

EXECUTIVE SUMMARY 2024

Consolidated Sustainability Statement

Our approach to ESG

INSPIRING CHANGE TO POWER THE FUTURE



CONTEXT

2024 was a crucial year in many respects, on the climate and political and social fronts.

From a climate perspective, 2024 was marked by an unprecedented rise in global temperatures, with an average increase of more than 1.5 °C compared to pre-industrial levels. This contributed to extreme events including devastating fires and intense weather phenomena, underlining the intensification of climate change, which continues to be one of the main global challenges.

At the political level, Donald Trump was elected President of the United States, who withdrew the US from the Paris Agreement in addition to favouring policies to benefit the fossil fuel industry, slowing down global efforts to combat global warming. In addition, the situation in the United States has brought a significant change in the approach to *Diversity & Inclusion* (D&I) policies.

In particular, the withdrawal from initiatives such as those related to racial fairness and access to employment opportunities for minorities, as well as the limitation of diversity awareness-raising and training programmes, is having a negative impact on the growth of an inclusive culture.

At European level, 2024 marked a significant turning point in the sustainability reporting landscape: the introduction of the new CSRD (Corporate Sustainability Reporting Directive) expanded and tightened the reporting obligations of companies, requiring a greater commitment to the transparency of information related to the ESG (environmental, social and governance) sphere. Although this directive represents an important step towards greater accountability, the adoption of more complex standards risks diverting attention from the real global challenges like climate change and social inequalities, which should be at the heart of any sustainability strategy. Among other things, the CSRD could see its scope of application restricted in the future, as envisaged in the what is known as the "Omnibus Package" of the European Union.

It is within this challenging context that our Group continues to maintain a clear and determined sustainability strategy.

As a leader in the renewable energy sector, we continue to invest in wind and solar power, strengthening our commitment to the energy transition and contributing to a green future. Our decarbonisation strategy envisages the Net Zero objective by 2040 certified by SBTi, in line with the threshold necessary to keep the global temperature increase within 1.5 °C. For us, consistency with climate objectives represents a duty towards future generations and the sustainability of the planet.

Moreover, despite a global context that seems increasingly less favourable to diversity and inclusion policies, we continue to strive to ensure a professional environment based on non-discrimination and respect for diversity and multiculturalism, and to promote an inclusive culture. In August 2024 we obtained Gender Equality Certification for our activities in Italy, an important recognition of the path we have achieved in this area.

This Executive Summary of Sustainability at ERG (2024 edition) aims to provide a strategic summary of our commitment to the energy transition and the creation of sustainable value. The document highlights the main initiatives in the ESG (Environment, Social, Governance) sphere and the progress achieved last year in reaching the main objectives of the ESG Plan.

Through a transparent approach based on concrete data, ERG intends to strengthen its role as a leader in renewable energies, contributing to a low-carbon future.

WE ARE ERG

Production begins at the refinery in Genoa San Quirico



1947

ERG listed on the stock market



1997

Entry into Renewables: acquisition of EnerTAD



2006

Start-up of **ERG Power's** combined cycle power plant (480MW), and of **TotalERG**



2010

Sale of the ISAB Energy plant and ERG Oil Sicilia fuel networks



2014

Entry into the **solar** sector: 30 photovoltaic plants acquired in Italy (89 MW). Definitive exit from the oil sector with the sale of TotalERG



2018

Solar: entry in France (79 MW). **Wind:** entry in Sweden, and start of operations in the United Kingdom



2021

Sale of the thermoelectric business. Start-up of 2 wind farms subject to repowering. Further growth in solar in Spain (+149 MW)



2023

1938



Foundation of ERG in Genoa, by Edoardo Garrone

1975



Production begins at the ISAB refinery in Priolo

2000



ISAB Energy: production and marketing of electricity begins from the gasification of heavy refinery residues

2008



Sale to LUKOIL of 49% of the ISAB refinery

2013



ERG 1st wind operator in Italy (1,087 MW) and among the top 10 in Europe (1,340 MW). Acquisition of a company for O&M activities of the wind farms. Definitive exit from refining

2015



Entry into the **hydroelectric** business with the purchase of the Terni Complex (527 MW). Wind: growth in France and Poland (+146 MW)

2019



Solar capacity increases to 141 MW with the purchase of 51 MW in Italy. Wind: further growth in France and Germany (+86 MW)

2022



Sale of the hydroelectric business. **Solar:** entry in Spain (92 MW). **Wind:** 172 MW acquired in Italy, and ~230 MW started up in Europe. IFM NZFI indirect shareholder (with 35% in SQ Renewables SpA), alongside the Garrone-Mondini Family

2024



Entry into the USA: partnership with Apex (317 MW wind and solar). Growth in France (+114 MW wind and solar), and start-up of 2 wind farms subject to repowering. IFM NZFI increases its stake in SQ Renewables SpA to 49%

WE ARE ERG

#VALUES



"Over the years we have been able to combine our history and our ethical values with innovation, anticipating change and completing the energy transition towards a sustainable model. We have faced every challenge with passion, driven by the desire to create value for all stakeholders. Even in a complex and uncertain context, we continue to look to the future with a strategic vision, inspiring change towards the energy of tomorrow."

Edoardo Garrone
Chairman of the Board



"We are proud of the growth and achievements of our people in a complex context. Sustainability is an integral part of our business model, an indispensable principle that guides our evolution. We do this by promoting inclusion and enhancing talent, to build teams of excellence ready to face the challenges of the market with enthusiasm, with the aim of leaving a better world for future generations."

Alessandro Garrone
Executive Deputy Chairman



"We find ourselves in a changing, uncertain context, more aware of the consequences of climate change than ever before. We therefore want to continue our energy transition path and believe that renewable energies are safe and accessible sources that represent the key to a sustainable future. For this reason, the essential objective is precisely the continuous improvement of the industrial performance of our assets. We want to pursue a path of sustainable growth that generates positive impacts on our people and in the territories where we operate."

Paolo Merli
Chief Executive Officer

PURPOSE, VISION & MISSION



PURPOSE

We inspire change to power the future

- Unprecedented industrial transformation
- Inclusive and ethical approach
- Financial strength
- Sustainable and equitable energy transition
- Contribution of our people to the fight against climate change



VISION

We pursue sustainable growth

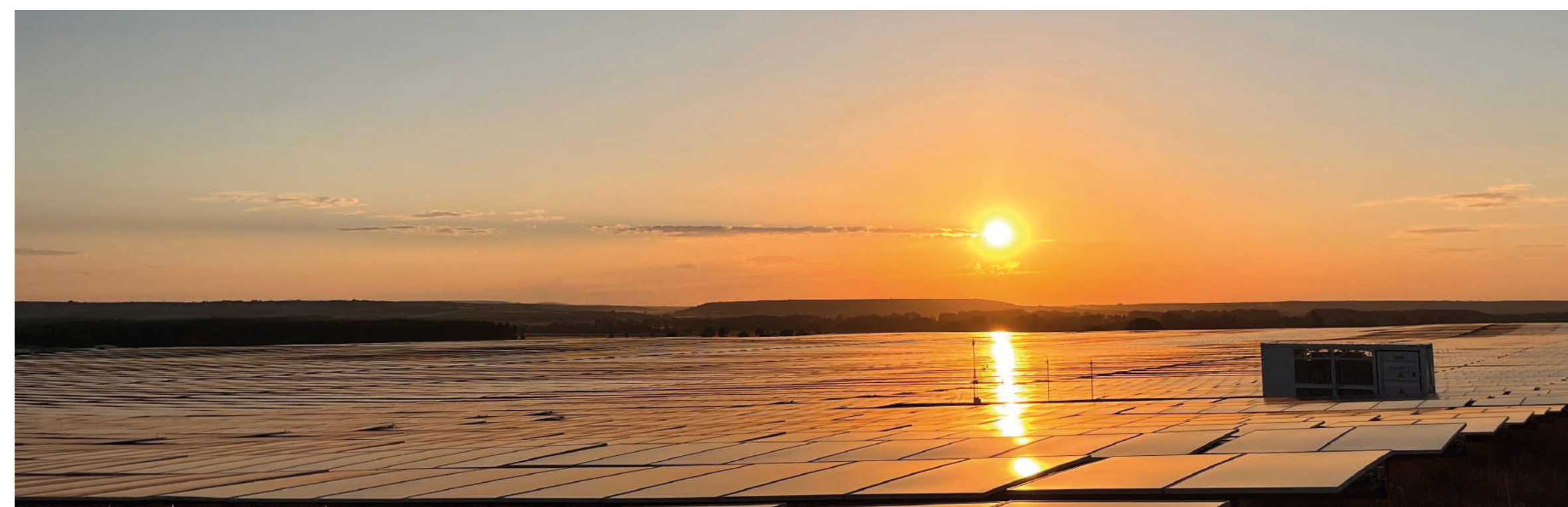
- Continued growth in the international renewables market
- Spreading our values
- Proven ability to develop and anticipate trends and quickly seize opportunities
- Long-term vision



