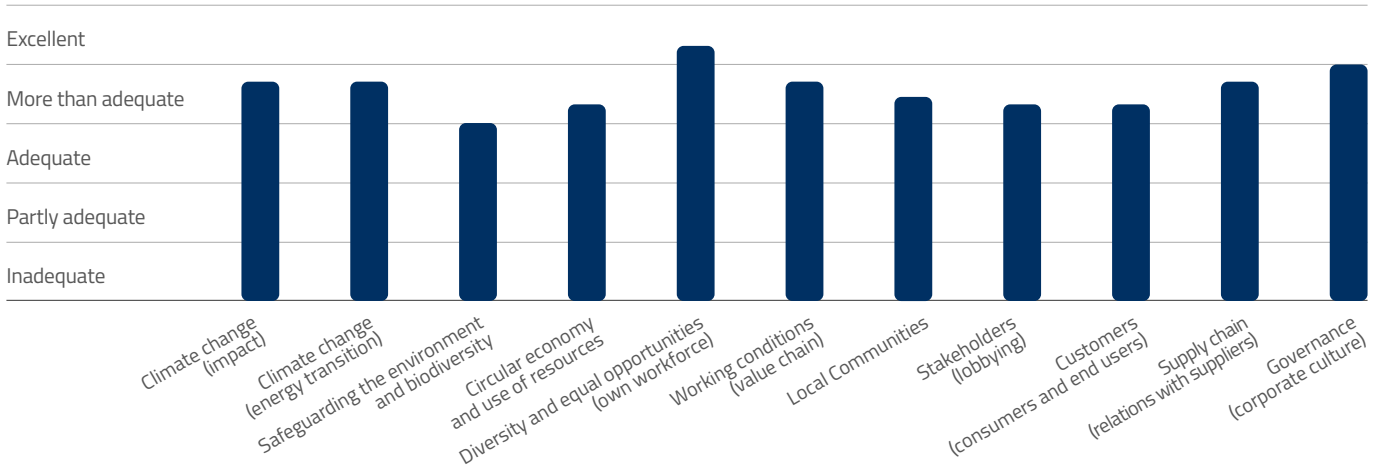


³⁷ These characteristics were assessed by the Board of Directors at the meeting of 23 April 2024 and during the self-assessment process on 25 February 2025.

ESG SKILLS-EXPERTISE OF THE NOMINATIONS AND REMUNERATION COMMITTEE*

The average ESG skills-expertise score is **more than adequate (72%)**:

- one skill was rated as **excellent**
- nine skills were rated as **more than adequate**
- one skill was rated as **adequate**



* With respect to the business of the ERG Group and taking into account the objectives of the Business Plan and the ESG Plan.

The Nominations and Remuneration Committee meetings are attended by the Chairperson of the Board of Statutory Auditors or another auditor designated by her or, depending on the topics to be discussed, by all members of the Board of Statutory Auditors. Meetings may also be attended, upon invitation, by the Chairperson of the Board of Directors, the Executive Deputy Chairperson and the Chief Executive Officer, who are entitled to participate in the discussion of the agenda items and to identify adequate actions to confront critical or potentially critical situations, as well as (again depending on the topics dealt with) the Chief Human Capital Officer. Employees of ERG Group Companies, representatives of the Independent Auditors and, in general, persons whose presence is deemed necessary or appropriate for the discussion of the agenda items may be invited to attend meetings of the Nominations and Remuneration Committee.

Directors do not take part in the meetings of the Nominations and Remuneration Committee where proposals are made to the Board of Directors related to their own remuneration. Meetings of the Nominations and Remuneration Committee may also be held by teleconference or videoconference, provided that all participants can be identified and are able to follow the discussion and intervene in real time in the discussion of the items on the agenda. If these requirements are met, the Nominations and Remuneration Committee is deemed to be held in the place where it was convened, where the meeting secretary must be located.

For meetings to be valid, a majority of the members in office must be present. The Nominations and Remuneration Committee resolves by an absolute majority of those present; in the event of a tie, the vote of the person chairing the meeting shall prevail.

The minutes of the meetings are signed by the Chairperson and the secretary.

The Nominations and Remuneration Committee meets at least quarterly, according to a schedule set with sufficient advance notice. Nominations and Remuneration Committee members are provided with, at least 48 hours before the meeting, other than in exceptional cases, the documentation and information required to enable the Nominations and Remuneration Committee to express an informed opinion on the matters under consideration.

This documentation is made available through the use of specific computer systems suitable for protecting confidentiality. Members of the Nominations and Remuneration Committee and Statutory Auditors are required to maintain the confidentiality of the documents and information acquired in the performance of their duties and to comply with the rules adopted by the Company for the management and processing of relevant and inside information and for the dissemination of statements and information to the public as set out in detail in the Market Information Procedure. In the event that it is not possible to send the relevant documentation in advance for some of the topics dealt with, the Chairperson, with the support of the secretary, shall ensure that specific and punctual in-depth analyses are in any case guaranteed and/or carried out, also with the support of the Key Managers or Managers competent for the topic, invited to participate for this purpose.

The Nominations and Remuneration Committee has access to the information necessary to perform its duties and may make use of external consultants. Within the scope of the activity performed by the Committee members for the purposes of the Procedure for Related Party Transactions, the Board of Directors has not set any expense limit even for transactions of "Minor Relevance".

Tasks

The Nominations and Remuneration Committee advises and issues recommendations to the Board of Directors, the Chief Executive Officer, and the Executive Deputy Chairperson and fulfils the role and responsibilities indicated in the Code for the Nominations Committee and the Remuneration Committee. As from the date of endorsement by the Company of the edition of the former Corporate Governance Code published in July 2015, the Chairperson of the Nominations and Remuneration Committee reports to the Board of Directors at the first board meeting on the meetings held by the Committee in the intervening period.

Specifically it:

The Remuneration Committee:

- makes proposals to the Board of Directors regarding the definition and updating of the Remuneration Policy;
- makes proposals or expresses opinions to the Board of Directors concerning the remuneration of the Executive Directors or Directors holding special positions as well as, if necessary, of the Directors who are members of the Strategic Committee, when they are not employees of the ERG Group and do not sit on the Board of Directors;
- expresses opinions to the Chief Executive Officer regarding the remuneration of Key Managers;
- makes proposals and expresses opinions to the Board of Directors on the remuneration of Executive Directors, on the setting of targets related to the variable component of the short- and medium/long-term incentive scheme, verifying their effective achievement;
- makes proposals and expresses opinions to the Chief Executive Officer and the Executive Deputy Chairperson for the remuneration of Key Managers on the setting of corporate and sustainability targets related to the variable component of the short- and medium/long-term incentive systems, so that the Board of Directors can decide on the matter, verifying their actual achievement;
- regularly assesses the suitability, overall consistency and practical application of the Remuneration Policy, reporting to the Board of Directors;
- provides the Board of Directors and the delegated bodies with the opinions provided for by the Related Parties Procedure, where appropriate supplementing its composition in accordance with the provisions of the Related Parties Procedure itself;
- carries out any other duties assigned to it by the Board of Directors.

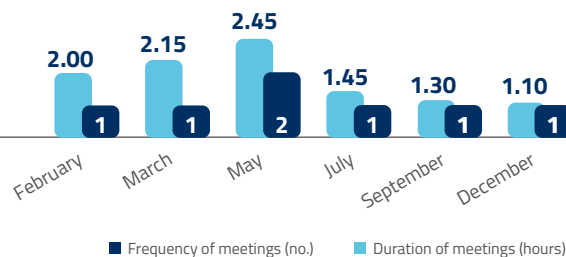
- provides the Board of Directors, on an annual basis, with an evaluation of the size, composition and functioning of the Board itself, and it may express recommendations on the professional profiles that should be included in the Board;
- expresses, taking into account the percentage of participation of Directors in the Boards of Directors, the Committees and the Strategic Committee, its opinion on the adequacy of the maximum number of offices indicated in paragraph 1.4.2 of the Regulation and provides opinions to the Board of Directors on any exceptions to the same;
- periodically assesses the adequacy of the CEO’s Succession Plan as defined in paragraph 1.4.3 and provides opinions to the Board of Directors on the possible need to revise the said Plan;
- supports the Board of Directors in verifying the existence of adequate procedures for the succession of Key Managers and Management;
- carries out any other duties assigned to it by the Board of Directors.

In the performance of its duties, the Committee was able to access the information and company functions necessary to carry out its tasks.

In 2025, the Committee held **7 meetings**³⁸ – all duly recorded in minutes – during which, in addition to approving its calendar and organising its work, it addressed the following topics.

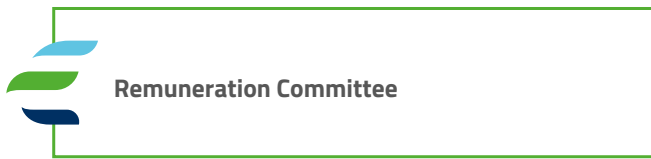
The Nominations Committee:

- proposes to the Board of Directors, where requested by the same, the candidates for the office of Director in the case provided for by Article 2386, first paragraph, of the Italian Civil Code;
- assesses, at the specific request of the shareholders who intend to present lists, the independence of candidates for the office of Director to be submitted to the Shareholders’ Meeting;



³⁸ Of which one also pursuant to the Procedure for Related Party Transactions and the other exclusively pursuant to said Procedure.

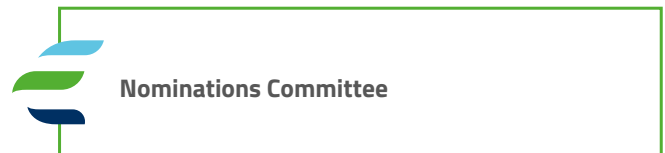
With reference to the activities of the



- it examined and shared some reflections on the possible architecture of the new multi-year incentive plan and on the performance of the 2024-2026 LTI System;
- it gave its favourable opinion for the inclusion of an additional beneficiary under the 2024-2026 LTI System, in accordance with the provisions of the relevant Regulations;
- it defined, in relation to the MBO System, for the 2024 financial year, the proposal relative to (i) the corporate objective result (Group consolidated EBT); (ii) the results of the sustainability objective and (iii) the result of the individual objective for the Chief Executive Officer;
- it defined, in relation to the MBO System, for the 2025 financial year, the proposal relative (i) to the corporate objective target value (Group consolidated EBT) and the threshold conditions; (ii) to the target values of the sustainability objective and the threshold conditions and (iii) the target value of the individual objective for the Chief Executive Officer and the threshold conditions;
- it defined the proposal for the Board of Directors regarding the updating of the MBO System Regulations;
- it defined the proposal aimed at adapting the growth objective of the 2024-2026 LTI System to the growth objectives of the 2024-2026 Business Plan updated for the period 2025-2026, approved by the Board of Directors on 11 March 2025;
- it analysed the benchmarks established, in relation to the 2024 financial year, in order to assess the adequacy of the fixed annual fee paid to all the members of the Board of Directors and to the Directors called upon to be part of the Nominations and Remuneration Committee and the Control, Risk and Sustainability Committee, using as reference both companies belonging to the FTSE MIB and those in the MID CAP;
- it examined and shared the update of the Report on the remuneration policy aimed at (a) improving the disclosure of the pay mix of executive directors, (b) illustrating the conditions defined by the Board of Directors on 15 May 2024 to implement the 2024-2026 LTI System, (c) improving the representation of the positioning of the Chief Executive Officer with respect to the reference peer group and (d) implementing some indications that emerged during the engagement activities carried out;
- it periodically analysed some benchmarks on the various levels of disclosure and on the practices adopted by listed companies in terms of remuneration as well as the main issues relevant to ERG;
- it examined and shared the benchmark data acquired with reference to the remuneration of Executive Directors or Directors holding particular offices or called to be part of the Strategic Committee, in order to assess its appropriateness;
- it examined and shared the benchmark data acquired with reference, in particular, to the remuneration of the Key Managers and the remuneration of the Chairperson of an ERG Group company, a related party of ERG S.p.A., in order to assess its appropriateness;


- it examined and shared, in particular, the outcome of the vote of the Shareholders' Meeting of 22 April 2025 on the first and on the second section of the Report on the remuneration policy and the fees paid;
- it examined and shared the objectives relevant to diversity & inclusion contained in the ESG Plan 2024-2026, updated for the period 2025-2026, as well as a report on the main activities carried out during 2024 and those underway in 2025;
- it examined and shared the monitoring of the progress made in implementing the MBO System as well as the IQ incentive plan (short-term incentive plan for some managers and professionals of the ERG Group);
- it examined and shared (i) the market trends with respect to some specific elements of LTI systems; (ii) the practices of Italian listed non-financial companies regarding the functioning and key elements of the long-term variable incentive systems; and (iii) the practices of some of the listed companies belonging to the reference sector of ERG S.p.A.;
- it carried out in-depth analyses (i) on some possible ideas for improving the operational management of the 2024-2026 LTI System for the purpose of paying income taxes for beneficiaries (ii) on the peer group of reference for the remuneration of the Chief Executive Officer and how to represent the relative positioning with respect to this peer group (iii) on the operating mechanism of the stock ownership guidelines and, in general, (iv) on how to improve the disclosure of the report on the remuneration policy (for 2025) and fees paid.

With reference to the activities of the



- it analysed and shared the corporate communications and the results of the questionnaire regarding the size, composition and functioning of the Board of Directors and its Committees relating to the financial year 2023 as well as guidance to shareholders on the size and composition of the new Board of Directors;
- it examined and shared the process followed for the purpose of defining the ERG Group's 2025 succession plan;
- it examined the personal and professional characteristics of the candidate for the office of Board Member pursuant to Article 2386 of the Italian Civil Code, on which the Board of Directors of ERG S.p.A. resolved on 12 December 2025.