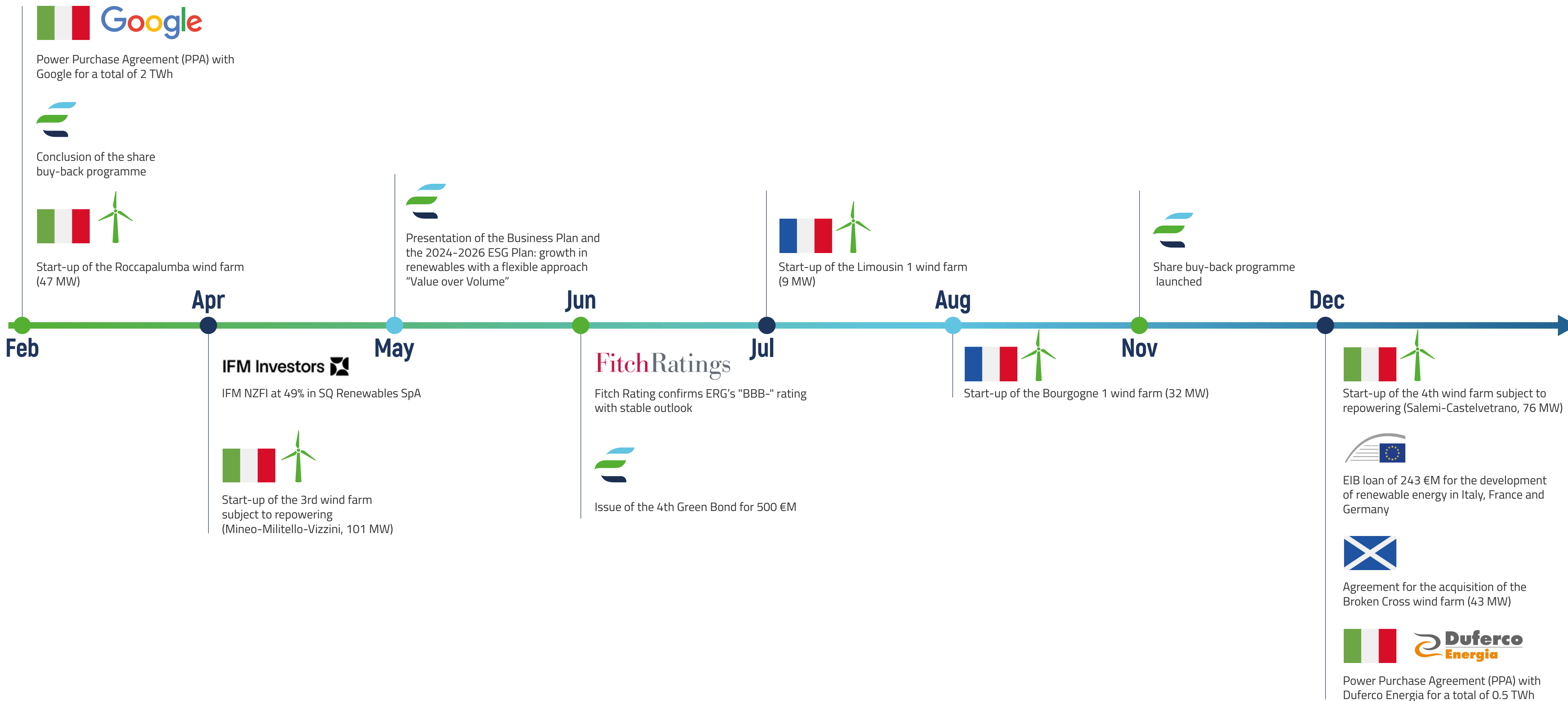
MISSION

Pioneers of the clean energy shift

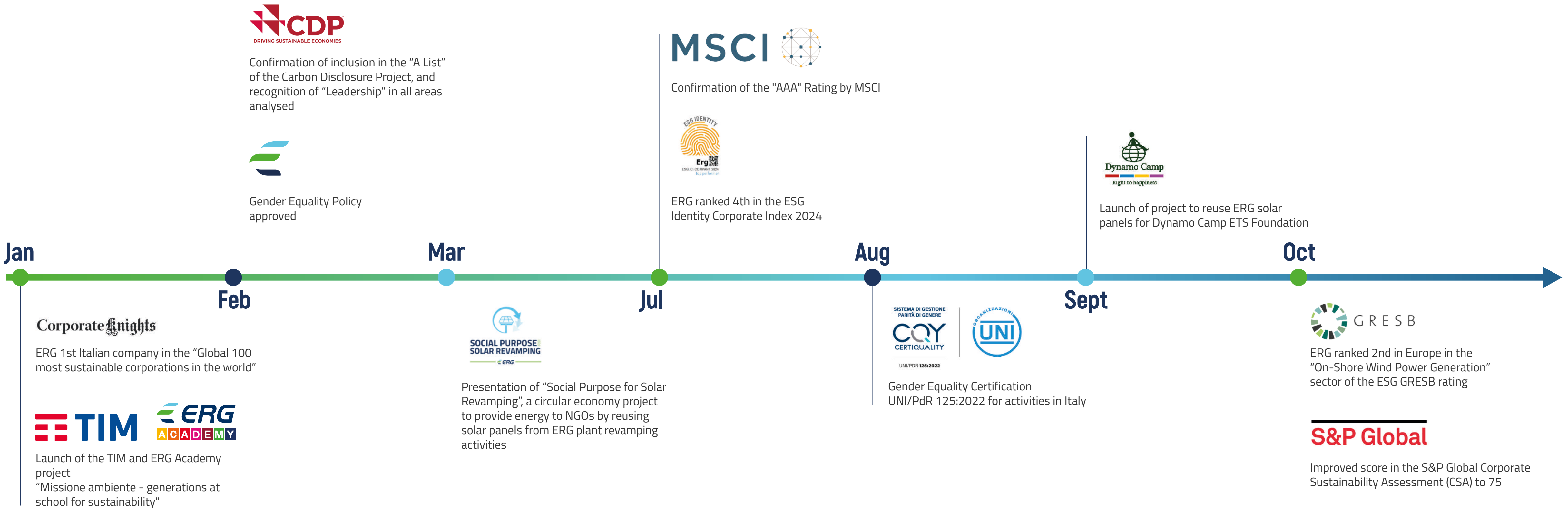
- Commitment to supporting the energy transition for businesses, people and communities
- Sound industrial approach
- Implementation of valuable projects, respecting the needs of local communities
- Pride, passion and team spirit



ERG IN 2024



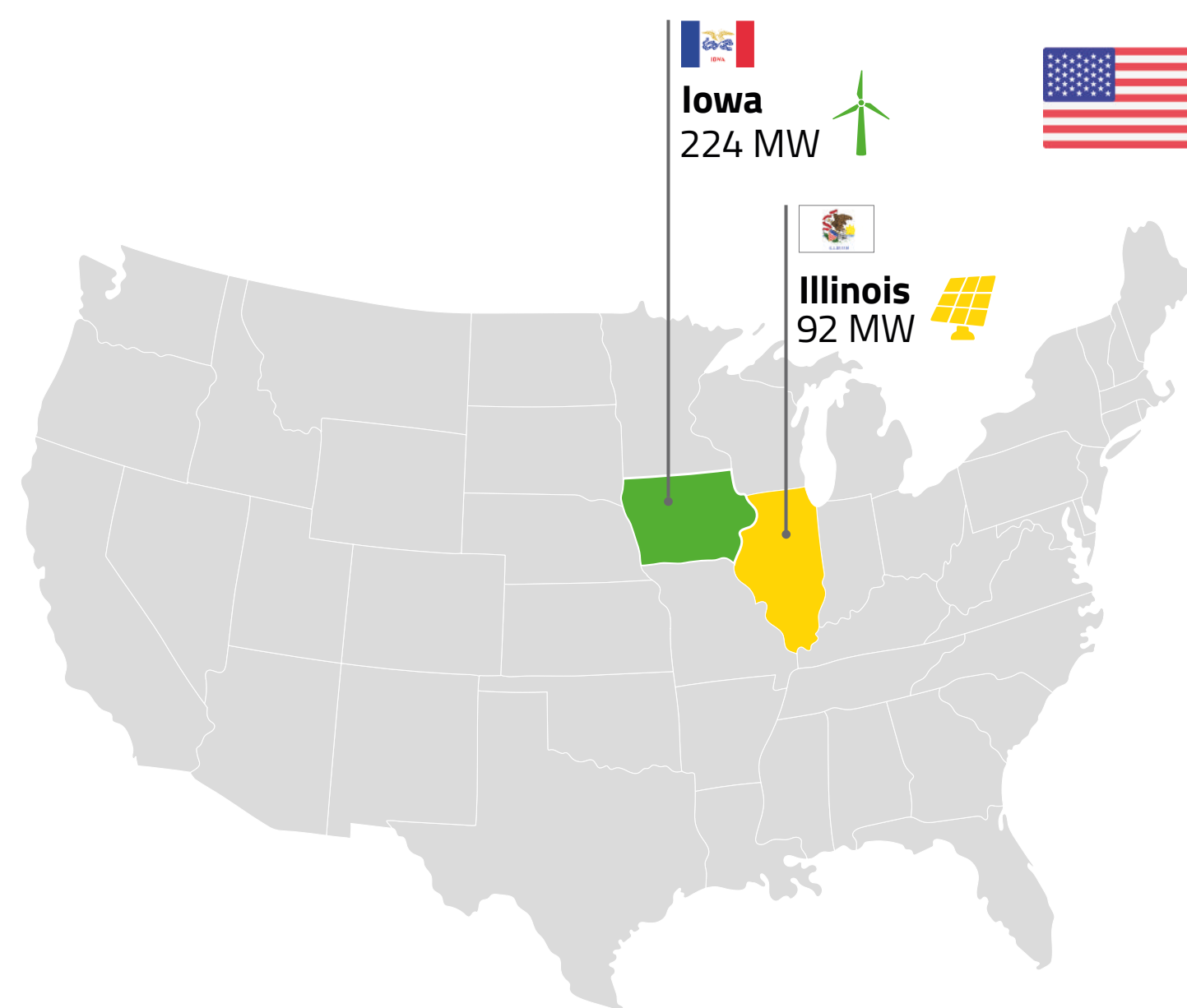
ERG IN 2024: ESG MILESTONES AND AWARDS



THE ERG GROUP: A RENEWABLE OPERATOR WITH A SOLID INTERNATIONAL PRESENCE

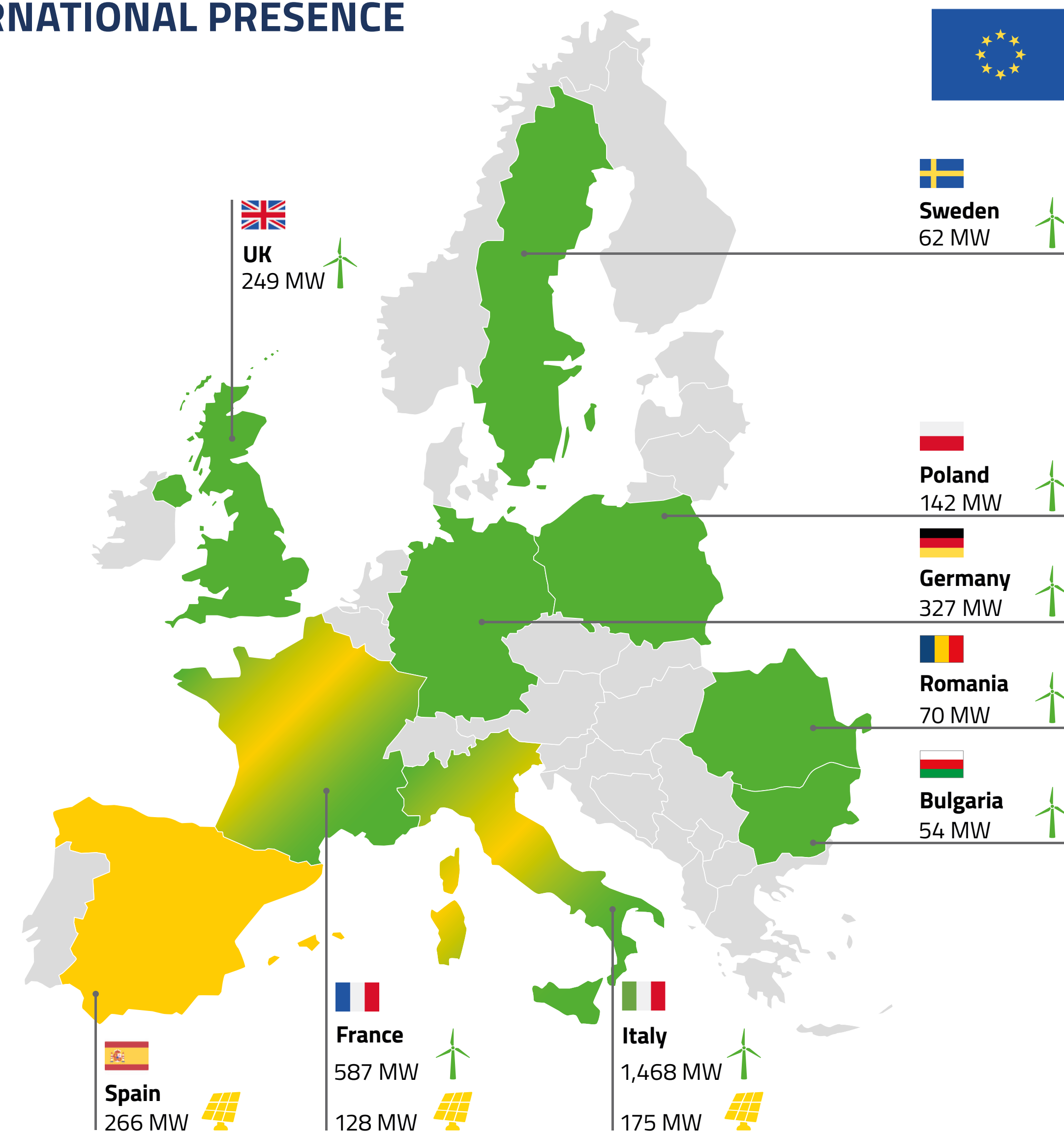
TOTAL: 3,845 MW

Wind: 3,184 MW
Solar: 661 MW



UNDER CONSTRUCTION: 134 MW

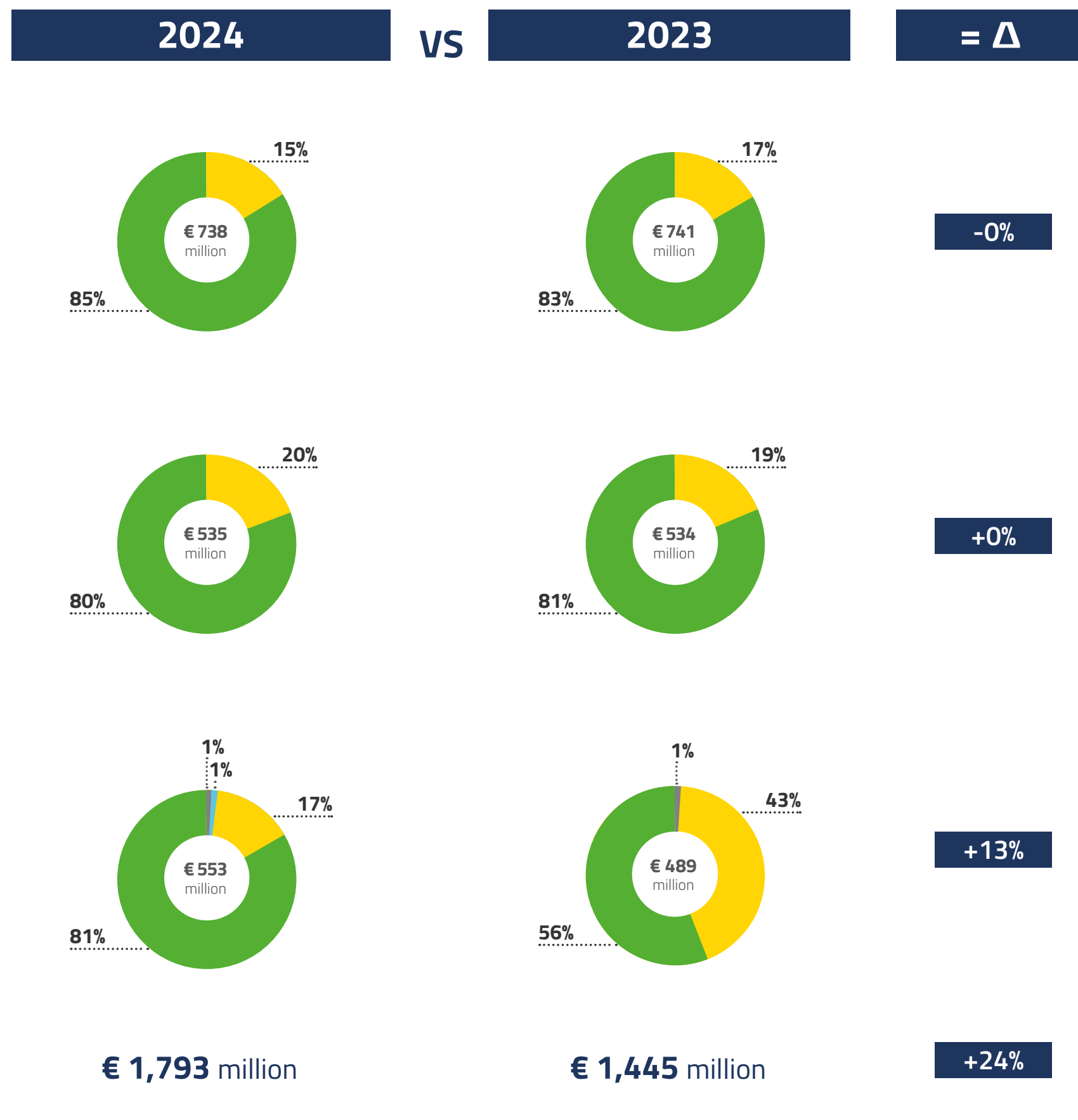
France wind power: 41 MW
Germany wind power: 28 MW
UK wind power: 47 MW
Solar Revamping: 5 MW
Italy Storage: 13 MW



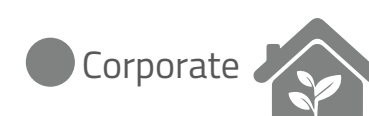
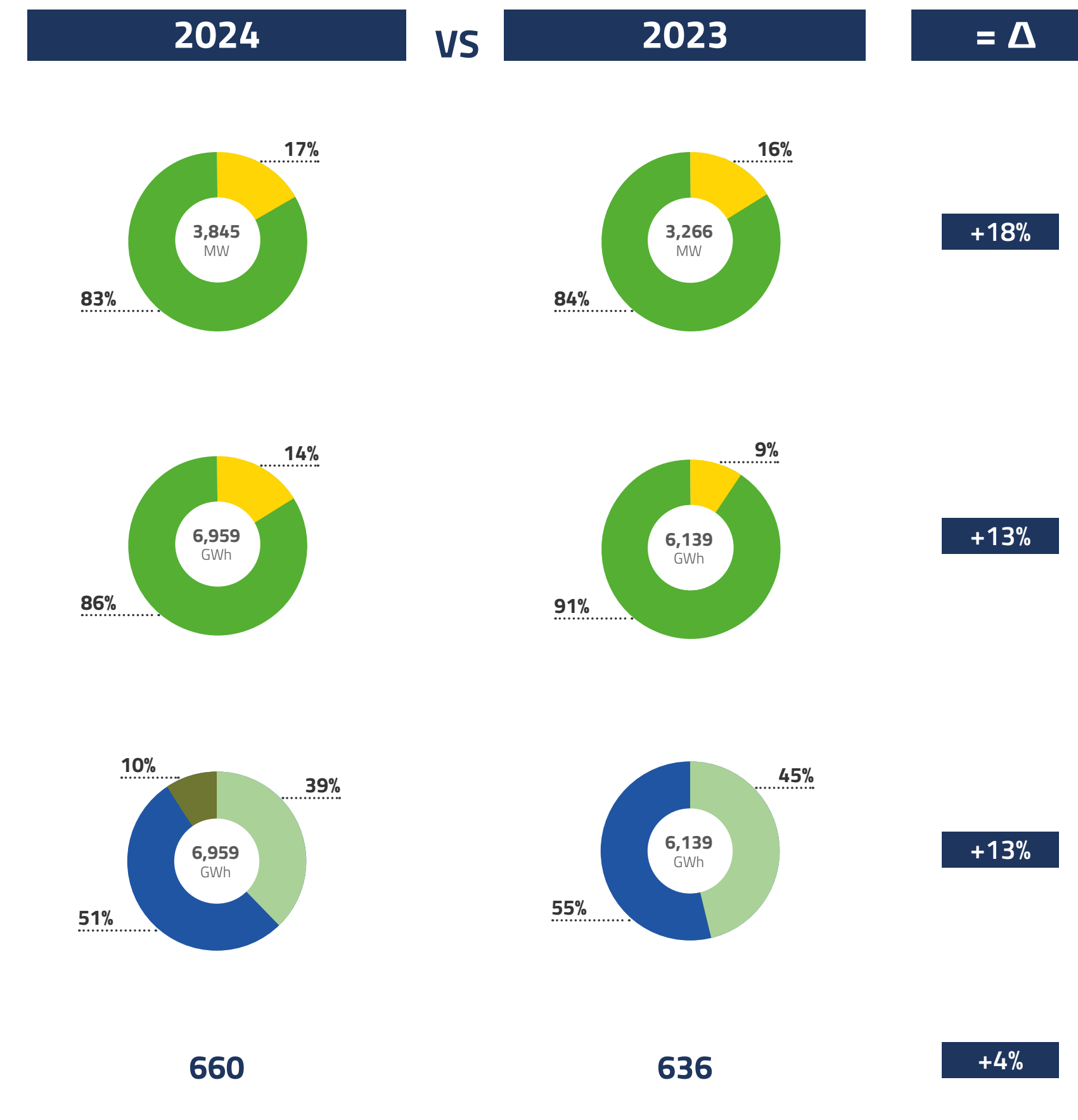
KEY ECONOMIC AND OPERATING INDICATORS



ECONOMIC DATA










OPERATING DATA



(1) EBITDA for 2023 restated to include the impact of IFRS 16
 (2) Net financial indebtedness does not include IFRS 16 debt