With reference to the activities pursuant to the

 **Procedure for Related Party Transactions**

- pursuant to the provisions of the Related Party Transactions Manual, it examined the information received, on a half-yearly basis, on the application of the exemption cases indicated by the Regulation adopted by CONSOB with resolution no. 17221 of 12 March 2010 as amended and updated, with reference to the transaction approved or executed in the reference period, in order to carry out an ex-post examination of the application of the exemption cases;
- as part of the definition process, in relation to the MBO System, for the 2025 financial year, of the proposal relative (i) to the corporate objective target value (Group consolidated EBT) and the threshold conditions; (ii) to the target values of the sustainability objective and the threshold conditions and (iii) the target value of the individual objective for the Chief Executive Officer and the threshold conditions, it issued an opinion pursuant to Article 4.1 of the Procedure for Related Party Transactions;
- as part of the process of defining the proposal aimed at adapting the growth objective of the 2024-2026 LTI System to the growth objectives of the updated 2024-2026 Business Plan for the period 2025-2026, it issued an opinion pursuant to Article 4.1 of the Procedure for Related Party Transactions.

Main activities of significance carried out after 31 December 2025

With reference to the activities of the Remuneration Committee:

- it analysed the benchmarks established, in relation to the 2025 financial year, in order to assess the adequacy of the fixed annual fee paid to all the members of the Board of Directors and the Board of Statutory Auditors and to the Directors called upon to be part of the Nominations and Remuneration Committee and the Control, Risk and Sustainability Committee, using as reference both companies belonging to the FTSE MIB and those in the MID CAP;
- it examined and shared some benchmarks on the various levels of disclosures and on the practices adopted by listed companies with regard to remuneration for the purposes of the preparation of the Report on remuneration policy and fees paid out;
- it examined and shared the update of the Report on the remuneration policy and the fees paid out, aimed in particular

at (i) increasing the disclosure of the report and (ii) aligning the growth target in MW envisaged in the 2024-2026 LTI System with the growth objective approved by the Board of Directors on 11 March 2025 as part of the Updated 2024-2026 Business Plan;

- it defined, in relation to the MBO System, for the 2025 financial year, the proposal relative to (i) the corporate objective result (Group consolidated EBT); (ii) the results of the sustainability objective and (iii) the result of the individual objective for the Chief Executive Officer.
- it defined, in relation to the MBO System, for the 2026 financial year, the proposal relative (i) to the corporate objective target value (Group consolidated EBT) and the threshold conditions; (ii) to the target values of the sustainability objective and the threshold conditions and (iii) the target value of the individual objective for the Chief Executive Officer and the threshold conditions;

With reference to the activities of the Nominations Committee:

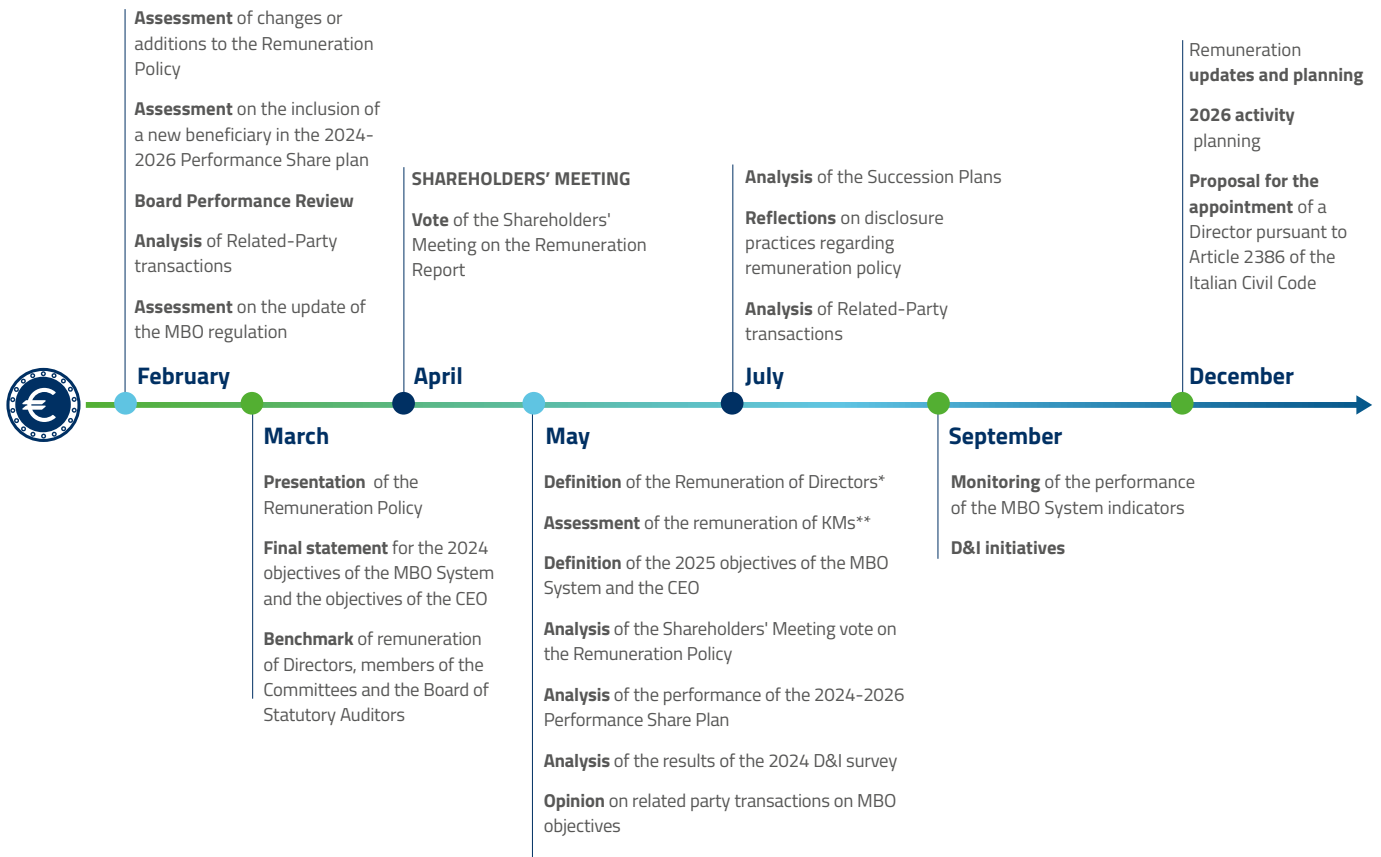
- analysed and shared the corporate communications and the results of the questionnaire regarding the size, composition and functioning of the Board of Directors and its Committees relating to financial year 2025;

With reference to the activities pursuant to the Procedure for Related Party Transactions

- pursuant to the provisions of the Related Party Transactions Manual, it examined the information received, on a half-yearly basis, on the application of the exemption cases indicated by the Regulation adopted by CONSOB with resolution no. 17221 of 12 March 2010 as amended and updated, with reference to the transaction approved or executed in the reference period, in order to carry out an ex-post examination of the application of the exemption cases;
- as part of the definition process, in relation to the MBO System, for the 2026 financial year, of the proposal relative (i) to the corporate objective target value (Group consolidated EBT) and the threshold conditions; (ii) to the target values of the sustainability objective and the threshold conditions and (iii) the target value of the individual objective for the Chief Executive Officer and the threshold conditions, it issued an opinion pursuant to Article 4.1 of the Procedure for Related Party Transactions.

The average duration of the meetings held by the Committee was **around 1 hour and 40 minutes**. At the date of approval of this document, the Nominations and Remuneration Committee had met **3 times**.

2025 work schedule of the Nominations and Remuneration Committee and significant events concerning the Remuneration Policy



*Executive or manager holding particular offices
 **Key Managers

 STRATEGIC COMMITTEE



Alessandro Garrone
Chairperson



Giovanni Mondini
Member



Paolo Luigi Merli
Member



Paolo Arlandini
Member



Elisabetta Oliveri
Member



Renato Pizzolla
Member



Barbara Poggiali
Member

Composition:

Alessandro Garrone – *Chairperson*

Giovanni Mondini

Paolo Luigi Merli

Paolo Arlandini

Elisabetta Oliveri

Renato Pizzolla

Barbara Poggiali

Michele Pedemonte – *Secretary*

The current Strategic Committee is made up of seven Directors, of which two are executive Directors, four are non-executive Directors and one Director is independent pursuant to the Italian Consolidated Finance Act and the Code, appointed by the Board of Directors in the meeting of 23 April 2024, which at the same time appointed the

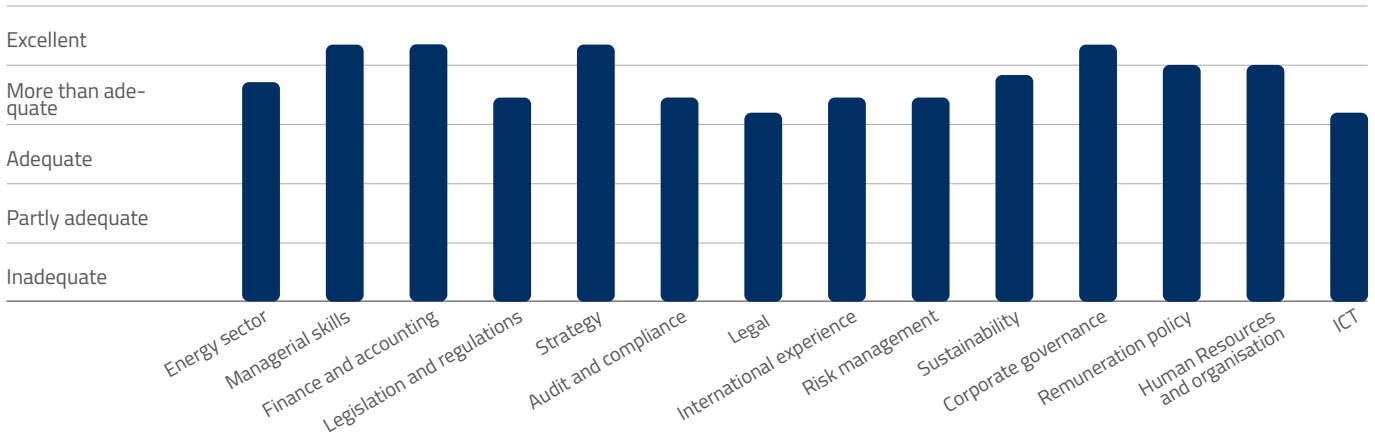
Executive Deputy Chairperson, Alessandro Garrone, as Chairperson of the Committee.

The Committee appointed a Secretary from outside of its members. Together with the Secretary, the Chairperson coordinates the activities of the Committee and chairs its meetings.

PROFESSIONAL SKILLS WITHIN THE CURRENT STRATEGIC COMMITTEE

The average professional expertise score is **more than adequate (75%)**:

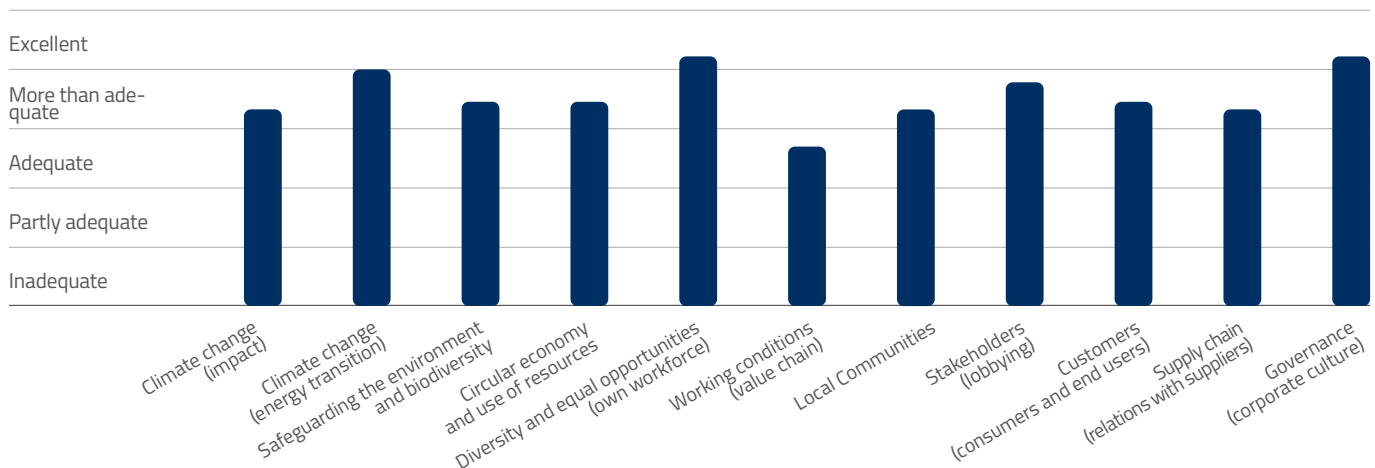
- four skills were rated as **excellent**
- ten skills were rated as **more than adequate**



ESG SKILLS-EXPERTISE OF THE STRATEGIC COMMITTEE*

The average ESG skills-expertise score is **more than adequate (72%)**:

- two skills were rated as **excellent**
- eight skills were rated as **more than adequate**
- one skill was rated as **adequate**



* With respect to the business of the ERG Group and taking into account the objectives of the Business Plan and the ESG Plan.

Tasks

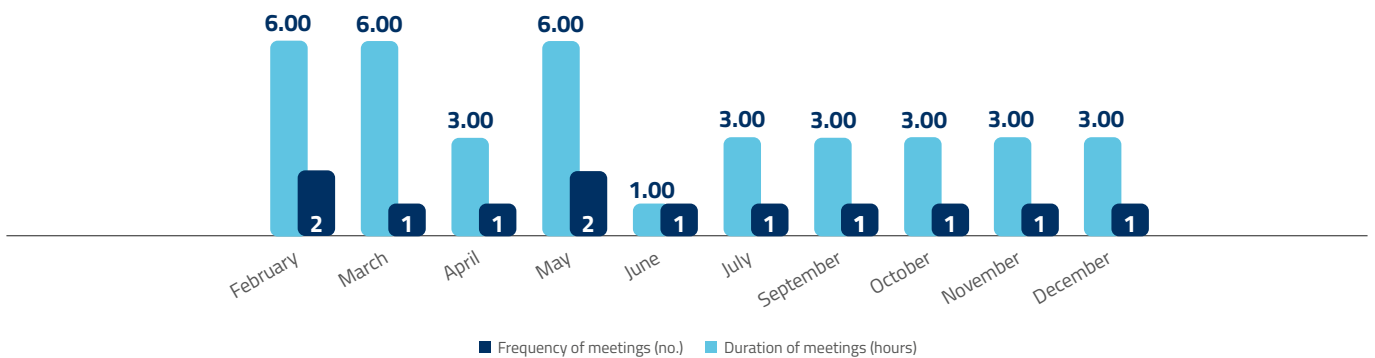
The Committee advises and issues recommendations to the Executive Deputy Chairperson and the Chief Executive Officer in execution of the mandate conferred by the ERG Board of Directors. In accordance with the strategies and policies approved by the Board of Directors, the Committee’s activities include the strategic coordination of Group activities, the definition of strategic business and portfolio guidelines, and the 6-monthly review of threshold rates, guidelines and policies on strategic finance and for individual extraordinary financial transactions, monitoring the progress of their implementation over time.

Moreover, the Committee also examines in advance, pursuant to the provisions of Article 1, letter a) of the Code, the long-term strategic plans and capital expenditure budgets of the Group, and the strategic benefits of significant investments and transactions effected at Group level, as well as the consistency of economic and financial returns with respect to the threshold rates, and comments on the need to involve the Board of Directors, in accordance with the provisions of Group Investment Guidelines.

In 2025, the Committee held **12 meetings**.

The average duration of the meetings held by the Committee was **around 3 hours**.

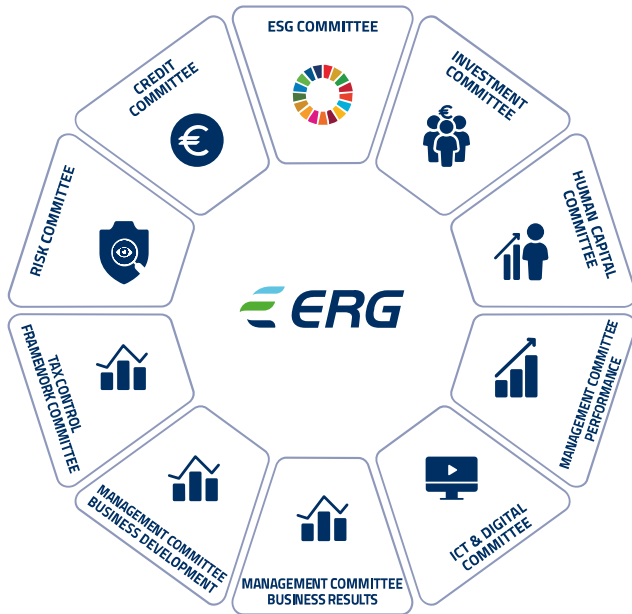
At the date of approval of this document, the Strategic Committee had met **3 times**.



INTERNAL COMMITTEES

Our governance includes Internal Committees (non-board committees composed of Group managers) with advisory and proposal functions towards Executive Directors.

The Internal Committees are defined as follows:



ESG COMMITTEE

The Committee meets every two months: it guides, plans and supervises the implementation of ESG/CSR, Diversity & Inclusion and Internal and External Communication objectives and in particular: - defines the Group's medium/long-term sustainability guidelines and promotes the implementation of consistent practices and projects in the field of corporate social responsibility; - approves the ESG Initiatives Plan as an integral part of the Group's Business Plan, monitoring its implementation, the achievement of targets and priority areas of intervention; - approves the Communication Plan, both externally and towards employees, also aimed at promoting the ESG initiatives of the plan, monitoring its execution and enhancing its growing relevance in strategic terms; - supervises the process of preparing the Consolidated Sustainability Statement and other reporting methods related to ESG topics; - approves the allocation of proceeds from Green Bond issues and the related annual reporting, in line with the Green Bond Control Framework; - ensures the adoption and the continuous and effective application of the gender equality policy, as a steering committee, with reference to the management system defined by UNI/PdR 125:2022.

INVESTMENT COMMITTEE

The Committee meets on a project-by-project basis: it supports the Chief Executive Officer in evaluating investment proposals; - it provides a reasoned technical and financial opinion for ERG S.p.A.'s Strategic Committee at various stages of the investment process.

HUMAN CAPITAL COMMITTEE

The Committee meets every two months: it defines and monitors the main human capital development programmes and processes; - it supports the Executive Deputy Chairperson and the Chief Executive Officer in decisions regarding strategies that determine the value of ERG's Human Capital; - it monitors the effective implementation of the Human Rights Policy and manages non-compliance reports relating to it.

MANAGEMENT COMMITTEE PERFORMANCE

The Committee meets on a monthly basis: - it monitors the industrial performance of the plants in operation in all the countries where the Group is present, with a specific focus on the main technical issues and on the monitoring of the implemented remediation actions; - it analyses all the other reasons for sub-optimal production (limitations, serial damage, etc.); - it monitors the progress of projects under construction on a monthly basis.

ICT & DIGITAL COMMITTEE

The Committee meets quarterly: it supports the CEO in the periodic review of the Group's ICT strategy, guidelines and governance and in monitoring the implementation, results and improvements also with reference to IT security issues; - it supports the CEO in the assessment of the main projects with high added value for the digitalisation of the Business and in monitoring the relative progress.

MANAGEMENT COMMITTEE BUSINESS RESULTS

The Committee meets on a monthly basis: it monitors the economic, financial and industrial results of the Group, including KPIs and HSE issues, through standardised reporting and control models; - it monitors the evolution of the reference institutional and regulatory framework, sharing growth trends, opportunities and risks; - it monitors the activities and projects in the context of domestic and foreign institutional relations.

MANAGEMENT COMMITTEE BUSINESS DEVELOPMENT

The Committee meets every two months: it monitors the Group's relevant projects, supporting the relative Project Leader, as well as ensuring the alignment of all Organisational Units on the priorities and guaranteeing consistency with the decisions of the Investment Committee; - it analyses opportunities for business development, both in terms of geographical expansion and diversification and technological evolution.

TAX CONTROL FRAMEWORK COMMITTEE

The Committee meets every six months: it preliminarily analyses the Tax Control Framework testing, monitoring and assessment plan, providing any specific recommendations; - it preliminarily analyses the Tax Control Framework annual report addressed to the Control, Risk and Sustainability Committee of ERG S.p.A., providing any specific recommendations; - together with the Head of AFC Compliance, it monitors the effective implementation of the remediation plan that may result from the testing, monitoring and assessment of the Tax Control Framework.

RISK COMMITTEE

The Committee meets at regular intervals, each time according to specific needs: it supports the CEO in defining strategies and policies for managing financial and market risks; - it provides the CEO with useful information for authorising financial and market risk management operations, monitoring the execution of the most important operations and verifying their effects.

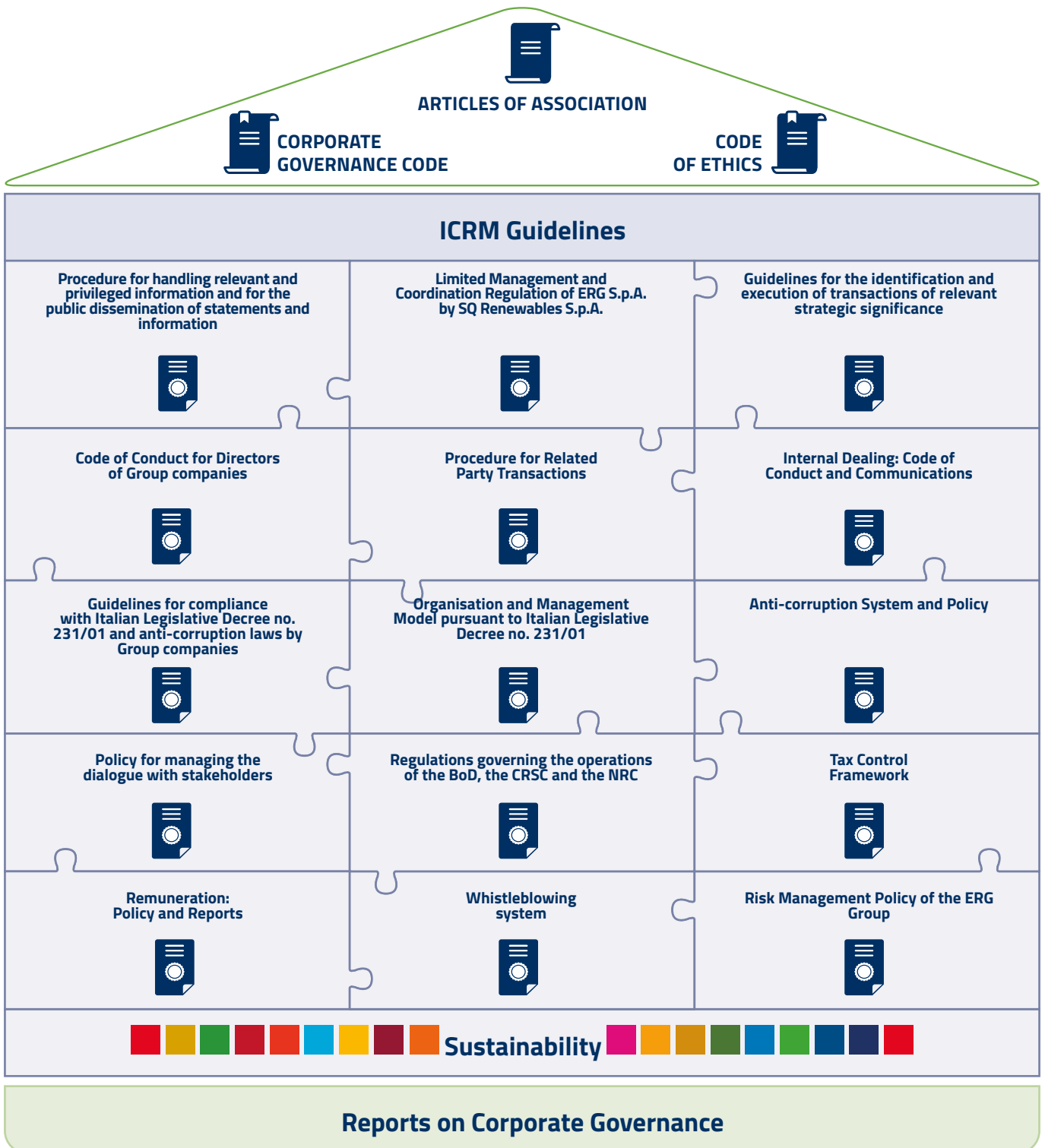
CREDIT COMMITTEE

The Committee meets every two months, unless otherwise decided by the Chairperson of the Committee: it has competence for the entire Group in matters regarding the granting of credit lines, schedule analysis and collection trends, assessment and verification of overdue recovery plans, general assessment of credit performance.

5.3 CORPORATE GOVERNANCE DOCUMENTS

ERG has adopted a Corporate Governance system that complies with the provisions of the Code, strongly oriented towards business ethics and sustainability, understood as a system of values that inspires all corporate activities, at every level, in order to ensure business management oriented towards the creation of sustainable value for shareholders in full compliance with legality, transparency,

correctness of relations and business, taking into account the interests of other stakeholders relevant to the Company and contributing positively to the socio-economic development of the territories and local communities affected by the ERG Group's production assets and business development projects.



Articles of Association

The Articles of Association, as illustrated in detail in the Report, contain the main operating rules of ERG's corporate bodies and were most recently amended on 23 April 2024.

Code of Ethics

The Code of Ethics is an instrument for raising the awareness of all employees and associates and all other stakeholders so that, when carrying out their activities, they adopt correct and accountable conduct in line with the ethical and social values to which ERG aspires. The Code of Ethics is therefore an essential part of the 231 Model.

The Code of Ethics was most recently updated on 15 December 2023 following the sale of the thermoelectric business and the consequent exit from traditional sources. The new version of the Code therefore reflects ERG's transformation into a pure renewable energy operator and, with it, the Group's responsibility towards an energy transition that leaves no one behind, along with our sustainable commitment to spreading an inclusive culture, as well as to preventing, identifying and combating all forms of violence and discrimination and ensuring a positive work environment.

The Code of Ethics is adopted by all Group companies, both Italian and foreign, and is available in English, French, German, Spanish, Polish, Bulgarian and Romanian.

The Code of Ethics is communicated to associates of the Group not only through its publication on the Group's website, but also through reference in the contractual clauses.

Group employees are provided with both classroom training and an e-learning course, use of which is tracked in the system.

Corporate Governance Code

In order to adapt its governance to best practices, the Company has endorsed the Corporate Governance Code since its first edition in 1999.

The Corporate Governance Code promoted by Borsa Italiana S.p.A. was published on 31 January 2020. Issuers are required to endorse the recommendations of the Code as from 1 January 2021, and to inform the market of this by means of the report on corporate governance and ownership.

On 15 October 2020, the Board of Directors of ERG unanimously resolved to adhere to the aforementioned Code, giving mandate to the Chairperson to implement what is necessary or appropriate to execute the resolution adopted. The Code is accessible to the public on the website of the Corporate Governance Committee at <https://www.borsaitaliana.it/comitato-corporate-governance/codice/2020.pdf>.

Procedure for handling and processing relevant and privileged information and for the public dissemination of statements and information

The Board of Directors, based on a recommendation made by the Control, Risk and Sustainability Committee, has adopted a procedure for handling and processing relevant and inside information and for the public dissemination of statements and information. The aim is to ensure that all statements and information intended for the market, for CONSOB and for Borsa Italiana S.p.A. are the outcome of a process that guarantees both timeliness and accuracy.

The procedure was most recently updated on 20 July 2021 in order to incorporate the organisational changes that occurred following the appointment, on 26 April 2021, of the then new Board of Directors of ERG S.p.A. and of the new Chief Executive Officer. This procedure defines the tasks and responsibilities of the functions involved, identifies the criteria, methods and timing of the various

procedural stages, and establishes the appropriate decision-making levels for the dissemination of statements and information. For this purpose, it contains prescriptions aimed at assuring an exhaustive and timely flow of information within the companies of the Group and between them and the listed Parent for the purposes of compliance with disclosure obligations, regarding inside information, vis-à-vis the market and the relative supervisory bodies.

Regulation on Limited Management and Coordination by SQ Renewables S.p.A. with regard to ERG S.p.A.