KEY ESG INDICATORS

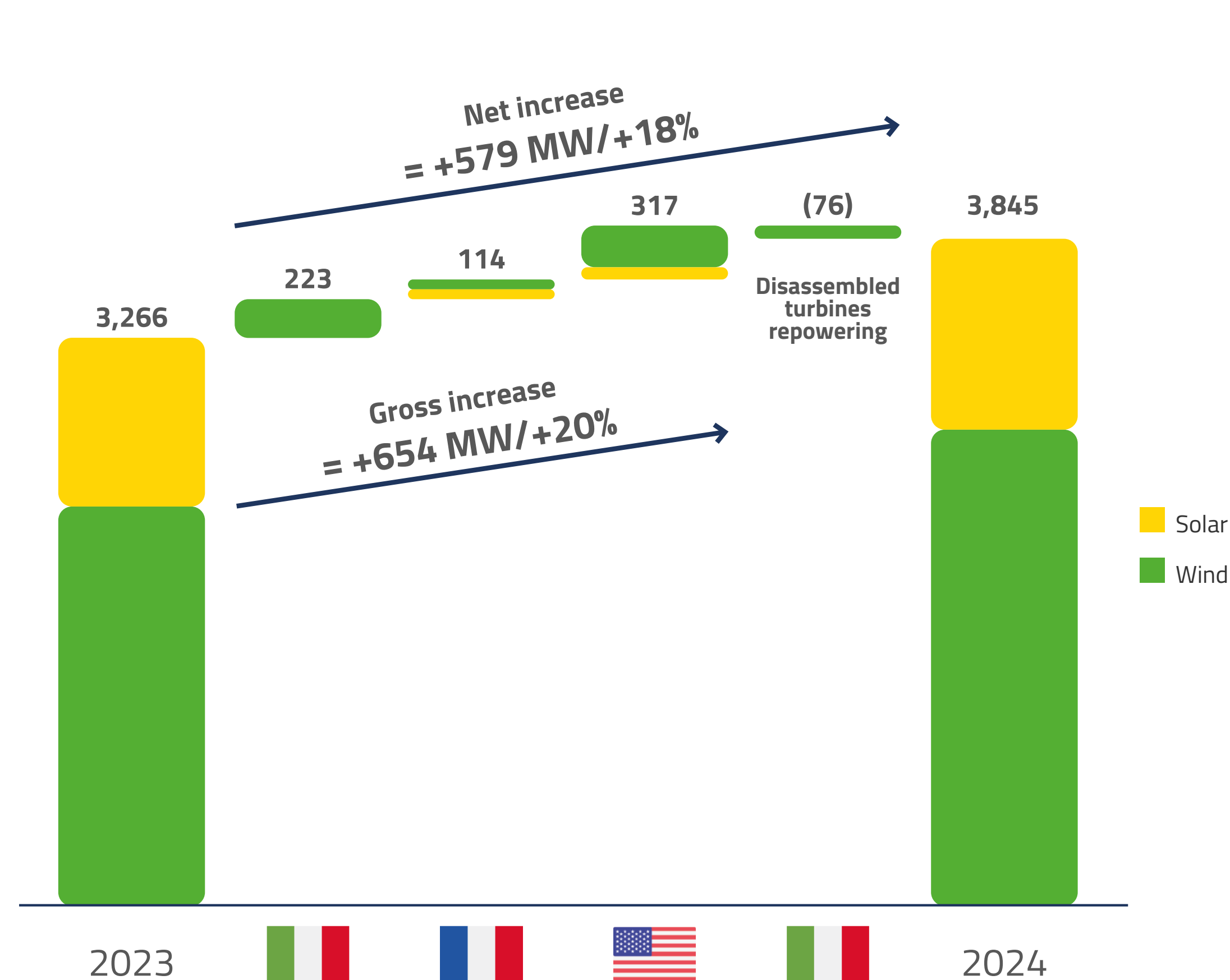
	2024	2023	= Δ
 PLANET 	CO₂ avoided equal to no. flights from London to New York 2,401 kt 4,802 flights	2,087 kt 4,174 flights	+15.0%
Wind and solar circular economy 	100% 92%	100% 93%	-1.0%
Carbon Index	30.1 g CO ₂ e/KWh	28.3 g CO ₂ e/KWh	+6.5%
Contribution to local communities	1.3% k euro	1.2% k euro	+0.1%
 ENGAGEMENT 	Students involved in educational activities 25,480	23,407	+8.9%
Social purpose projects	4	2	+2

	2024	2023	= Δ
 PEOPLE 	Employees at the end of the year 660 68.9%	636 69.3%	+3.8%
Key female leaders	19%	18%	+1.0%
Training per employee	5.3 days	6.0 days	-11.5%
Composition of the BoD Incidence of women	12 50%	12 58%	+8.0%
 GOVERNANCE 	Average ESG score of strategic suppliers 64.4	64.1	+0.3%
ESG Finance	95%	95%	-

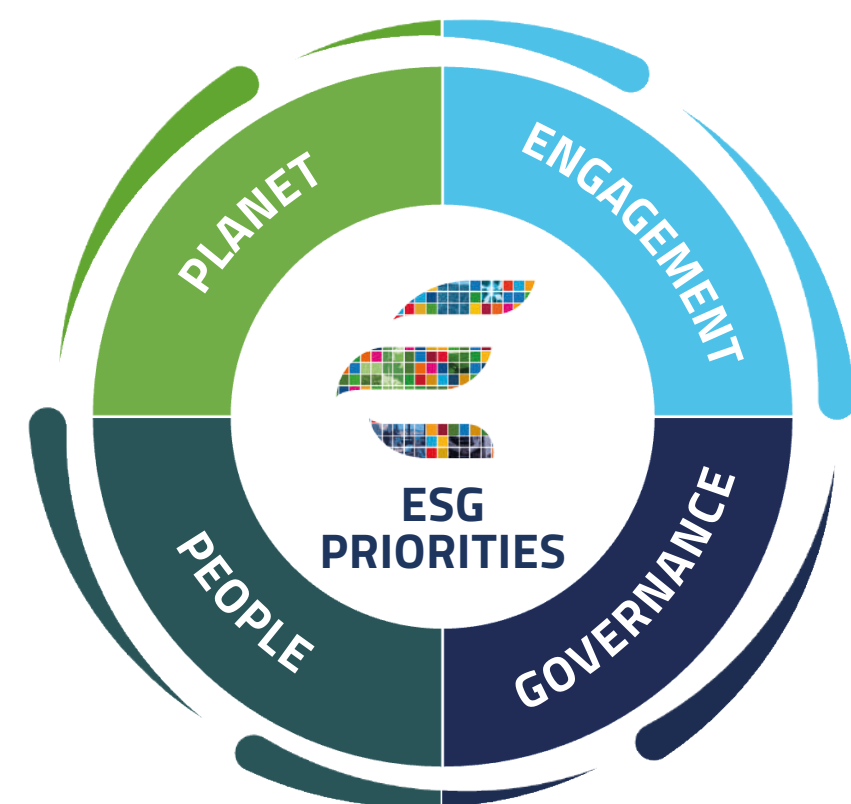
BUSINESS PLAN - RESULTS TO DATE

	OBJECTIVES OF THE UPDATED 2024-2026 BP	RESULTS FROM 1.01.2024 TO 31.12.2024
Renewable Portfolio Growth	<ul style="list-style-type: none"> Installed capacity of approximately 4.5 GW (+1.2 GW) in 2026 (> 5.0 GW in 2028), through targeted selection from our pipeline and/or M&A 	<ul style="list-style-type: none"> +654 MW gross (+579 net)
Investments/EBITDA	<ul style="list-style-type: none"> CAPEX: EUR 1.2 billion for 2024-2026; EBITDA: 600-650 €M by 2026 	<ul style="list-style-type: none"> 553 €M @2024
Market Strategy	<ul style="list-style-type: none"> Target confirmed: 85%-90% of EBITDA regulated through CFDs and PPAs 	<ul style="list-style-type: none"> PPA with Google for 2 TWh Duferco Energia PPA for 0.5 TWh
Value Creation	<ul style="list-style-type: none"> IRR without target leverage of 200-400 basis points above the WACC 	<ul style="list-style-type: none"> IRR "on track"
Geographical diversification	<ul style="list-style-type: none"> ~10 countries in 2024: Selective prioritisation of geographical areas; Assessment of asset rotation opportunities Target of 0.5-0.7 GW in the United States 	<ul style="list-style-type: none"> Increased presence in Italy (+223 MW gross = +148 MW net), in France = +114 MW and US = +317 MW
Storage, hybrid systems and digitalisation	<ul style="list-style-type: none"> Development of storage and hybridisation solutions to increase the flexibility of the asset portfolio Digitalisation to optimise asset performance 	<ul style="list-style-type: none"> Vicari storage project launched (expected to be operational in 2025)
ESG	<ul style="list-style-type: none"> Leverage the 2021-2023 ESG track record to pursue new objectives in all sectors 	<ul style="list-style-type: none"> Score improvement in main ESG ratings ERG enters S&P Global Sustainability Yearbook 2025 as Top Performer
Enhanced Redemption to Shareholders	<ul style="list-style-type: none"> Annual remuneration to shareholders with a minimum of EUR 1 per share as dividend and a maximum of EUR 1.3 per share based on annual performance and prospects (upside payable also through buyback) 	<ul style="list-style-type: none"> Dividend of 1 EUR per share

OUR GROWTH IN 2024



ESG, A STRATEGIC PRIORITY TO ADDRESS FUTURE CHALLENGES



Net Zero 2040 objectives to continue the decarbonisation process
Circular Economy to minimise waste in wind repowering
Protection of Natural Capital: in our organic RES development



Sharing value with local communities
ERG Academy to involve the future generation in the energy transition



Safety is a priority in all our actions
DEI&B⁽¹⁾ well-defined objectives to foster engagement and empowerment



Strengthening the governance model by promoting ethical and responsible business conduct
Involving the supply chain in decarbonisation, D&I and the protection of human rights



2024 REPORTING OF THE ESG PLAN



Net Zero: Net Zero strategy on track; 74% ecological company cars



Circular economy: Wind Repowering: 100% recovery; Solar Revamping: 92% recovery

Biodiversity: 100% internally developed plants with Biodiversity Assessment

ERG Academy for Next Generation : 25,480 students involved



1% for the Community: 1.3% of revenue for local communities

Trust & Reputation: Top performer in the main ESG ratings

Social Purpose for Solar Revamping: 4 projects completed in Italy

ERG Academy for our People: 71.5% ERG People with personal development plan; 99.7% ERG People with actual participation in at least one training activity



Diversity & Inclusion: 19.2% women among key leaders; 23.3% key leaders abroad; 31.1% women in workforce

Employees' well-being: Performance bonus conversion in Italy; Solidarity holidays in 8 countries; 8/10 days of Remote Working per month; 100% health/life insurance

Health & Safety, always: Frequency index = 2.49 (FI Severe = 1.50); Severity Index = 0.14

Sustainability Incentives: 100% MBO/LTI with ESG objectives (on track)