Following the closing of the transaction aimed at creating the long-term partnership between San Quirico S.p.A. and the investment fund IFM Net Zero Infrastructure Fund SCSp, which took place on 15 September 2022, the Company is a subsidiary of SQ Renewables S.p.A. (wholly owned by San Quirico S.p.A. and NZF Bidco Luxembourg 2 S.à r.l. with a share of 51% and 49% respectively). SQ Renewables S.p.A. exercise a limited management and coordination activity on the Company, in accordance with the provisions of the Limited Management and Coordination Regulation approved on 15 September 2022 by the Board of Directors, with the prior opinion of the Control, Risk and Sustainability Committee.

This circumstance was evaluated by the Board of Directors, in the meeting of 16 December 2022, also on the basis of a preliminary review carried out by the Control, Risk and Sustainability Committee.

Guidelines for the identification and execution of transactions of relevant strategic significance

The Board of Directors has defined the Guidelines for the identification and execution of transactions of strategic significance, the examination and approval of which – as recommended by the Code – remain the exclusive responsibility of the Board of Directors. The guidelines were last updated on 13 October 2022 in order to expressly include under Significant Transactions those in relation to which SQ Renewables S.p.A. exercises activities for the management and coordination of ERG.

Code of Conduct for Directors of Group companies

The Board of Directors has adopted a Code of Conduct for Directors appointed in Group companies, most recently updated on 16 December 2022, with the aim of providing them with support for the best performance of the tasks assigned to them through the use of all the skills present in the ERG Group and uniform rules of conduct so that they can carry out their duties within a systematic framework of reference, in compliance with the principles of corporate governance of the Company and, as far as possible, in line with the interest of the Group.

Procedure for Related Party Transactions

The Board of Directors, following favourable opinion from the Control and Risk Committee and with the input of the Board of Statutory Auditors, approved and adopted a specific internal resolution aimed at ensuring the transparency and substantial and procedural correctness of the related party transactions carried out by ERG directly or through its subsidiaries.

On 13 October 2022, the Procedure was updated in order to assign the Board of Director the exclusive competence in the decision of any transaction with Related Parties (including "Minor Significance" ones), as transactions in relation to which SQ Renewables S.p.A. exercises limited management and coordination activities with regard to ERG.

The Board of Statutory Auditors acknowledged the compliance of the aforementioned updates with the provisions of the Regulation including provisions relating to related party transactions (adopted

by CONSOB with resolution no. 17221 of 12 March 2010 as amended and supplemented).

Code of Conduct for Internal Dealing

The Board of Directors has adopted a Code of Conduct, last updated by the Board of Directors on 11 May 2017, aimed at regulating the disclosure obligations towards the market, the Company and CONSOB with reference to transactions involving ERG shares, debt instruments issued by ERG, derivative instruments or other financial instruments connected to them carried out, directly or indirectly, by members of the Board of Directors and the Board of Statutory Auditors of ERG and relevant subsidiaries, by the Group's top managers (who, by virtue of their roles in the Group, have significant decision-making power or knowledge of company strategies that could facilitate investment decisions regarding the aforementioned instruments), as well as by persons closely associated with them. The list of recipients of this Code is published on the Company's website (www.erg.eu).

Guidelines for compliance with Italian Legislative Decree no. 231/01 and anti-corruption laws within ERG Group companies

ERG, with particular reference to the definition of the corporate governance system and within the scope of the management and coordination activities carried out with regard to the Italian and foreign subsidiaries – respecting their managerial and operational autonomy, which benefit from the advantages, synergies and economies of scale deriving from belonging to the ERG Group – has decided to summarise in the Guidelines the general principles and rules of reference that the Subsidiaries are required to take into consideration.

In particular, the Guidelines have a general control function over:

- the adoption of the Code of Ethics and the Anti-Corruption Policy by all the Subsidiaries;
- the assessment, by each Italian Subsidiary, of activities within which there is the potential risk of offences being committed and the consequent implementation of instruments to achieve compliance with Italian Legislative Decree no. 231/01.

The latest version of the Guidelines was approved by the Board of Directors on 9 October 2017.

Organisation and management model pursuant to Italian Legislative Decree no. 231/01 and Supervisory Body

In the meeting of 21 December 2004 the Board of Directors of ERG resolved the adoption, for the first time, of a 231 Model, considering it an effective instrument to limit the risk of commission of offences assumed in the responsibility of entities pursuant to Italian Legislative Decree no. 231/2001. In fact, the document establishes conditions of correctness and transparency in the performance of corporate activities, so contributing to the improvement of corporate governance.

The 231 Model is composed of:

- a **general part**, which defines the reference regulatory framework, the reality and governance system of the Company, the methodology adopted for activities relating to risk assessment, gap analysis and action plans, the identification and appointment of the Company's Supervisory Body, with the specification of the powers and tasks pertaining to it, and the indication of the reporting and whistleblowing channels adopted by the Company, the latter in compliance with Italian Law no. 179/2019, the function of the disciplinary system and the relative sanction system, the training and information plan to be adopted in order to guarantee awareness of the measures and provisions included in the 231 Model, the criteria for the updating

and adapting of the 231 Model, the disciplinary system applied in case of violation of the provided rules and procedures;

- a **specific part**, which defines the rules to be followed in the performance of sensitive activities.

An integral part of 231 Model is the **Code of Ethics**.

After the first approval, the 231 Model was periodically updated. In this regard, it should be noted that in 2024 the 231 Model was updated (a) on 15 July 2024 in order to incorporate, in particular, (i) the changes introduced with the new 2024-2026 Business Plan, approved on 15 May 2024, (ii) the corporate and organisational changes that occurred in the meantime (also in light of the 2024-2026 Business Plan) (iii) the specific measures already adopted by the Company on whistleblowing and (iv) the introduction of new predicate offences and (b) most recently on 18 November 2024 in order to implement the new composition of the Supervisory Body, composed entirely of external members.

Verification of the effectiveness and efficiency of the 231 Models and related control protocols is carried out on an ongoing basis by the Supervisory Body appointed by the Board of Directors. The Company's Supervisory Body ("SB") consists, as from 14 November 2024, of due external members – one, with the role of Chairperson – selected to satisfy the requirements of independence, autonomy and continuity of action. It is appointed by the Board of Directors, taking into account the expertise necessary to verify adequacy of the 231 Model and the effective implementation, as well as proposing the necessary updates.

During 2025, the Supervisory Body met 6 times and carried out its activities on the basis of a dedicated plan, shared with the Control, Risk and Sustainability Committee and subsequently with the Board of Directors, called upon to approve the budget necessary to implement the activities in the plan.

More specifically, in 2025, the Supervisory Body conducted its activities not only through periodic meetings but also through documentary analyses of information flows, for the receipt of which, since 2021, it has been using an ad-hoc computer system that provides for a periodic request to be sent to the personnel tasked with sending the flows and, at set intervals, a reminder in the event of failure to send what has been requested.

For the performance of its activity, the SB avails itself of the support of the 231 Compliance & Privacy O.U. and of the Internal Audit O.U. of ERG which, in addition to audit activities with 231 impacts, carries out on behalf of the Supervisory Bodies periodic "231 test" activities on sensitive activities that, following risk assessment, were found to be at "high" and "medium" risk ("low" risk activities are monitored, except in specific cases, through the review of information flows and the outcomes of any audits carried out on these activities).

The SB is also the recipient of reports on any violations of the 231 Model and the Code of Ethics, limited to the relevant cases pursuant to the relative Organisation and Management Model pursuant to Italian Legislative Decree no. 231/01. Within the framework of this activity, it must respect the obligation of confidentiality regarding the identity of the whistleblower and of the reported person. In 2025, also through the whistleblowing platform, no reports were received regarding violations of the 231 Model.

The activities carried out by the Supervisory Body in 2025 are detailed in the report, prepared and presented on a half-yearly basis, to the Control, Risk and Sustainability Committee and to the Board of Directors.

To ensure the effectiveness of the 231 Model, ERG, through the 231 Compliance & Privacy O.U., ensures that its employees are familiar with Italian Legislative Decree no. 231/01, the 231 Model and the Anti-Corruption System adopted by the Company.

The training activities, carried out during 2025, also monitored by the SB, were carried out, in particular, through:

- classroom meetings with the members of the **management and control bodies of ERG and of the Italian subsidiaries (26 participants)** focused on issues pertaining to Italian Legislative Decree no. 231/01;
- an e-learning course dedicated to the whistleblowing system in order to provide information on the internal reporting systems, their usefulness, as well as on how to make a report for the **45 new hires of the Group** (in some cases members of the management bodies of the Group Companies);
- an e-learning course dedicated to the Code of Ethics and issues relating to Italian Legislative Decree no. 231/01, intended for **22 newly hired personnel at ERG and the subsidiary ERG Power Generation S.p.A.**

Anti-Corruption System and Policy

The fight against corruption has always been one of the fundamental values on which ERG bases its activities. For this reason the Group has availed itself of instruments to prevent the risk of corruption, in any form it may manifest itself, active or passive, public or private, which include (in addition to the Code of Ethics and the 231 Models referred to above) the Anti-Corruption System (also the "System") and the Anti-Corruption Policy (also the "Policy"), most recently updated on 14 November 2025, and the Significant Third Party Due Diligence Procedure (also the "DD Procedure"), most recently updated on 10 November 2023.

In particular, the System has been established on the basis of the principles contained in the ISO 37001:2019 standard to ensure compliance with the anti-corruption laws and regulations of all the countries in which ERG operates through its Subsidiaries. The following occurs through the System:

- assessing the exposure of the Group to the risk of corruption taking into account (a) the countries in which the ERG Group is present, (b) the third parties the ERG Group comes into contact with or through which it operates and (c) the business activities sensitive to this risk, on the basis of parameters such as frequency of activity, probability of occurrence in the operating context, interest with regard to the possible corruptive behaviour and relevance of the subjects involved;
- defining an organisational model relating to the integration of the measures to prevent corruption in the broader context of the ICRM System and of the organisational and corporate governance structures of ERG and of the entire Group as well as, more generally, to the pursuit of the following objectives
 - fully rejecting corruption, according to a "zero tolerance" principle;
 - ensuring compliance with all anti-corruption laws, with particular reference to those applicable in the countries where the Group operates;
 - contributing to the dissemination of a culture of doing business by supporting loyalty, integrity, honesty, fair competition and transparency as the founding elements of work;
 - developing and promoting awareness of the commitment to the prevention and fight against corruption by all stakeholders;
 - identifying training activities on the Policy and on compliance with the anti-corruption laws and their recipients;
 - guaranteeing the commitment to continually improve the System.

The **Policy** is the instrument through which the Group develops the principles of conduct in relation to combating corruption, already provided for in the Code of Ethics, and indicates the control measures that must be observed when performing activities that may expose the companies of the ERG Group to risks of active and passive, public and private corruption.

Through the **Due Diligence Procedure of Significant Third Parties**, additional and targeted controls are identified in the prevention and detection of the risk of corruption in all cases in which the assessment of the risk of corruption carried out in relation to: (i) specific categories of transactions, projects or activities, (ii) planned or existing relationships with specific categories of Relevant Third Parties, or (iii) specific categories of ERG Group People, has revealed a non-low risk of corruption.

These controls have the objective to practically assess the reach, extent and nature of the risks of corruption through the performance of due diligence, so guiding the decision on the possibility of establishing, delaying, suspending or changing relationships relative to the entity subject to verification and/or introducing possible mitigation measures.

Verification of the effectiveness and efficiency of the Anti-Corruption System is carried out continuously by the 231 Compliance & Privacy O.U.

During 2023, the 231 Compliance & Privacy O.U. carried out its activities on the basis of a dedicated plan, shared with the Control, Risk and Sustainability Committee.

More specifically, the 231 Compliance & Privacy O.U. carried out its activities through documentary analyses of information flows, for the receipt of which, since 2021, it has been using an ad hoc computer system that provides for a periodic request to be sent to the personnel tasked with sending the flows and, at set intervals, a reminder in the event of failure to send what has been requested. In order to perform its activities, the 231 Compliance & Privacy O.U. is supported by ERG's Internal Audit O.U., which, in addition to audits with anti-corruption impacts, carries out periodic "anti-corruption testing" on behalf of the 231 Compliance & Privacy O.U. on sensitive activities that, following risk assessment, were found to be at "high" and "medium" risk ("low" risk activities are monitored, except in specific cases, through the review of information flows and the outcomes of any audits carried out on these activities). The 231 Compliance & Privacy O.U. also receives reports of possible violations of the Anti-Corruption System. As part of this activity, it is required to observe the obligation of confidentiality on the identity of the reporter and the reported person. No reports of corruption were received in 2025.

To ensure the effectiveness of the aforementioned Anti-Corruption System, as well as of the Anti-Corruption Policy and of the Procedure of Due Diligence of Significant Third Parties, through the 231 Compliance & Privacy O.U., ERG ensures its employees are aware of the principles contained within them, as well as of the values ratified within the Code of Ethics.

With reference to the training activities of Italian ERG and ERG Power Generation employees carried out in 2025, please refer to the information provided in the previous paragraph.

The training of employees of the Group's foreign companies, undertaken during 2025, was carried out, in particular, through:

- an e-learning course dedicated to the Code of Ethics and Anti-Corruption, intended for **45 newly hired personnel**.

Whistleblowing System

ERG considers the adoption of the 231 Model, of the Code of Ethics and of the Anti-corruption Policy, to be – apart from the provisions of law – a valid tool for raising awareness among senior parties, employees, suppliers, consultants, contractors, customers, partners and developers as well as all other stakeholders, so that they behave in an appropriate and transparent manner when performing their activities, in line with the ethical and social values that inspire the ERG Group in pursuing its corporate purpose.

To this end, ERG and its Subsidiaries have for some time established communication channels to report any violations, already referred to in the paragraphs above.

In light of the provisions of Directive (EU) 2019/1937 of the European Parliament and of the Council of 23 October 2019, on the protection of persons who report breaches of European Union law, a digital platform and a voicemail box were implemented as new whistleblowing channels on 14 July 2023. Through these channels, it is possible to report crimes, offences or irregularities, of which the whistleblower has had direct, personally acquired knowledge, resulting from the violation of or non-compliance with internal company rules, as well as with regulatory provisions applicable to Group companies.

The Whistleblowing Committee, composed of the Executive Deputy Chairperson of ERG S.p.A. and the Head of Legal Affairs Corporate, Western Europe & US, is called upon to evaluate the reports, carry out specific investigations and adopt consistent and appropriate measures.

The Group guarantees the confidentiality of the whistleblower's identity and the content of the report, including by adopting specific security measures (e.g. encryption) that make it possible to protect the personal data processed and all information relating to the report, as well as the whistleblower himself/herself from any form of retaliation or discrimination, whether direct or indirect, for reasons connected directly or indirectly with a report.

The Group companies have outsourced to ERG S.p.A. the provision of services related and connected to the Whistleblowing System. In 2025, **5** reports were received as shown in the following table.

No.	Status	Type	Instruments used	Reporting parties	Interested parties	Scope	Outcome of the preliminary activities	Measures or initiatives taken	Communication of the outcome of the investigation to the Whistleblower
1	Closed	Anonymous	Web platform	Our People	Our People	Human Rights: Hostile working climate	Well-founded report	Yes	Yes
1	Closed	Regulations	Web platform	Our People	Our People	Human Rights: Hostile working climate	Well-founded report	Yes	Yes
1	Closed	Anonymous	Web platform	Our People	Our People	Human Rights: Hostile working climate	Well-founded report	Yes	Yes
1	Closed	Anonymous	Web platform	Our People	Our People	Human Rights: Hostile working climate	Well-founded report	Yes	Yes
1	Closed	Anonymous	Web platform	Our People	Our People	Human Rights: Hostile working climate	Well-founded report	Yes	Yes

Policy for the Management of Dialogue with Stakeholders

The Board of Directors, as part of the process of adapting the Company to the provisions of the Code, adopted, on 13 May 2021, with the support of the Control, Risk and Sustainability Committee, a specific policy aimed at regulating and promoting the development and maintaining of continuous, productive and transparent dialogue with shareholders and investors in general.

The Policy, which was most recently updated on 23 February 2024 in order to extend its application to all stakeholders of the Company, applies to dialogue outside the Shareholders' Meeting on issues within the Board's competence, including in particular:

- operating performance and financial results;
- the medium- to long-term strategy of the ERG Group;
- corporate governance (appointment and composition of corporate bodies, including size, skills, independence and diversity);
- sustainability and environmental and social issues;
- remuneration policies and internal control and risk management system.

The Policy provides that dialogue can be initiated at the initiative of stakeholders. To this end, the Company may be contacted in relation to engagement activities, depending on the specific issue, through the Chief ESG, IR & Communication Officer at the relevant contact details published on the Company's website or the Chief Regulatory & Public Affairs Officer. Requests to establish a dialogue with the Company must indicate:

- the matters to be discussed during the dialogue and the purposes of the dialogue;
- the proposed methods for the dialogue;
- the representatives of the shareholder or stakeholder that intend to participate in the dialogue;
- the Company representatives with whom they would like to meet.

In particular, through the Investor Relations function, we ensure transparent, complete and timely communication to financial operators, investors (both institutional and retail) and to anyone interested in receiving information about our Group, in compliance with regulations on the disclosure of price-sensitive data. In its constant dialogue with the financial community, the Investor Relations function makes use of various communication channels and proactively collaborates proactively in the organisation of meetings with investors, during which our senior management can illustrate the strategic lines and the Group's financial and business objectives.

Regulations for the operation of the Board of Directors, the Control, Risk and Sustainability Committee and the Nominations and Remuneration Committee

The Board of Directors, as part of the process of adapting the Company to the provisions of the Code, adopted, on 13 May 2021, with the support of the Control, Risk and Sustainability Committee and the Nominations and Remuneration Committee, each within their respective areas of competence, the Regulations, last updated on

15 May 2024, aimed, among other things, at regulating (i) the operating rules of the body itself and its committees, the procedures for recording the minutes of the meetings and the procedures for managing the sharing of information with the directors, (ii) the "quantitative" and "qualitative" criteria used to determine, for the purposes of assessing the independence of the members of the Board of Directors and the Board of Statutory Auditors, the relevance or otherwise of any relationships they have with the Company or other persons connected to it; (iii) the maximum number of offices in the Board of Directors or in the Board of Statutory Auditors, in other relevant companies that can be considered compatible with the effective performance of the office of Director and (iv) the plan for the succession of the Chief Executive Officer.

Policy for the remuneration of members of the Board of Directors and of Key Managers

With its resolution of 20 December 2011, at the proposal of the Nominations and Remuneration Committee, the Board of Directors adopted, for the first time, a Remuneration Policy for the members of the Board of Directors and for Key Management, in line with the provisions of the former Corporate Governance Code.

Over the years, the Policy has undergone several revisions aimed at incorporating, in particular, (i) organisational changes, (ii) new laws and regulations, (iii) the recommendations of the former Corporate Governance Code, and (iv) best practices in general.

The most recent revisions of the Policy include those approved by the Board of Directors, at the proposal of the Nominations and Remuneration Committee:

- on 12 March 2024, in order to take into account the general principles of the 2024-2026 LTI System;
- on 11 March 2025, in order to (a) improve the disclosure of the pay mix of executive directors, (b) illustrate the conditions defined by the Board of Directors on 15 May 2024 to implement the 2024-2026 LTI System, (c) improve the representation of the positioning of the Chief Executive Officer with respect to the reference peer group and (d) incorporate some indications that emerged during the engagement activities carried out.

Risk Management Policy of the ERG Group

This Policy, approved by the Chief Executive Officer and last updated on 22 July 2022, as the party responsible for identifying the main corporate risks pursuant to the Internal Control and Risk Management System, represents the tool through which the risks to which the ERG Group's business is exposed are identified, assessed and managed, consistently with the objectives defined in the Group's Business Plans.

To this end, the Policy defines:

- the individual risks to the activity of the ERG Group;
- the specific rules for managing each of the identified risks;
- the specific organisational liabilities in relation to risk management (in terms of powers to approve transactions and liabilities for control activities on compliance with internal rules);
- the monitoring and reporting processes both in relation to individual risks and to the overall risk profile of the Group.



6. SUSTAINABILITY GOVERNANCE



6. SUSTAINABILITY GOVERNANCE

The ERG Group has become a producer of electricity from clean, renewable and sustainable sources for a long time. Anticipating the trends that are changing the global energy scenario, in recent years it has completed a radical process of transforming its business in the name of sustainability and decarbonisation: from a private Italian oil company to a leading independent operator in the market for electricity from renewable sources.

The ERG Group's sustainable development model integrates its business development and management activities, conducted in an ethical and transparent manner, with the protection of the environment and biodiversity, respect for people, and the protection of their health and safety, establishing relationships of trust with the various local and institutional stakeholders.

Moral integrity, personal honesty, fairness and transparency must underlie the conduct of all those who operate within or at the service of the Group.

In fact, the ERG Group operates in the belief that:

- sustainable development is at the core of its business model, ensuring the strengthening of the Group's reputation and at the same time improving its results;
- through a process of continuous improvement, aimed at achieving its environmental and social objectives and protecting the health and safety of workers;
- the creation of shared value for stakeholders is one of the main elements of the ERG Group's sustainability.

Sustainability Governance is characterised by the involvement of different subjects and bodies:

- the **Board of Directors** approves the ESG Plan and the consolidated non-financial statement as well as the main relevant sustainability policies;
- the **Control, Risk and Sustainability Committee** provides support to the Board of Directors for the decisions it will be called upon to take on sustainability topics;
- the **Chief Executive Officer** has delegated powers and related responsibilities in the Environmental, Social & Governance area;
- the **ESG Committee** (as an internal committee which includes the Chairperson of the Board of Directors, the Executive Deputy Chairperson, the Chief Executive Officer and all his first reports) proposes the Group's guidelines and objectives in the field of sustainability, and guides and monitors its activities and evaluates the main areas of intervention.

In order to maintain consistency between the business strategy and the sustainability approach, the ERG Group identifies its own sustainability targets, incorporating them into the ESG Plan, which in turn is integrated into the Business Plan. The defined targets are constantly monitored by the ESG Organisational Unit, which periodically reports them to the ESG Committee and the Control, Risk and Sustainability Committee. These commitments naturally fit within the broader framework of the Sustainable Development Goals (SDGs) defined in the United Nations 2030 Agenda, the goals of the UN Global Compact and the Women's Empowerment Principles, which ERG endorses, and are consistent with our purpose: We are #SDGsContributors.

Sustainability Policy

This Policy defines the guidelines and guiding principles of sustainability, with particular reference to:

- ethics, integrity and anti-corruption
- people
- communities and stakeholders
- environment
- biodiversity
- suppliers and business partners
- customers.

Human Rights Policy

This Policy enshrines the Group's commitment to respect human rights without distinction, with specific reference to the business context and location of the Group's activities.

To this end, both the indications contained in the Universal Declaration of Human Rights, the Declaration on Fundamental Principles and Rights at Work and the Ten Principles of the Global Compact, as well as the principles expressed in the Code of Ethics, and the legislation on labour contracts applicable in the countries in which the Group operates, constitute integral and substantial elements of the same.

Diversity & Inclusion Policy

Through this Policy, the ERG Group commits itself:

- to act impartially to eliminate all forms of discrimination;
- to support a culture based on mutual respect and differences;
- to promote the expression of the individual and the exchange of knowledge;
- to achieve gender balance in the personnel selection and development process;
- to remove unfair treatment;
- to promote a work-life balance.

To achieve these goals, ERG joins dedicated associations and campaigns with the purpose of exchanging views with industry experts, learn about best practices of other companies and promote virtuous actions also outside the corporate context.

Policy on handling incidents of violence, harassment and bullying in the workplace

This policy is indeed purposeful, to prevent, detect and combat phenomena relating to violence, harassment and bullying, as well as to provide support to those reporting such phenomena (including as witnesses or because they have been informed of the facts), protecting them from any possible retaliatory act.

Policy on gender equity

This policy is aimed at promoting gender equality both from the point of view of presence in the workforce and in terms of access to opportunities for development and professional growth within the organisation.



Supplier Code of Conduct

The Code aims to create transparent and lasting relations with the parties in its supply chain and to share the values and principles by which the Group is inspired in the performance of its activities. The Code thus defines the principles and rules of conduct whose compliance ERG requires throughout its supply chain. The Code must be accepted by each contractor, subcontractor and business partner.

Group HSE Policy

The policy aims to establish a structured and ongoing commitment to protecting health, safety and the environment, in line with the principles of responsibility, prevention and continuous improvement that guide our activities, not as a mere regulatory obligation, but as a necessary behaviour aimed at protecting the natural and fundamental rights of individuals.

Policy for the adoption and use of AI-based tools

The policy aims to define a reference framework for the adoption of AI systems that are conscious, responsible and consistent with the organisation's sustainability values and objectives, and to protect the people and companies of the ERG Group.



7. THE INTERNAL CONTROL AND RISK MANAGEMENT SYSTEM OF THE ERG GROUP



7. THE INTERNAL CONTROL AND RISK MANAGEMENT SYSTEM OF THE ERG GROUP

The “Guidelines for the Internal Control and Risk Management System”, adopted on 11 March 2014 by the Board of Directors of ERG, were most recently updated on

3 August 2018 in order to take into account, among other things, the adoption of the Anti-corruption Policy and System.

GENERAL GUIDELINES

The Internal Control and Risk Management System of the ERG Group (hereinafter also “ICRM System”) is the combination of measures, organisational structures, regulations and rules whose purpose is, by means of an appropriate process of identification, measurement, management and monitoring of the main risks, and the creation of adequate information flows to ensure the proper flow of information, to allow the company to be managed on a sound and proper basis, consistent with the company targets defined by the Board of Directors. It complies with the principles contained in the Code and, more generally, current national and international best practices.

It is defined on the basis of leading national and international practices, and in particular

“CoSO Internal Control – Integrated Framework 2013”, which identifies a direct relationship between company targets (efficiency and effectiveness of operations, reporting and compliance), the components of the ICRM System and the organisational structure adopted by the Group.

This System, which is an integral part of the business, involves, and therefore applies to the entire organisational structure of the ERG Group: from the Board of Directors of ERG and its subsidiaries, to Group Management and the entire personnel.

The ICRM System Guidelines, approved by the Board of Directors of ERG, lay down the general principles by which the Group’s main risks are managed, in line with the strategic objectives identified, and the coordination arrangements between the parties involved in order to maximise the effectiveness and efficiency of the ICRM System.