Enhancing governance model: 2024 Objective in relation to the deadlines of the Boards of Statutory Auditors; ERG S.p.A. BoD: 50%; Supervisory Bodies: 64%; Boards of Statutory Auditors: 50%



Tax Control Framework: Tax Control Framework (on track)

Sustainable Procurement: 64.4% average score of strategic suppliers; Suppliers with carbon footprint: 46.4%; Suppliers with D&I Policy: 64%

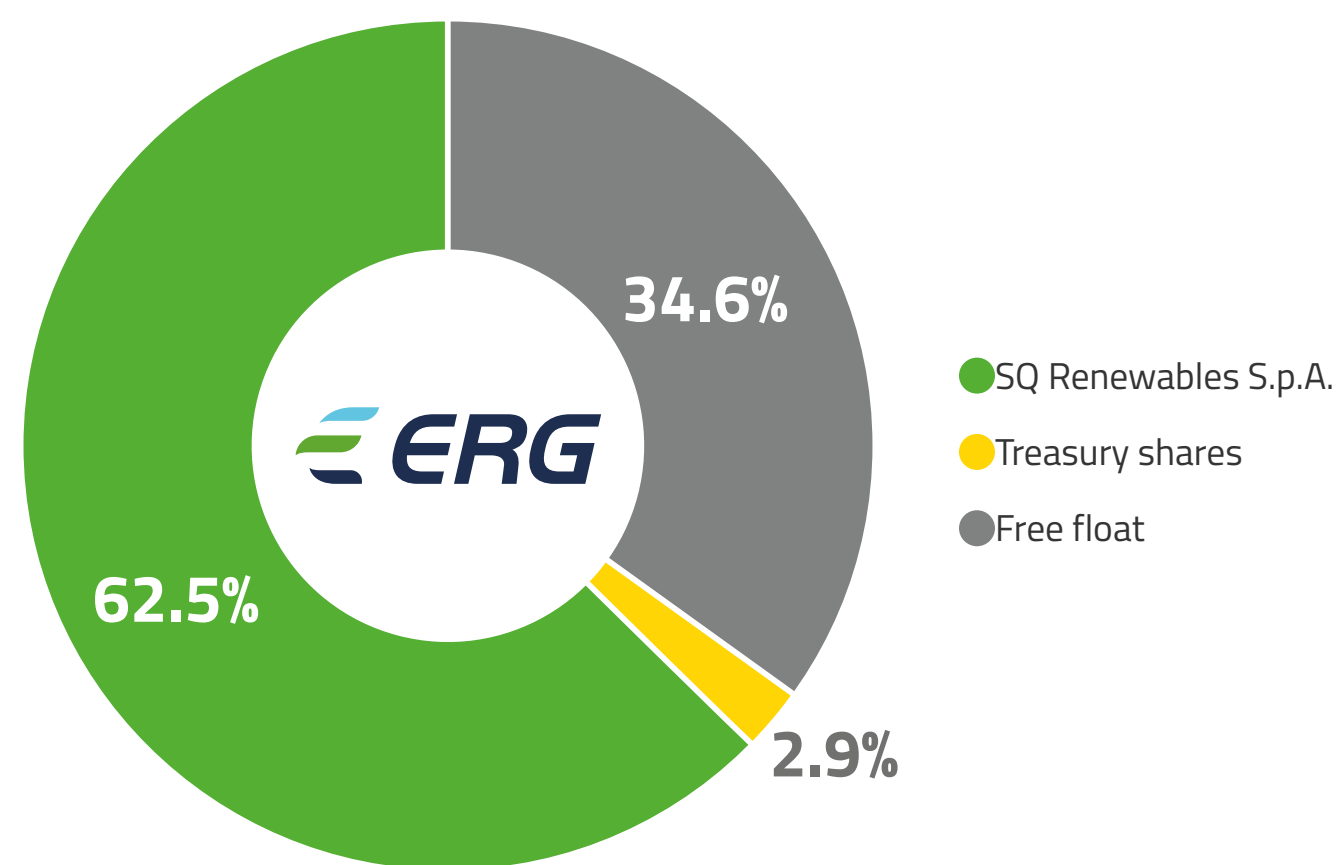
ESG Finance: 95% of Green Loans

Cyber Security: Courses issued during the year 9; Participation rate 85%

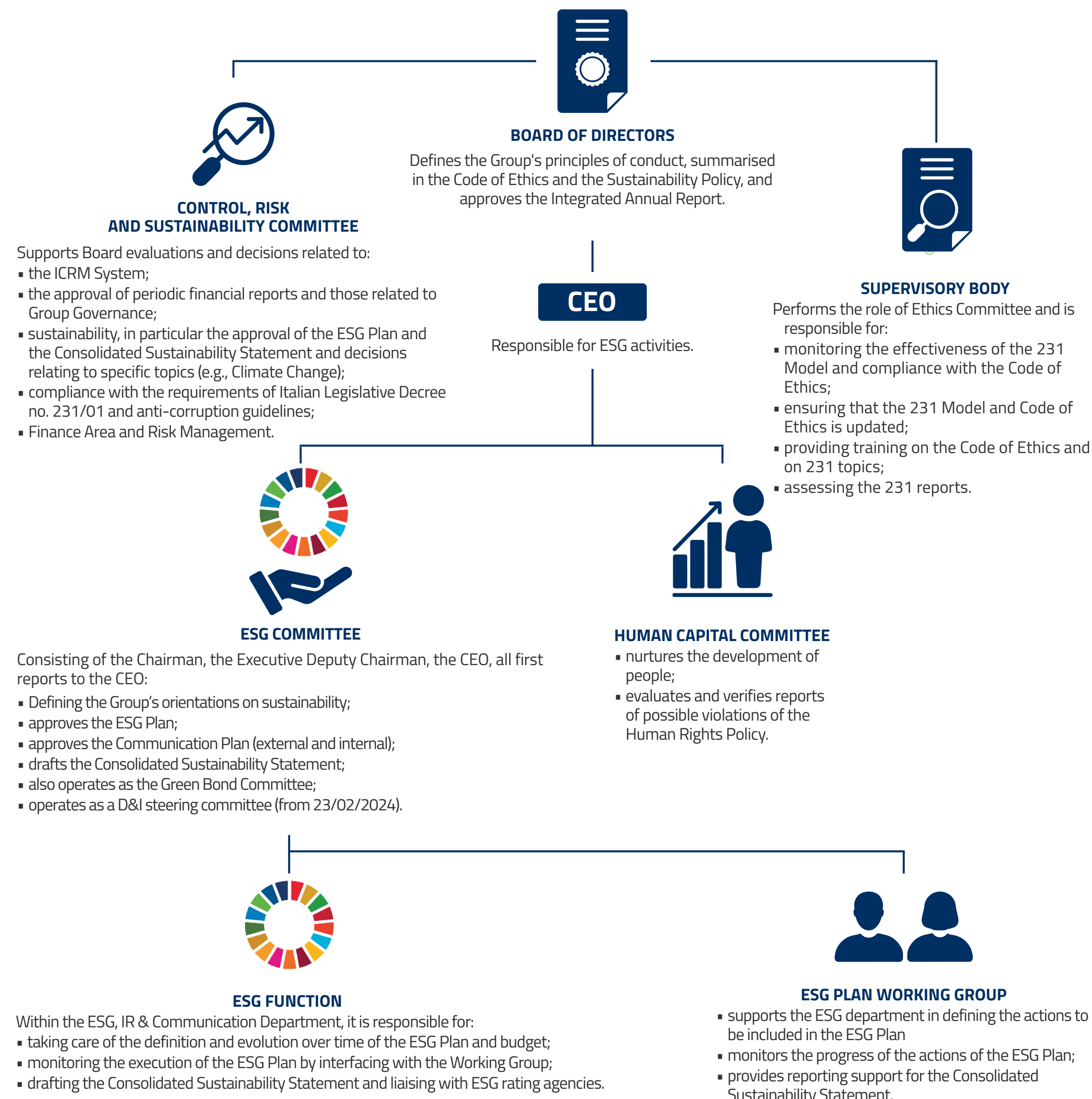
(1) Diversity, equity, inclusion and belonging