Below is a summary of those involved in the ICRM System and their respective responsibilities:

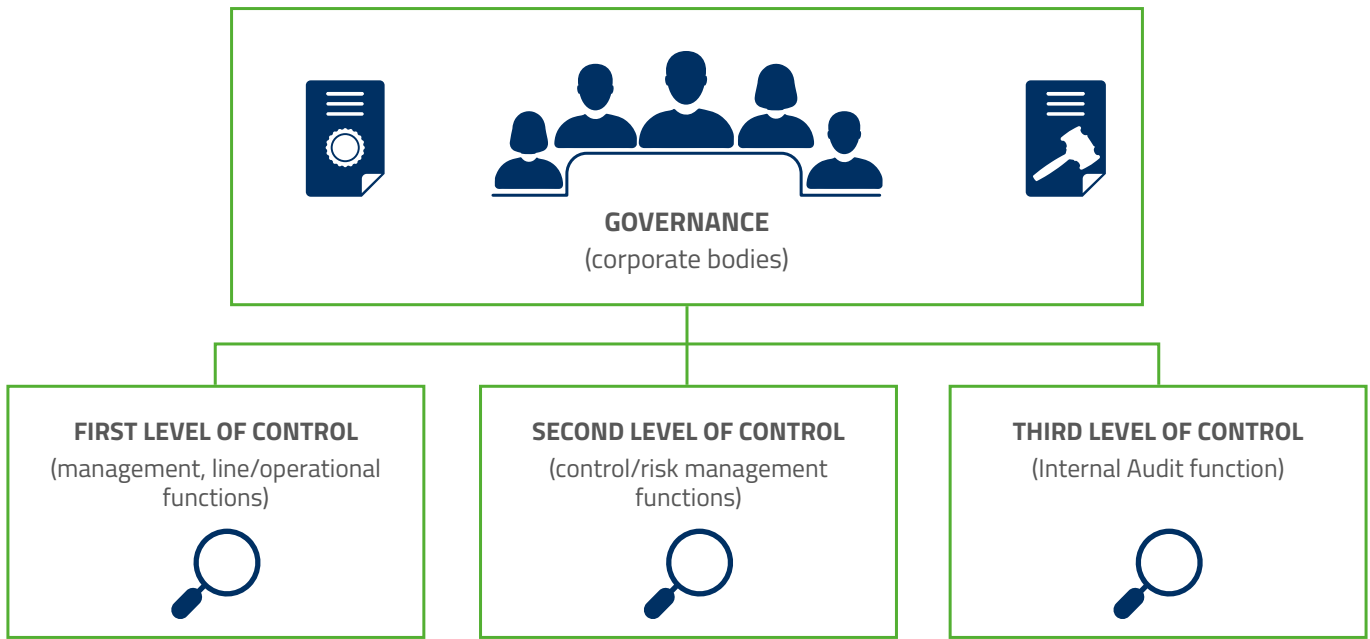
- **Board of Directors:** guides and assesses the adequacy of the ICRM System;
- **Chairperson of the Board of Directors:** supervises, directs and controls corporate affairs activities;
- **Executive Deputy Chairperson:** supervises, in particular, the strategic choices of the Group and the definition of the organisational macro structure; carries out the management and coordination of extraordinary transactions, including structured finance transactions; carries out the strategic coordination of the Subsidiaries; he/she is also Chairperson of the Strategic Committee;
- **Chief Executive Officer:** has the powers necessary to carry out all actions pertaining to corporate activities and is responsible for identifying the main business risks, taking into account the characteristics of the activities carried out by the issuer and its subsidiaries and, after consulting with the Director in charge of the Internal Control and Risk Management System, submitting them periodically to the review of the Board of Directors;
- **Director in charge of the Internal Control and Risk Management System:** delegated by the Board of Directors to oversee (through supervision, guidance and control) internal audit, risk management and compliance activities and processes, and ensures that the functionality and overall adequacy of the ICRM System is maintained. Although the Code suggests attributing this role to the Chief Executive Officer, the Board of Directors has conferred this power on the Executive Deputy Chairperson, deeming him/her more effective, for the purposes of the operation of the ICRM System, and consistent with the principle of segregation of duties, for the Chief Executive Officer to be responsible for identifying the main business risks, taking into account the characteristics of the activities carried out by the Company and its subsidiaries, and for the Executive Deputy Chairperson to be responsible for ensuring, through the aforementioned supervisory, management and control powers, the maintenance of the functionality and overall adequacy of the ICRM System;
- **Control, Risk and Sustainability Committee:** advises and makes proposals to the Board of Directors, with the aim of supporting it, through appropriate proceedings, in evaluations and decisions relating to the ICRM System, as well as in relation to the approval of periodic financial reports;
- **Board of Statutory Auditors:** oversees compliance with the law and with the Articles of Association, endorsement of correct administration principles, the adequacy of the organisational structure (for those aspects under its responsibility), the ICRM System and the administrative and accounting system, and its reliability in correctly representing operations, and the adequacy of the provisions imparted to the Subsidiaries for the proper fulfilment of the prescribed disclosure obligations;
- **Supervisory Body** pursuant to Italian Legislative Decree no. 231/01: supervises the observance of the Code of Ethics and verifies the effectiveness and the adequacy of the Organisation and Management Model pursuant to Italian Legislative Decree no. 231/01;
- **Internal Audit:** responsible for third-level control and has a significant position in the ICRM System being entrusted with the task of providing independent assurance on the ICRM System with the aim of improving the efficiency and effectiveness of the organisation. Internal Audit is tasked with verifying that the ICRM System is functional and adequate in relation to the size and operation of the ERG Group, verifying, in particular, that Management has identified the main risks, that these were assessed with consistent procedures and that the related mitigating actions have been defined and carried out. It also verifies whether the risks are managed in accordance with the decisions of Board of Directors, with external rules and with rules within the Group.

The following relevant parties also play a role: (i) Group management, which bears prime responsibility for internal control and risk management activities (first-level control); and (ii) second-level control functions with specific control tasks and responsibilities over different areas/types of risk (these functions are autonomous and distinct from operational ones); they are involved in defining risk governance policies and the risk management process, including: (a) the Manager responsible for preparing the Company’s financial reports, (b) the Finance & Group Risk Management function, (c) the

Compliance functions, assigned to oversee compliance issues, with particular reference to legal and non-compliance risks, including the risk of committing criminal offences to the detriment or in the interest of the ERG Group, and (d) internal committees, composed of Group management, acting in an advisory capacity and making proposals regarding specific risk issues.

In line with regulations and reference best practices, the ICRM System is structured over the following levels:

INTERNAL CONTROL SYSTEM



- **First level:** entrusted to individual operating lines, it encompasses the checks carried out by those involved in certain activities and those with supervisory responsibilities; it also makes it possible to ensure operational activities are carried out correctly;
- **Second level:** entrusted to structures other than lines, it is involved with defining risk measurement methods, identifying, assessing and checking them (Risk Management); it also makes it possible to verify compliance with regulatory obligations (Compliance);
- **Third level:** entrusted to Internal Audit, it serves to assess the functionality of the overall internal control and risk management system and to detect irregularities and violations of procedures and rules.

- capitalising on disclosures and assessments from the various control functions.
- The definition of procedures for coordination and collaboration between the corporate control functions aids the overall functioning of the ICRM System, and encourages the clear and consistent reporting to Senior Manager and the corporate bodies of the risks to which the ERG Group is exposed. To this end, coordination and collaboration procedures are envisaged between the parties involved in the ICRM System, including:

Information flows

To allow Management and the administration and control bodies to fulfil their roles in relation to the ICRM System, specific information flows are defined between the control functions and the competent boards of directors and boards of statutory auditors, coordinated and appropriate in terms of content and timescales.

As part of the ICRM System, information flows are envisaged:

- from line management to second-level control functions;
- between the second-level control functions;
- from the second-level control functions to Internal Audit;
- from Internal Audit to the second-level control functions.

The correct functioning of the ICRM System relies on successful interaction, in the exercise of duties, between the corporate functions involved. An efficient ICRM System aims to achieve the following objectives:

- elimination of methodological/organisational overlaps between the various control functions;
- sharing of the methodologies with which the various control functions carry out the assessments;
- improvement of communication between control functions and company bodies;
- reduction of the risk of “partial” or “misaligned” information;



Information flows, with defined procedures and timescales, are also envisaged from the control functions to the boards of directors and the boards of statutory auditors regarding the main activities carried out as well as the results thereof.

Intra-functional working group

Within the ERG Group, periodic intra-functional meetings are envisaged between the corporate organisational units involved in the control/ monitoring activities of the ICRM System and more generally in risk management, compliance and control activities with the aim of ensuring:

- that the ICRM System and its components are coordinated and interdependent;
- that there is real integration of the ICRM System into the general organisational structure of the ERG Group;
- the constant exchange of information between the functions involved in monitoring the ICRM System;
- the development of operational synergies through the sharing of methodologies and tools;
- the reduction of the risk of “partial” and “late” information.

7.1 STRUCTURE AND OPERATION OF THE INTERNAL CONTROL AND RISK MANAGEMENT SYSTEM OF THE ERG GROUP

The Group is aware that an effective Internal Control and Risk Management System allows the group to be managed on a sound and proper basis, consistent with the targets defined by the Board of Directors, by promoting well-informed decisions and contributing to wealth preservation, the efficiency and effectiveness of processes, the reliability of financial reporting, and compliance with standards, the Articles of Association and internal procedures.

To promote and maintain an adequate ICRM System, the ERG Group uses organisational, informational and regulatory instruments, which allow for the identification, measurement, management and monitoring of the main risks.

This system is integrated in the organisational, administrative and accounting structure and, more generally, in the corporate governance structure. It is based on the recommendations of the Code, which the Group has endorsed, taking as references national and international models and best practices, aimed at consolidating overall effectiveness and efficiency.

The System of Rules and Procedures

The definition of the Internal Control and Risk Management System structure and its governing rules takes place through the definition of appropriate internal business standards (Policies, Guidelines, Procedures and Operating Notes), which regulate the processes and activities carried out by ERG and its subsidiaries.

The beneficiaries of each standard are defined below:

- Policies: these are intended for all stakeholders and, based on the values expressed in the Code of Ethics, define the fundamental management principles involved in the performance of corporate activities;
- Guidelines: these are intended mainly for those who must set up operations and manage them, and define the principles for the execution of such activities;
- Procedures: these are intended for the parties involved in the operating processes regulated by them;
- Operating Notes: these are intended for the parties who, at operational level, carry out the activity or stages of activity regulated by the document.

Moreover, a specific procedure was formalised in the Group with the goal of defining a method for the uniform, integrated, effective and efficient management of the corporate rules and for regulating the activities performed by the parties involved, in terms of:

- responsibilities of the parties involved in the process;
- (electronic and hardcopy) communication flows among the various parties involved in the process;

- control activities connected with the operations reported in the process

The System for Assigning Powers

A correct and effective Corporate Governance system requires a formal assignment of powers consistent with the company’s own organisational system.

A correct assignment of powers entails assessing whether the validity requirements exist, determining its limits and identifying matters that can be delegated.

The system adopted in the Group provides for:

- the assignment of powers for the management of Group Companies to Chief Executive Officers, Sole Directors or General Managers, as appropriate;
- the assignment, normally to first-level and second-level executives reporting to Chief Executive Officers, of powers of signature, representation and external negotiation;
- the assignment of special powers for the performance of specific, well-defined actions, upon completion of which the validity of the power is voided;
- the assignment, to the heads of organisational positions, of internal powers (of an organisational nature) related to actions that have no external enforceability.

The system of delegated powers and mandates in place within the Group is structured so as to achieve consistency between the organisational structures, pursuant to the powers granted, and the company’s regulatory system (Policies, Guidelines, Procedures, Operating Notes and Job Descriptions), in compliance with the Segregation of Duties (“SoD”).



8. INFORMATION ON THE MAIN FEATURES OF THE EXISTING INTERNAL CONTROL AND RISK MANAGEMENT SYSTEMS IN RELATION TO THE PROCESS OF FINANCIAL AND SUSTAINABILITY DISCLOSURE, INCLUDING AT CONSOLIDATED LEVEL



8. INFORMATION ON THE MAIN FEATURES OF THE EXISTING INTERNAL CONTROL AND RISK MANAGEMENT SYSTEMS IN RELATION TO THE PROCESS OF FINANCIAL AND SUSTAINABILITY DISCLOSURE, INCLUDING AT CONSOLIDATED LEVEL

The ways in which the ERG Group has defined its Internal Control and Risk Management System in relation to the process of financial and sustainability disclosure (henceforth referred to as the “System”) at the consolidated level are illustrated below. The purpose of the System is to significantly mitigate risks in terms of the trustworthiness, reliability, accuracy and timeliness of financial and non-financial disclosures.

In particular, the Board of Directors of ERG, in the meeting of 26 April 2021, appointed Michele Pedemonte, Chief Financial Officer, as Manager responsible for preparing the Company’s financial reports, thereby attributing to him the responsibilities of:

- preparing adequate administrative and accounting procedures for the preparation of financial disclosure documents;
- monitoring the application of the procedures;
- issuing to the market the statement on the adequacy and effective application of the administrative and accounting procedures for the purposes of the Group’s financial disclosure.

The Manager responsible for preparing the Company’s financial reports relies on the support of the AFC Compliance Organisational Unit in verifying the operation of the administrative, accounting and sustainability procedures through testing of controls. This organisational structure (i) with regard to the financial reporting process, ensures complete segregation between the activities of preparing administrative, accounting and sustainability procedures and the activities of verifying their adequacy and effective application, (ii) with regard to the non-financial reporting process, ensures complete segregation between the activities involved in preparing the Consolidated Sustainability Statement and those involved in verifying it.

In this context, all Group personnel are required to cooperate with other functional areas that directly or indirectly contribute to the process by preparing documents and information, entering or updating data on company information systems, and carrying out normal operational activities.

The Compliance activity pursuant to Italian Law no. 262/05, TCF and CSRD has been submitted to the Control, Risk and Sustainability Committee and applies to the companies of the Group, from a logical point of view, in terms of methodology and as regards the principles of control and accuracy of the process.

With particular reference to sustainability disclosure, the Manager responsible for preparing the company’s financial reports is required to:

- oversee the processes, procedures and internal controls to support the collection and processing of non-financial data;
- coordinate the competent corporate functions, ensuring consistency, completeness and traceability of non-financial information;

- monitor compliance with regulatory standards of non-financial sustainability reporting;
- certify, together with the Chief Executive Officer, that the report is prepared in compliance with the applicable regulations and the control systems adopted.

Role, Appointment and Requirements of the Manager responsible for preparing the Company’s financial reports

Role of the Manager responsible for preparing the Company’s financial reports

As already noted previously, the main responsibility of the Manager responsible for preparing ERG’s company financial reports is to implement the administrative and accounting and sustainability procedures by which periodic corporate financial and non-financial reporting should be produced, to monitor their application and, together with the Chief Executive Officer, to attest to the market that the above principles were followed and that the financial and non-financial documentation circulated is reliable.

The figure of Manager responsible for preparing the Company’s financial reports fits into the wider framework of Corporate Governance, structured according to the traditional model with the presence of company bodies with different control functions.

Appointment and Requirements of the Manager responsible for preparing the Company’s financial reports

The Board of Directors, with the mandatory opinion of the Board of Statutory Auditors, appoints the Manager responsible for preparing the Company’s financial reports, setting his/her compensation and assigning him/her adequate powers and means. The Manager is someone who has at least three years of experience in positions of adequate responsibility in the administrative, financial or accounting area of public and private companies or entities, or someone who has adequate knowledge and experience in legal, economic, administrative, accounting or financial matters.

Elements of the System

Methodological approach

The Group has adopted a working methodology that envisages the following logical steps:

- A. identification and assessment of the risks applicable to financial and non-financial reporting;
- B. identification of controls for risks identified both at Company/Group level (entity level) and at process level;
- C. evaluation of controls and management of the monitoring process in terms both of design and of operations and effectiveness, with the aim of reducing risks to a level considered “acceptable” (information flows, management of “gaps”, remedial action plans, reporting system, etc.).



The activity is performed by the 262 Compliance, TCF and CSRD Organisational Unit and is periodically shared with the Manager responsible for preparing the Company's financial reports and, with regard to the Tax Control Framework, with the TCF Committee.

Risk identification and assessment

Risk Assessment is conducted annually with the aim of identifying, on the basis of a quantitative analysis and following evaluations and parameters of a qualitative nature:

1. the companies within the Group consolidation scope to include in the analysis;
2. the risks at the Company/Entity Level Controls relating to the general corporate context of the Internal Control System, with reference to the five components of the CoSO model developed by the Committee of Sponsoring Organizations of the Treadway Commission, leading practice at the international level and recognised within Italy as a reference model by the Corporate Governance Code (control environment, risk assessment, information and communication, control activities, monitoring);
3. the general risks for the Company's information systems supporting related processes (IT General Controls);
4. the processes that feed into the integrated consolidated financial statements relevant to inherent risk, for each operating company identified;
5. for each relevant process, the specific risks for financial reporting, with particular reference to so-called financial statement assertions (existence and occurrence, completeness, rights and obligations, measurement and recognition, presentation and disclosure).

The Risk Assessment process carried out at the level of Group integrated Consolidated Financial Statements in order to determine the appropriate scope of analysis, is based on the combined application of two analytical parameters, one quantitative and the other qualitative. As regards the purely quantitative part of the analysis, the following elements are determined:

- large portion (coverage of the integrated Consolidated Financial Statements): this dimension is used to measure the extent of the area within which controls are to be analysed and evaluated, defined on the basis of the weight the dimensions have on the main items in the financial statements;
- significant account: this refers to the quantitative size that items in the financial statements must have in order to be considered significant after the application of a materiality threshold;
- significant process: by means of account-process matching, processes are identified for which controls should be assessed, given that all processes associated with accounts that have balances greater than the materiality threshold form part of the activity.

Following the quantitative analysis described above, the Risk Assessment process then requires an analysis to be performed based on qualitative elements, with a dual purpose:

- to integrate the exclusively quantitative part of the analysis, so as to include or exclude accounts processes from the activity's scope on the basis of knowledge the management has, from a historical point of view and also considering the expected evolution of the business, of companies making up the Group, and on the basis of the professional judgement by management concerning risk levels relating to financial disclosures;
- to define the "level of depth" to which the analysed accounts processes must be taken into consideration within the scope of the activity and at what level the related controls must be mapped, documented and monitored.

The final result of the Risk Assessment process consists of a document

that is circulated to the various functions involved, validated by the Manager responsible for preparing the Company's financial reports and presented to the Control, Risk and Sustainability Committee.

Identification of controls

Once the main risks at the process level are identified, the actions to be taken in order to monitor the associated control objective are identified.

In particular, the mapping of accounts processes and related controls:

- significant processes and their main associated risks are represented as defined within the scope of the Risk Assessment, as are the controls that are envisaged for the management of such risks;
- the chart of mapped controls is evaluated to ascertain the capacity of each control to manage and mitigate an identified risk and, in particular, the underlying financial statements assertion;
- the operation and presentation of a process is shared with its owners, as are the risks and control activities;
- monitoring activities, required to support the representations that must be made by the Manager responsible for preparing the Company's financial reports, are carried out.

The identification of risks and the associated controls is carried out both with regard to controls relating to financial statement assertions and to other control objectives within the scope of financial and non-financial disclosure, including:

- the observance of authorised limits;
- the segregation of duties and responsibilities for operations and control;
- the physical security and existence of the company's assets;
- activities of fraud prevention that have an impact on financial and non-financial disclosure;
- the security of company information systems and the protection of personal data.

The mapping generated from time to time for a specific process is also used as the basis for periodic testing activities whose goal is to assess and monitor both the design and the effectiveness of controls in place.

Assessment of controls and monitoring processes

In accordance with the provisions of the law regarding formal compliance and in line with the best practices previously referred to, the adopted methodology prescribes constant monitoring of the relevant processes and effective execution of the mapped controls.

The objective of such monitoring is to evaluate the operating effectiveness of the controls – in other words the effective functioning, during the year, of the controls mapped for the purpose of analysis. To this end, an annual monitoring (and refining and optimising, where necessary) activity plan is drawn up. The plan is formalised in a document that is presented to the Control, Risk and Sustainability Committee and in which strategies and timing are defined for carrying out monitoring tests.

As part of the activities carried out, updates are made on an ongoing basis relating to the mapping of processes, risks and controls pursuant to Italian Law no. 262/05, as well as relating to Consolidated Sustainability Statement and the Tax Control Framework, and tests are carried out for certification purposes.

Periodic reports are produced on the results of the activities, providing support on the basis of which the Manager responsible for preparing the Company's financial reports releases legal attestations, and the Control, Risk and Sustainability Committee, as regards the most important deadlines for interim and annual financial reports, evaluates and participates in the work of the Manager responsible for the Company's financial reports and the functions through which he/she operates.

TAX CONTROL FRAMEWORK

On 10 November 2020, the Board of Directors, guided by the principles set out in the Code of Ethics and the Sustainability Policy as well as international best practices and national trends in terms of Cooperative Tax Compliance, in order to (i) pursue the long-term growth of company assets, (ii) protect the reputation of the ERG Group, and (iii) preserve the interests of shareholders and other stakeholders, defined and approved the ERG Group Tax Strategy – first pillar of the Tax Control Framework – with the aim of setting out the principles and guidelines that guarantee uniform management of the ERG Group’s taxation, as part of ERG’s management and coordination activities.

The Tax Control Framework, an integral part of the ICRM System, is the main structure of the first and second level of tax risk controls.

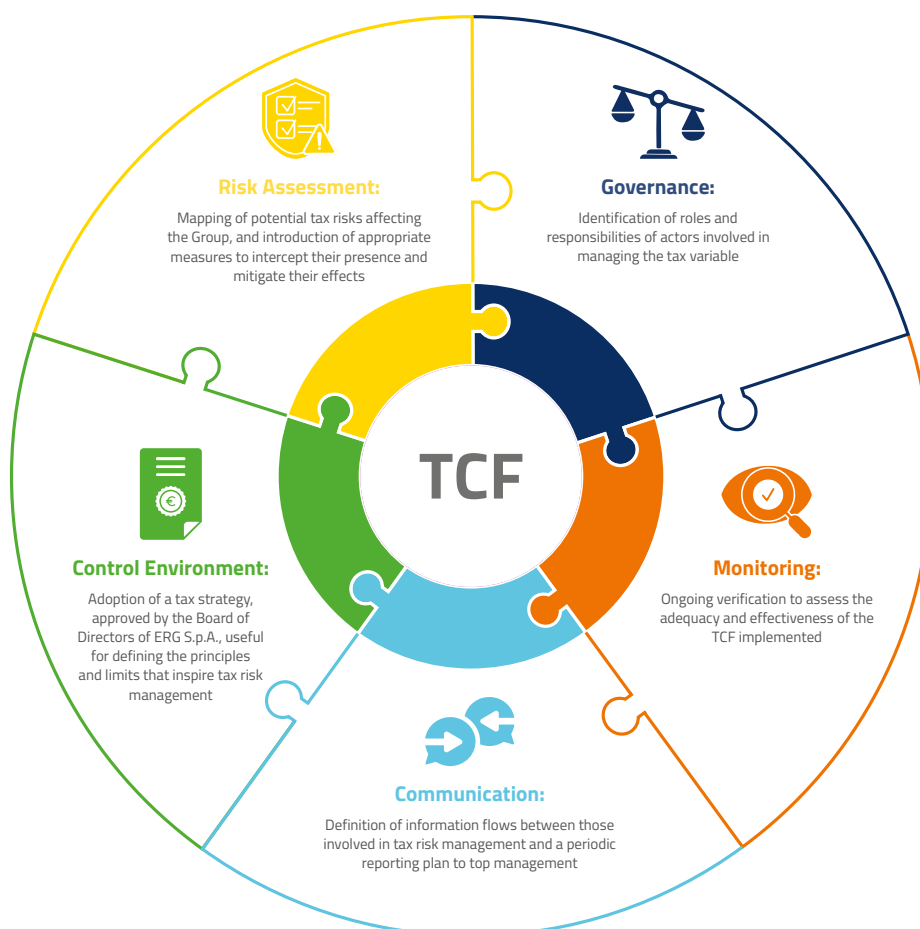
Specifically, the ERG Group Tax Strategy – applicable to ERG and to the Italian and foreign companies directly or indirectly controlled by it – aims to:

- guarantee the correct and prompt calculation and payment of taxes due by law and the fulfilment of connected obligations (tax compliance);
- mitigate tax risk, understood as the risk of (a) infringing tax regulations or (b) abusing the principles and purposes of tax legislation (abuse of rights).

Through the operating regulations of the Tax Control Framework, guidelines have been established that, in compliance with the managerial and operational autonomy of the Italian Subsidiaries and foreign countries to which the Tax Control Framework has been progressively extended, must be applied within the ERG Group, and in particular:

- the roles and responsibilities of the organisational units involved in the recognition, management and control of tax risks;
- the main characteristics of the tax risk control system, in order to integrate its fundamental principles and objectives within the ICRM System and, in particular, describe the methods of integration with the Accounting Control System pursuant to Italian Law no. 262/2005, adopted by the ERG Group;
- the operating methods for managing and controlling tax risk;
- the information flows between the various control functions involved and the periodic reporting process containing the results of the checks carried out.

The Tax Control Framework currently applies to all the administrative bodies of the Italian, French and German companies of the ERG Group and all the organisational units, even if not directly responsible for the management of tax obligations, operating within the Group companies.





9. THE INDEPENDENT AUDITORS





9. THE INDEPENDENT AUDITORS

Auditing is carried out in accordance with the law by a company enrolled in the Register of Statutory Auditors maintained by the Italian Ministry of Economy and Finance.

KPMG S.p.A. was appointed as independent auditors for the years 2018–2026 by the Shareholders' Meeting held on 23 April 2018; consequently, its mandate shall expire at the date of the Shareholders' Meeting convened to approve the financial statements at 31 December 2026.

During the course of the year, the Independent Auditors have the duty to verify:

- that the company accounts are properly maintained and all operations are properly accounted for in the accounting records;
- that the Separate Financial Statements and the Consolidated Financial Statements match the results of the accounting records and of the inspections carried out and comply with the rules that govern them.

KPMG S.p.A. is also tasked with performing a review of the Condensed Interim Consolidated Financial Statements.

While carrying out its activities, the Independent Auditors have access to all documentary and electronic information and data, as well as the archives and the assets of the Company and the Group Companies.

In order to preserve the independence of the Independent Auditors, a note was drawn up governing the appointment of the audit company and the entities which are part of its network by Group Companies which provides for, in particular, depending on the type of the assignment, a binding opinion by the Board of Statutory Auditors.

During 2025, under the responsibility of the Board of Statutory Auditors, the Company initiated a process for the appointment, by the Shareholders' Meeting of 22 April 2026, of the statutory auditor of ERG S.p.A. for the financial years from 2027 to 2035 in advance of the expiry of KPMG S.p.A.'s mandate, in line with the practice of listed companies in Italy, in order to facilitate the transition between the incoming and outgoing auditors and to manage in a timely manner situations that could potentially threaten the independence of the incoming auditor.



10. RELATIONS WITH INVESTORS AND OTHER RELEVANT STAKEHOLDERS



10. RELATIONS WITH INVESTORS AND OTHER RELEVANT STAKEHOLDERS

The Company manages relations with its Shareholders, institutional investors and the market through the Investor Relations function, under the responsibility of ERG's Chief ESG, IR & Communication Officer, as well as with other relevant stakeholders through the Regulatory & Public Affairs function, under the responsibility of the Chief Regulatory & Public Affairs Officer.

The Board of Directors, as part of the process of adapting the Company to the provisions of the Code, adopted, on 13 May 2021, with the support of the Control, Risk and Sustainability Committee, a specific policy aimed at regulating and promoting the development and maintaining of continuous, productive and transparent dialogue with shareholders and investors in general. The Policy was most recently updated on 23 February 2024 in order to extend its application to all stakeholders of the Company.

Specifically,

- **Investor Relations** activities are focused on the dissemination to the financial community of any information that may be useful for assessing opportunities for investing in ERG share: including periodic updates on results, strategy explanation, regulatory updates and plan objectives. In terms of communication activities, Investor Relations periodically organises meetings – both in Italy and abroad – and conference calls with analysts and investors; moreover, it also makes use of the more popular social channels

and the dedicated area on its website, where users can, for example, access live broadcasts via webcast of conference calls for the presentation of financial results. In recent years, with the completion of the industrial transformation and with a business model oriented towards growth in renewables, dialogue with Socially Responsible Investors (SRIs), who base their investment decisions on CSR issues, has increased;

- the focus of the **Regulatory & Public Affairs** activity is to (i) direct and coordinate the management of relations with Institutions, Entities, Business Associations and Think-Tanks/Observatories in order to protect, promote and foster the interests, positions and perception of the Group among these Bodies, (ii) ensure the development and management of relations with Institutions and other Players, in order to foster the development of international partnerships and agreements, and (iii) promote in the appropriate fora regulatory changes capable of protecting or increasing the value of the Group's business.

The main documents concerning Corporate Governance, to which reference is made in the Report, are available in the Corporate Governance section of the website www.erg.eu.