OUR SHAREHOLDERS

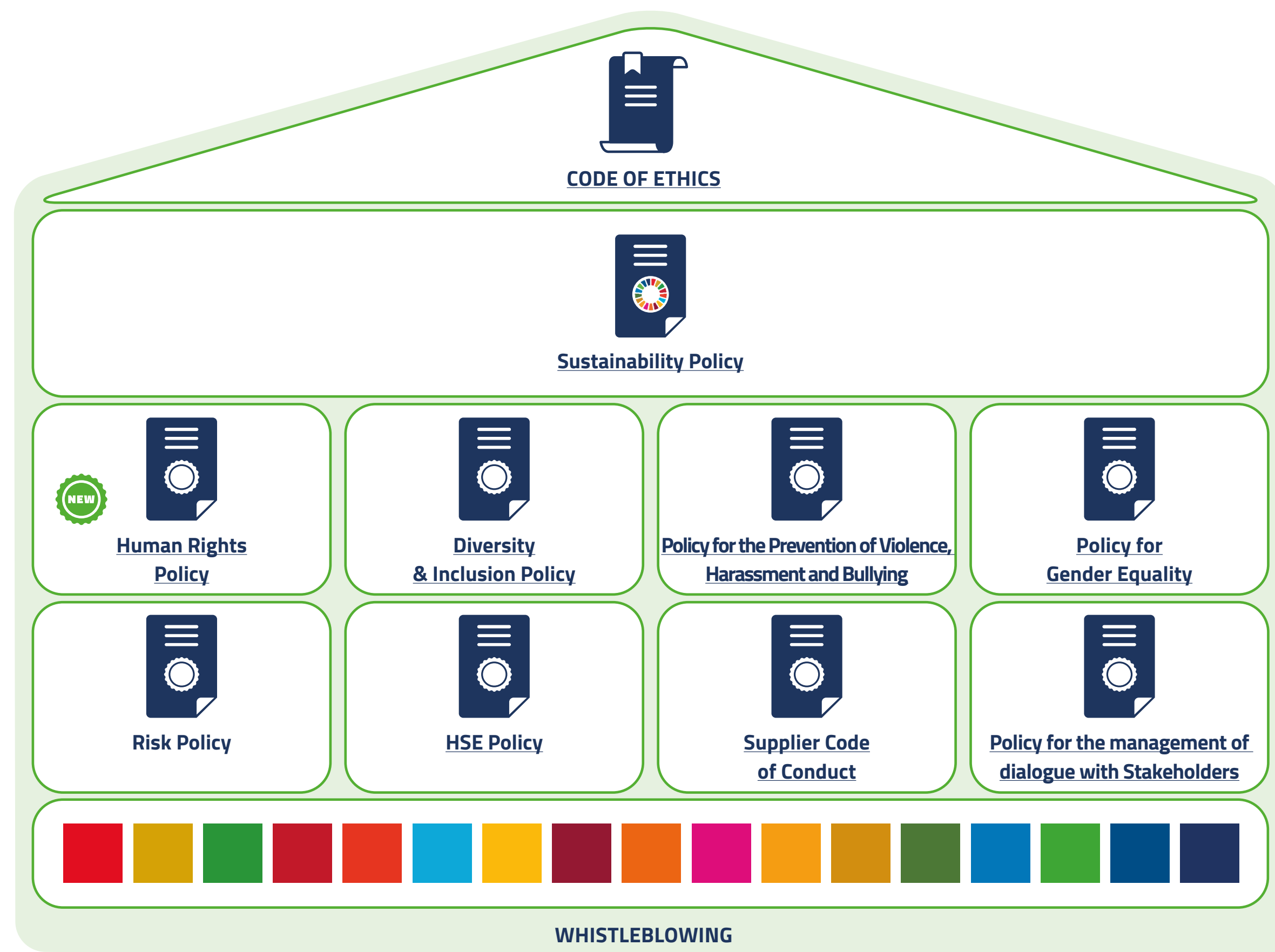
OWNERSHIP STRUCTURE AT 31.12. 2024



OUR SUSTAINABILITY GOVERNANCE MODEL



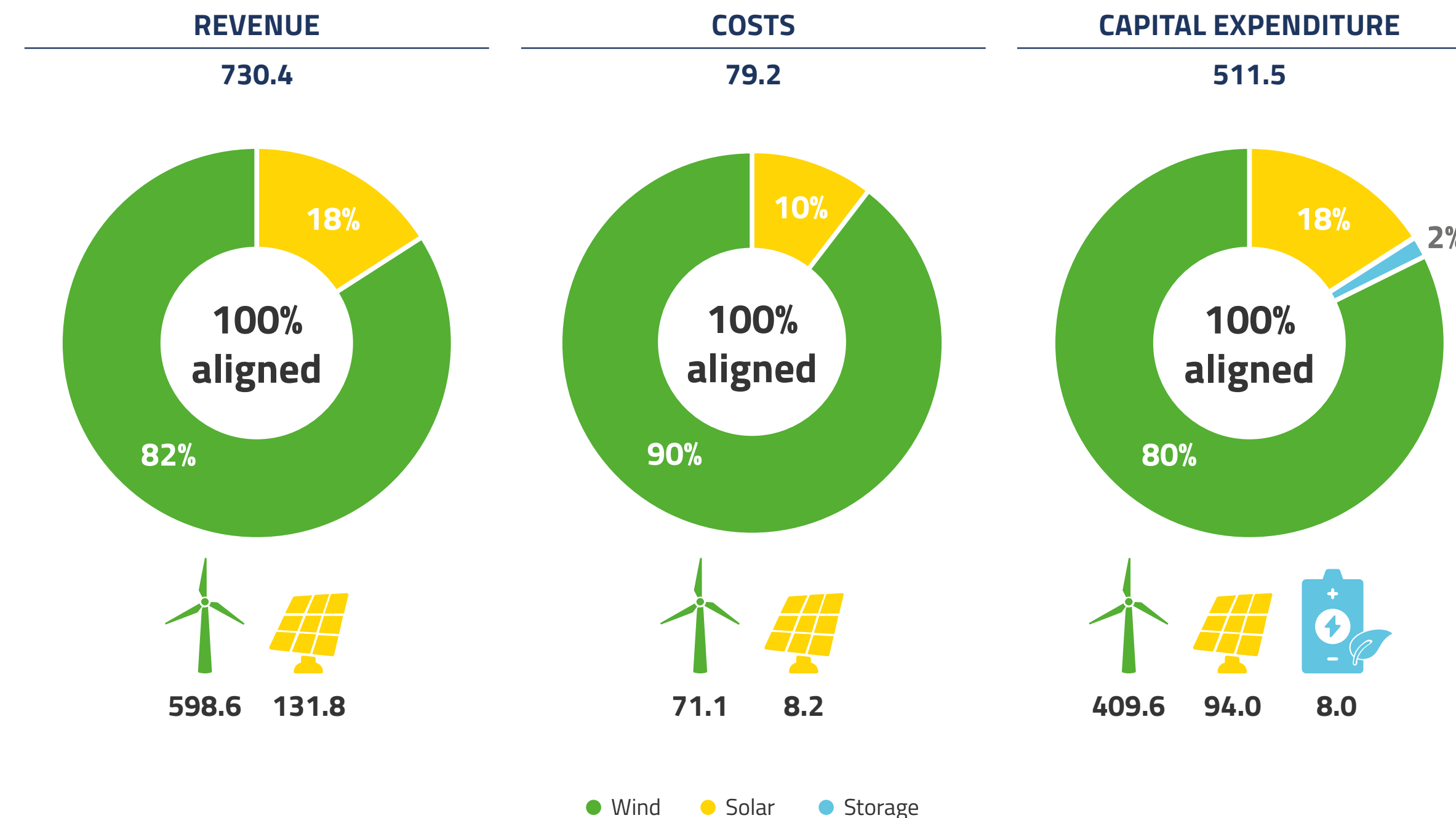
OUR SUSTAINABILITY POLICIES



In 2024, we updated the **Human Rights Policy**. The changes introduced include: the implementation of the Diversity & Inclusion Policy (D&I, Anti-Harassment and Gender Equality Policy) and best practices on the “Due Diligence Directive” (supply chain verification system and reports). **The document was approved in the BoD on 13 December 2024.**

THE EUROPEAN TAXONOMY

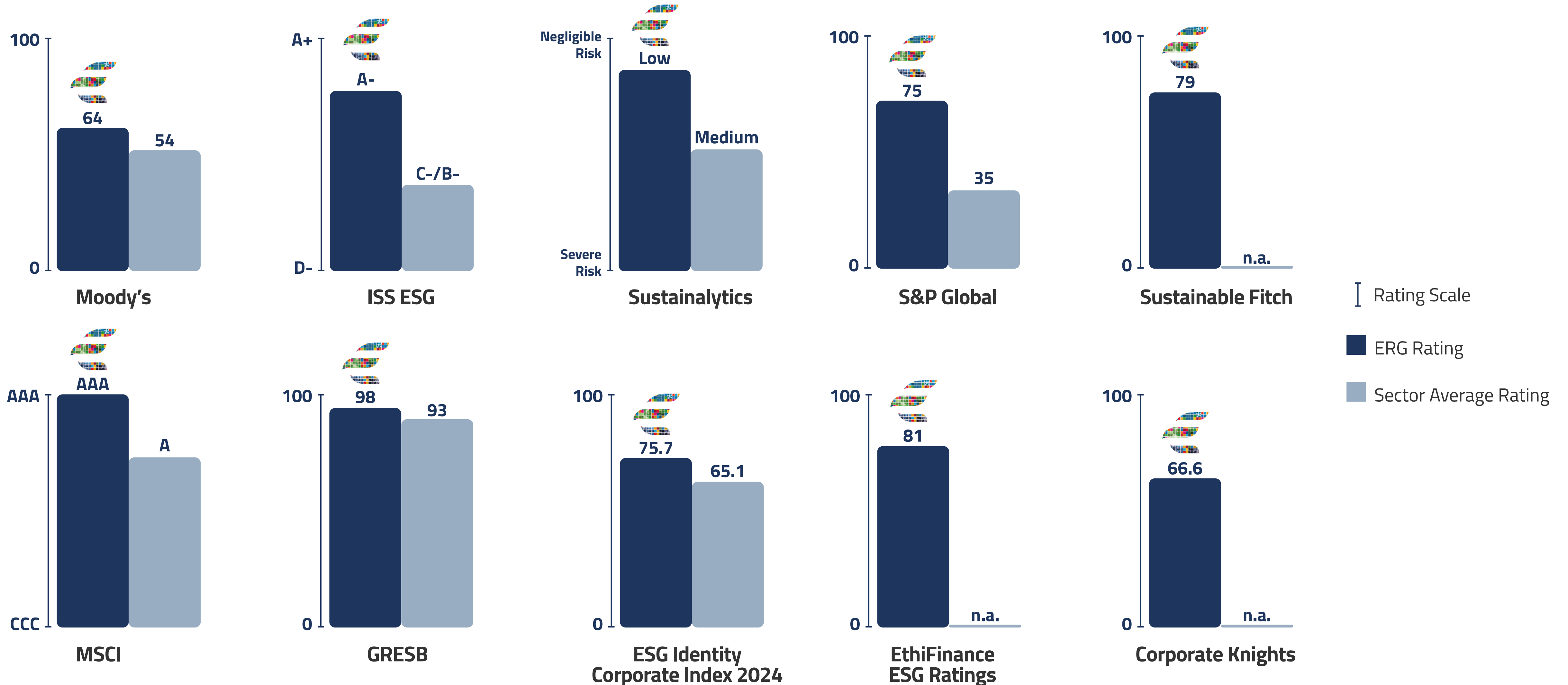
2024 ANALYSIS RESULTS (€M)



Reported Data
 For the purposes of the Taxonomy, the following were considered:
 Revenue: Consolidated revenue (738.1 €M) net of the fair value of hedges (7.7 €M in revenue) for a total net amount of 730.4 €M
 Costs: Costs of only maintenance (70.1 €M) and personnel (9.2 €M) for a total of 79.2 €M
 CapEx: Consolidated CapEx (553.0 €M) net of goodwill (41.5 €M) for a total net amount of 511.5 €M
 Capital expenditure also includes intangible concessions and licences.

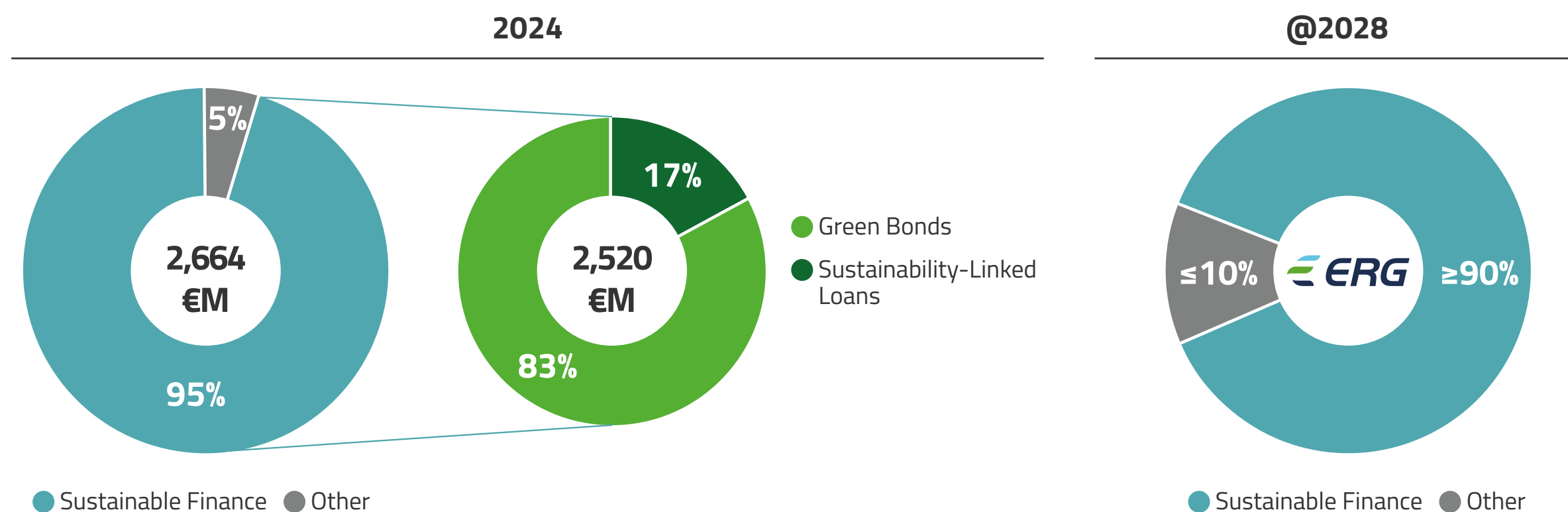
ERG'S ESG RATINGS AND SUSTAINABILITY AWARDS

ERG listed in S&P Global Sustainability Yearbook 2025 as Top Performer



SUSTAINABLE FINANCE

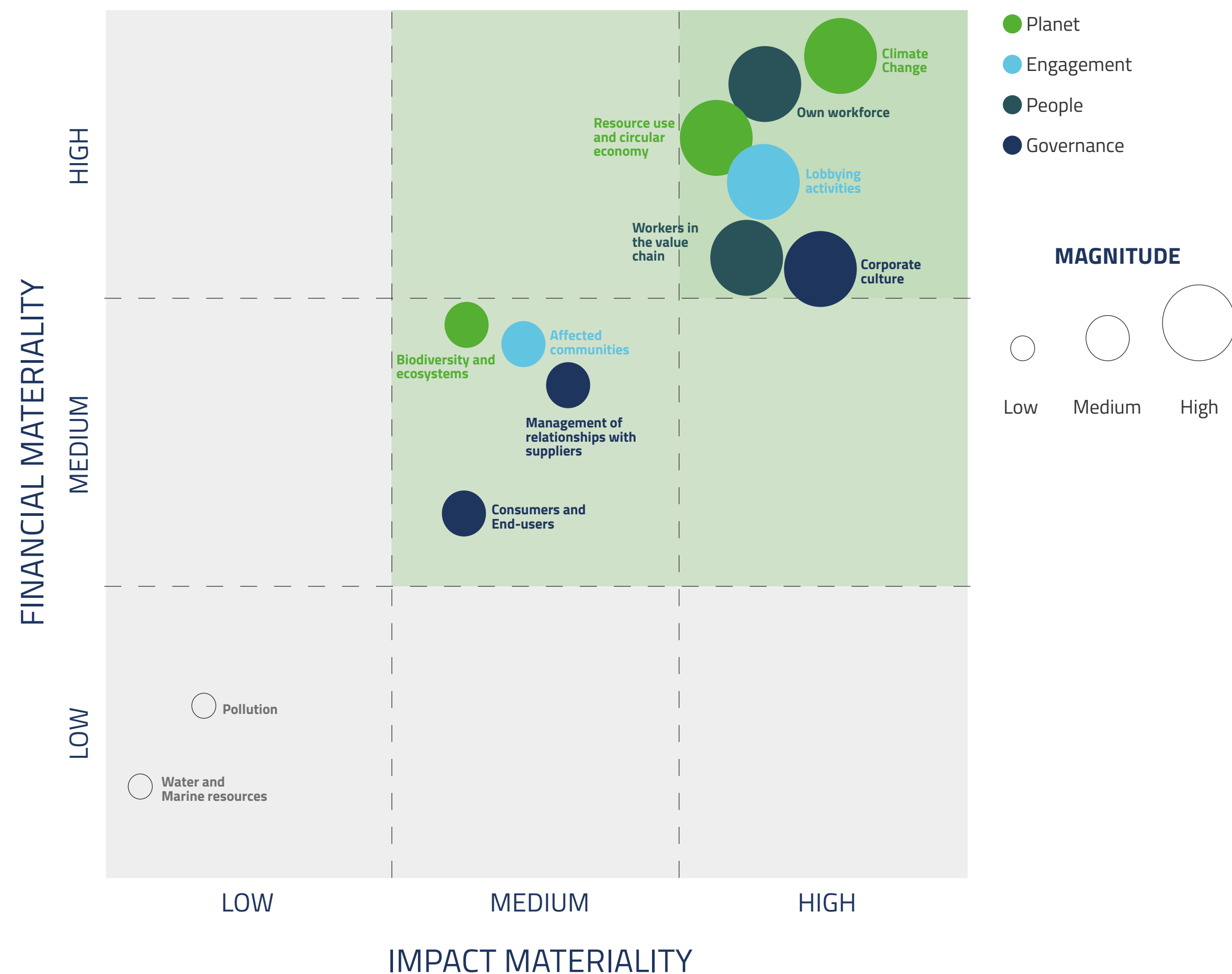
Sustainable finance is an integral part of our capital structure and is the predominant component of the Group's funding sources, which at the end of 2024 consisted of approximately 95% Sustainable Finance, equal to 2,520 €M on a total gross debt of 2,664 €M (in face value).



DOUBLE MATERIALITY

With the entry into force of the new Corporate Sustainability Reporting Directive (CSRD) and the adoption of the ESRS 1 - General Requirements reporting standard, companies must comply with the double materiality criterion as a basic requirement of the Consolidated Sustainability Report. The ERG Group therefore confirmed the Double Materiality approach already used in the previous two years, and updated it during 2024 with the involvement of all key stakeholders. In addition, an "Expert Session" was introduced, involving consultants and university teachers with expertise in CSRD, value chain and decarbonisation processes to better assess potential relevant topics for ERG. The results of the analysis identified the ten Material Topics for the ERG Group, among those indicated by the CSRD. The 2024 Materiality Matrix was submitted for approval by the ESG Committee on 5 December 2024 and the Control, Risk and Sustainability Committee on 10 December 2024.

DOUBLE MATERIALITY 2024



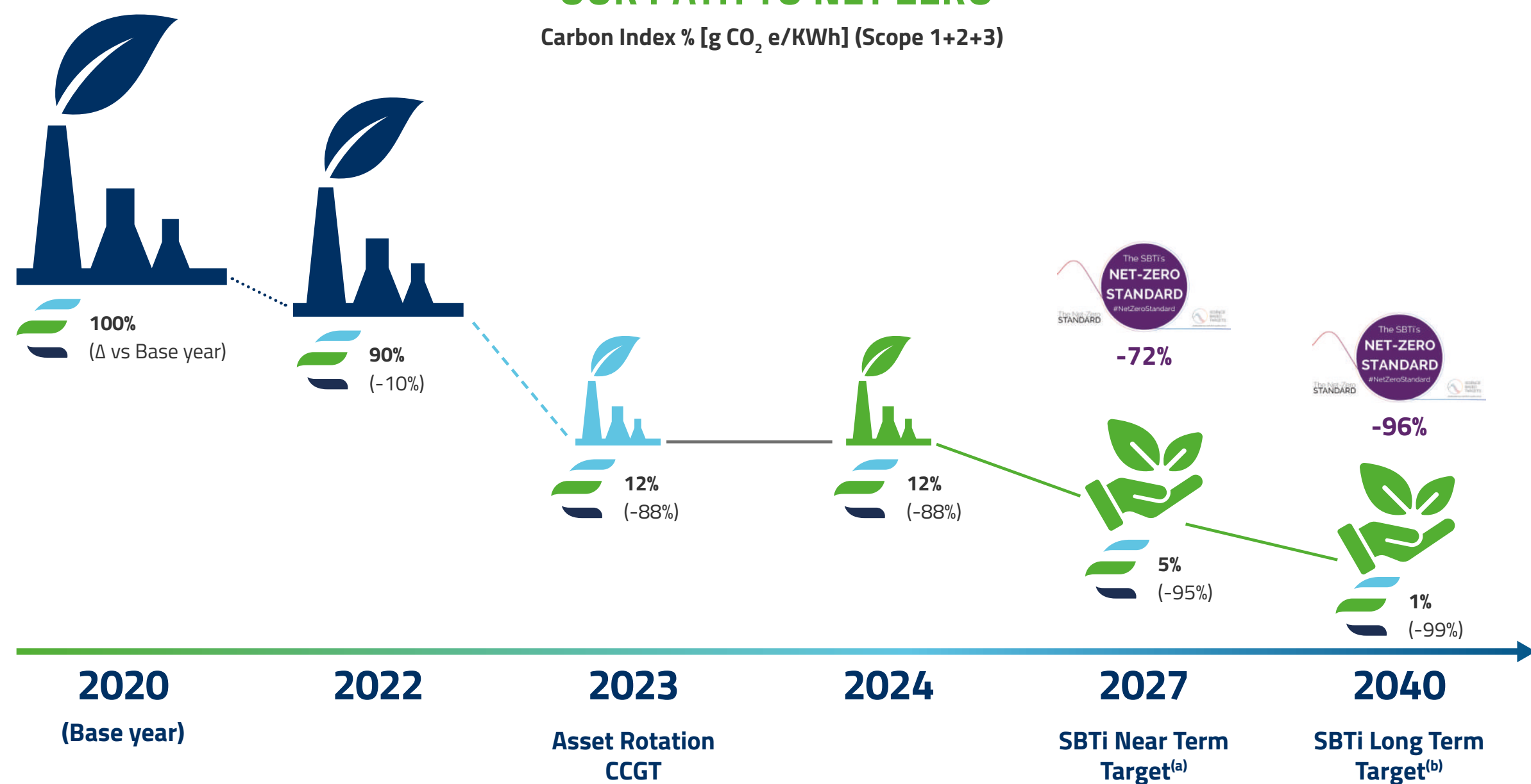


PLANET

ERG is among the top 15 companies in the world¹ and the first two in Italy in the Electric Utilities and Independent Power Producers sector to have obtained certification of its decarbonisation targets by the Science Based Targets initiative. In the ESG Plan, ERG's commitment envisages the achievement of the Net Zero target by 2040, in line with the threshold necessary to keep the global temperature increase within 1.5 °C, and is developed through specific actions in the short term (near-term target at 2027) and in the long term (long-term target at 2040).