INVESTOR RELATIONS ACTIVITIES IN 2025

COMMUNICATION TOOLS

EVENTS



111 investors met, of which:



MAIN TOPICS IN THE MEETINGS WITH INVESTORS



Financial topics

- Scarce availability of wind resources in Europe
- Repowering as the main engine of our organic development
- "Value over volume" strategy, and expectation on IRR in the various projects
- US growth prospects, and risks for business in the Trump era
- Route-to-market strategy (PPA contracts, and outcomes 1st FerX tender in Italy)
- Growth potential and the need for more flexibility in storage
- Price volatility, with particular focus on negative prices

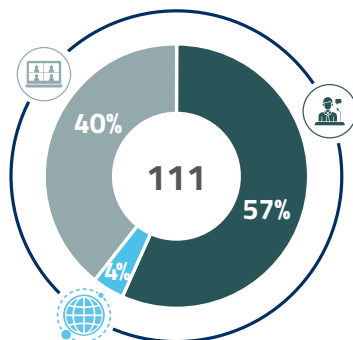


ESG Topics

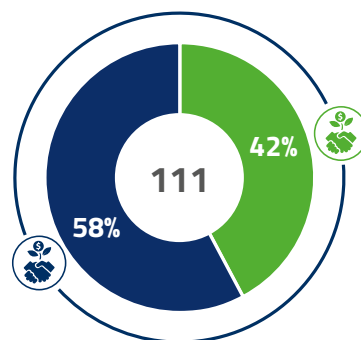
- "Net Zero" strategy and ESG objectives in incentive systems (MBO/LTI)
- Biodiversity assessment (implementation of the new TNFD standard)
- D&I objectives (women in top management) with a focus on certifications
- Impact on ERG of the 'EU Omnibus package'
- Circular economy objectives and end-of-life management of plants
- Financial strategy and Green Funding

BY MEETING TYPE

BY INVESTOR TYPE



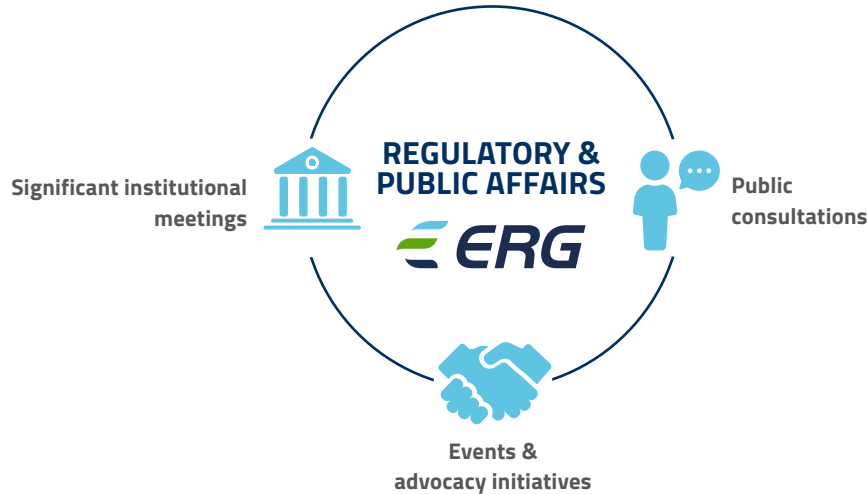
● In conferences ● At roadshows ● In digital meetings



● SRI investors ● Other investors

ACTIVITIES REGULATORY & PUBLIC AFFAIRS 2025

REGULATORY & PUBLIC AFFAIRS



MAIN THEMES COVERED



1. Advocacy & Policy for Renewables and the Electricity Market
 - Protection from retroactive measures and distorting regulatory interventions
 - Support for stable and bankable market instruments (ETS, CfD, RES auctions, support mechanisms)
 - Advocacy on market reforms (e.g. REMA UK, zonal pricing, negative price management, overgeneration)
2. Regulation, Market & Electricity System
 - Evolution of electricity markets and systems, electricity, tariff and market regulation
 - Technical dialogue (e.g. connections, congestion and modulation orders)
 - Analysis of regulatory and network impacts on industrial performance and asset profitability
3. Institutional Relations, Authorisations & Project Development
 - Relations with the main national and local institutions
 - Support in the management of authorisation procedures (EIA, landscape, Single Authorisation, common land rights)
 - Renewal and management of municipal agreements and local stakeholder engagement

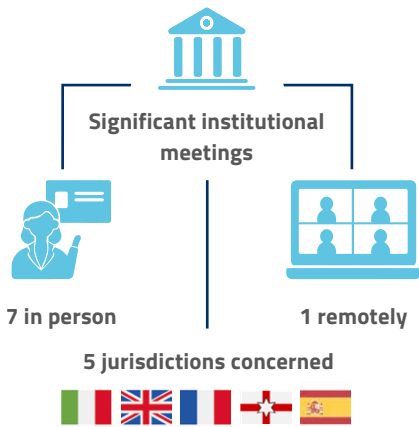


- Consolidated Law on Renewables: opportunities, critical issues and possible corrective measures.
- Competitiveness, development and management of renewable plants.
- Acceleration of authorisation procedures.
- Infrastructure challenges in European energy markets.
- Renewables in Spain: opportunities, challenges and decarbonisation.
- Renewables and grid: evolution of the electricity system.
- Negative prices on the electricity market.
- BESS in Italy: prospects and business models.
- Repowering as a strategic opportunity.
- International energy transition: integration between policies, markets and public trust.

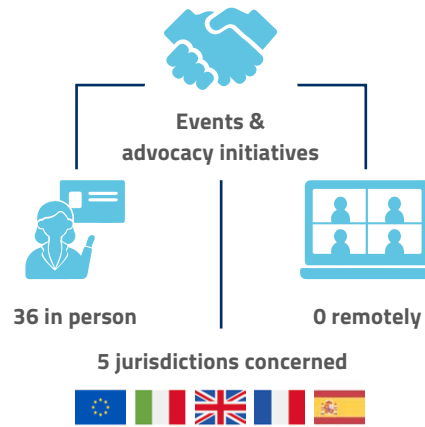


- Capacity market
- Electrification
- TIDE
- Contracts and guarantees
- Changes to the grid code
- RIGEDI
- State guarantees PPAs
- Energy policies
- State aid
- Connection procedures

8 institutional meetings, of which:



36 events & advocacy initiatives, of which:



28 public consultations:

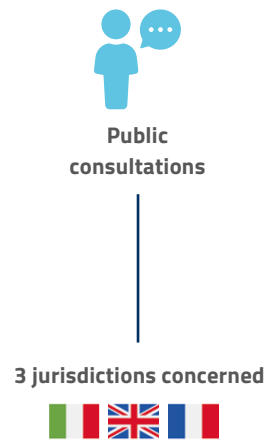




TABLE 1: STRUCTURE OF THE BOARD OF DIRECTORS AT THE CLOSING DATE OF THE FINANCIAL YEAR

Board of Directors													
Office	Members	Year of birth	Date of first appointment *	in office since	in office until	List (presenters) **	List (M/m) ***	Executive	Non-executive	Independent as per Code	Independent as per ICFA	No. of other positions ****	Participation (%) *****
Chairperson	Edoardo Garrone	1961	16/10/1997	23/04/2024	Appr. Financial Statements at 31/12/2026	Shareholders	M	Yes	No	No	No	1	90
Deputy Chairperson	Alessandro Garrone	1963	16/10/1997	23/04/2024	Appr. Financial Statements at 31/12/2026	Shareholders	M	Yes	No	No	No	4	90
Deputy Chairperson	Giovanni Mondini	1966	16/10/1997	23/04/2024	Appr. Financial Statements at 31/12/2026	Shareholders	M	No	Yes	No	No	3	100
Chief Executive Officer	Paolo Luigi Merli	1971	26/04/2021	23/04/2024	Appr. Financial Statements at 31/12/2026	Shareholders	M	Yes	No	No	No	–	100
Director	Paolo Arlandini ⁽¹⁾	1963	12/12/2025	12/12/2025	Next Shareholders' Meeting	n.a.	n.a.	No	Yes	No	No	3	100
Director	Elisabetta Caldera	1970	23/04/2024	23/04/2024	Appr. Financial Statements at 31/12/2026	Shareholders	M	No	Yes	Yes	Yes	–	100
Director	Federica Lolli	1974	26/04/2021	23/04/2024	Appr. Financial Statements at 31/12/2026	Shareholders	M	No	Yes	Yes	Yes	1	100
Director	Marina Natale	1962	23/04/2024	23/04/2024	Appr. Financial Statements at 31/12/2026	Shareholders	M	No	Yes	Yes	Yes	2	100
Director	Elisabetta Oliveri [°]	1963	23/04/2018	23/04/2024	Appr. Financial Statements at 31/12/2026	Shareholders	M	No	Yes	Yes	Yes	2	90
Director	Renato Pizzolla	1988	15/09/2022	23/04/2024	Appr. Financial Statements at 31/12/2026	Shareholders	M	No	Yes	No	No	2	100
Director	Barbara Poggiali	1963	23/04/2024	23/04/2024	Appr. Financial Statements at 31/12/2026	Shareholders	M	No	Yes	No	No	5	100
Director	Daniela Toscani	1963	23/04/2024	23/04/2024	Appr. Financial Statements at 31/12/2026	Shareholders	m	No	Yes	Yes	Yes	1	100

Directors who left office during the reference year

Director	Luca Bettonte ⁽²⁾	1963	15/12/2009	23/04/2024	Appr. Financial Statements at 31/12/2026	Shareholders	M	No	Yes	No	No		100
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Quorum required for list presentation at the time of last appointment: 1%

Number of meetings held during the reference year 10

NOTES

• This symbol indicated the Director in charge of the Internal Control and Risk Management System.

° This symbol indicates the Lead Independent Director (LID).

⁽¹⁾ For the purposes of this Report, only the meetings attended by the director from 12 December 2025 have been considered.

⁽²⁾ For the purposes of this Report, only the meetings attended by the director from 1 January 2025 to 17 November 2025 have been considered.

* Date of first appointment of each Director means the date on which the Director was appointed for the first time (ever) on the Issuer's BoD.

** This column indicates whether the list from which each Director was drawn was presented by shareholders (indicating "Shareholders") or by the BoD (indicating "BoD").

*** This column indicates whether the list from which each Director was drawn is "Majority" (indicating "M"), or "minority" (indicating "m") or whether the director was appointed on the basis of proposals submitted by majority shareholders (indicating "M") or minority shareholders (indicating "m").

**** This column indicates the number of offices as Director or Statutory Auditor held by the person concerned in Relevant Companies.

***** This column indicates the percentage of participation by Directors in the meetings of the BoD.



TABLE 2: STRUCTURE OF THE BOARD COMMITTEES AT THE CLOSING DATE OF THE FINANCIAL YEAR

Board of Directors							
Office/Position	Members	Strategic Committee		Control, Risk and Sustainability Committee		Nominations and Remuneration Committee	
		(*)	(**)	(*)	(**)	(*)	(**)
Chairperson	Executive	Edoardo Garrone					
Deputy Chairperson	Executive	Alessandro Garrone		100		C	
Deputy Chairperson	Non-Executive	Giovanni Mondini		100		M	
Chief Executive Officer	Executive	Paolo Luigi Merli		100		M	
Director	Non-Executive	Paolo Arlandini		n.a.		M	
Director	Independent as per ICFA and Code	Elisabetta Caldera				100	C
Director	Independent as per ICFA and Code	Federica Lolli		100		C	100
Director	Independent as per ICFA and Code	Marina Natale		100		M	
Director – LID	Independent as per ICFA and Code	100	M	100	M	100	M
Director	Non-Executive	Renato Pizzolla		100		M	
Director	Non-Executive	Barbara Poggiali		100		M	
Director	Independent as per ICFA and Code	Daniela Toscani					
Directors who left office during the reference year							
Director	Non-Executive	Luca Bettonte ⁽¹⁾		91	M	100	C
Any members who are not Directors							
Manager of the Issuer/Other		None					
Number of meetings held during the reference year:		12		11		7	

NOTES

* This column indicates the percentage of participation by Directors in the meetings of the Committees.

** This column indicates the position of the director within the committee: "C": Chairperson; "M": member.

(1) For the purposes of this Report, only the meetings attended by the director from 1 January 2025 to 17 November 2025 have been considered.

**TABLE 3: STRUCTURE OF THE BOARD OF STATUTORY AUDITORS AT THE CLOSING DATE OF THE FINANCIAL YEAR**

Board of Statutory Auditors									
Office	Members	Year of birth	Date of first appointment (*)	In office since	In office up to	List (M/m) (**)	Independent as per Code	Participation (%) in meetings of the Board of Statutory Auditors (***)	Number of other positions (****)
Chairperson	Monica Mannino	1969	26/04/2023	26/04/2023	Appr. Financial statements at 31/12/2027	m	Yes	100	4
Standing Auditor	Fabrizio Cavalli	1961	17/04/2019	26/04/2022	Appr. Financial statements at 31/12/2027	M	Yes	96	8
Standing Auditor	Giulia De Martino	1978	26/04/2022	26/04/2022	Appr. Financial statements at 31/12/2027	M	Yes	100	4
Alternate Auditor	Vincenzo Campo Antico	1966	15/04/2010	26/04/2022	Appr. Financial statements at 31/12/2027	M	Yes	-	-
Alternate Auditor	Luisella Bergero	1971	23/04/2013	26/04/2022	Appr. Financial statements at 31/12/2027	M	Yes	-	-
Alternate Auditor	Riccardo Foglia Taverna	1966	22/04/2025	22/04/2025	Appr. Financial statements at 31/12/2027	m	Yes	-	-

Auditors who left office during the reference year

None

Number of meetings held during the reference year: 23**NOTES**

* Date of first appointment of each Auditor means the date on which the Auditor was appointed for the first time (ever) on the Issuer's Board of Statutory Auditors.

** This column indicates whether the list from which each Auditor was drawn is "Majority" (indicating "M") or "minority" (indicating "m").

*** This column indicates the participation by Statutory Auditors in the meetings of the Board of Statutory Auditors.

**** This column indicates the number of offices as Director or Statutory Auditor held by the person concerned pursuant to Article 148-bis of the Italian Consolidated Finance Act and the related implementation provisions contained in the CONSOB Issuers' Regulation. The complete list of offices is published by CONSOB on its website pursuant to Article 144-quinquiesdecies of the CONSOB Issuers' Regulation.

ERG S.p.A.

WTC Tower

via De Marini, 1

16149 Genoa

Tel +39 010 24011

Fax +39 010 2401859

www.erg.eu

Registered Office:

via De Marini, 1

16149 Genoa

Share Capital EUR 15,032,000 fully paid-in

Econ. Admin. Index Genoa no. 354265

Genoa Register of Companies

and Fiscal Code 94040720107

VAT no. 10122410151

Company subject to limited

management and coordination

by SQ Renewables S.p.A.

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