OUR PATH TO NET ZERO

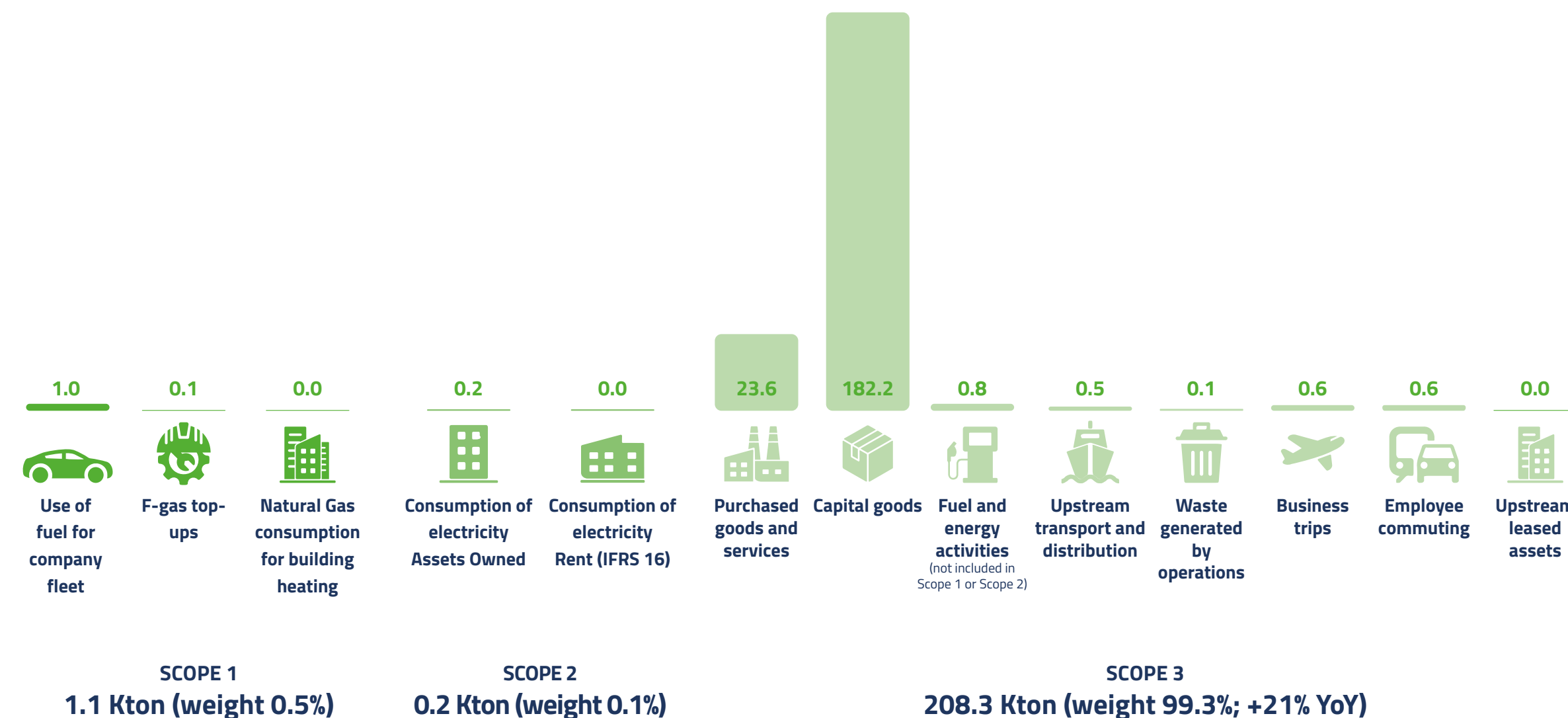
Carbon Index % [g CO₂ e/KWh] (Scope 1+2+3)



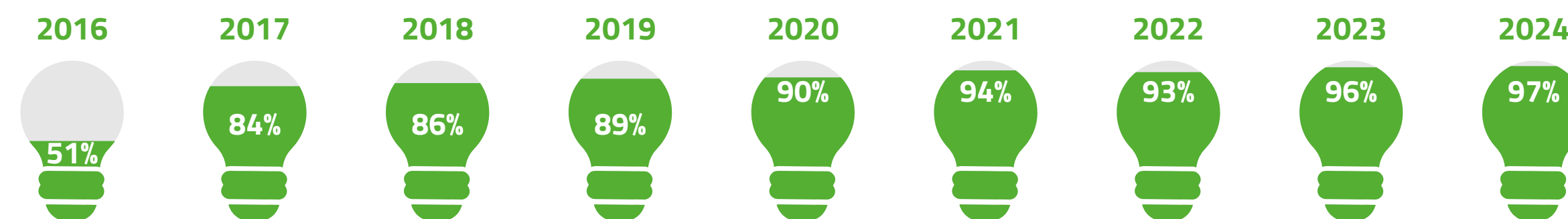
NET ZERO target approved by SBTi

- (a) In the short term:
 - reduction of direct (Scope 1) and indirect GHG emissions from energy consumption (Scope 2) by 72% per MWh by 2027 compared to 2020;
 - increase in renewable energy consumption from 94% in 2020 to 100% in 2030;
 - reduction of direct (Scope 1) and indirect GHG emissions from energy sale (Scope 3) by 70.4% per MWh by 2027 compared to 2020.
- (b) In the long term:
 - reduction of direct (Scope 1) and indirect GHG emissions from energy consumption (Scope 2) by 94.8% per MWh by 2040 compared to 2020;
 - reduction of direct (Scope 1) and indirect GHG emissions from energy sale (Scope 3) by 95.3% per MWh by 2040 compared to 2020;
 - reduction of other indirect GHG emissions (Scope 3) by 97% per MWh by 2040 compared to 2020.

OUR EMISSIONS (ktCO₂e)

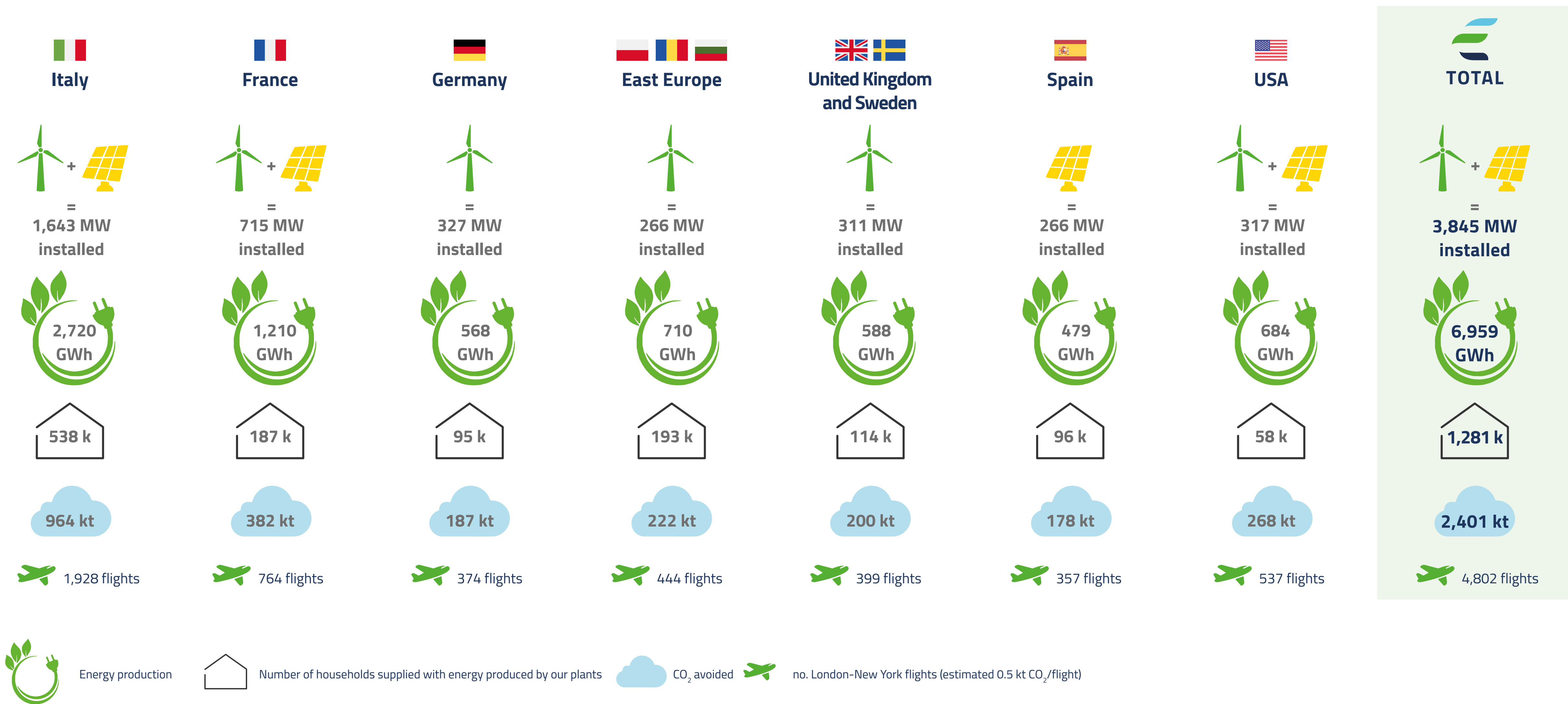


OUR RENEWABLE ENERGY CONSUMPTION



¹ As per press release of 7 July 2023.

DECARBONISATION - RENEWABLES' CONCRETE HELP FOR THE PLANET



CIRCULAR WIND IN REPOWERING PROJECTS

The repowering projects of the wind farms follow the virtuous circular economy path: in 2024, the construction sites for two repowering projects involved the dismantling of 32 WTGs, all of which were resold in the second-hand market to third parties. The 32 WTGs dismantled relate to the repowering projects of Castelvetro-Salemi (30 WTGs) and Reinsdorf (2 WTGs), described below. This approach has made it possible to extend the useful life of 100% of the dismantled wind turbines, avoiding sending the material to landfills.



Circular Repowering



RECOVERY OF WIND TURBINES (WTGS) - REPOWERING 2024

32 turbines dismantled in 2024



WTG recovered (second-hand market)

CIRCULAR SOLAR IN REVAMPING PROJECTS

The revamping projects of the solar farms were also dismantled under the banner of circular economy: the modules disassembled in 2024 were transferred to authorised consortia (which through internal processes allows the recovery of at least 85% of the materials that make up the panels) while the structures (composed of metals) were 100% recovered. In total, 92% by weight of all materials disassembled from the solar farms could be recovered.

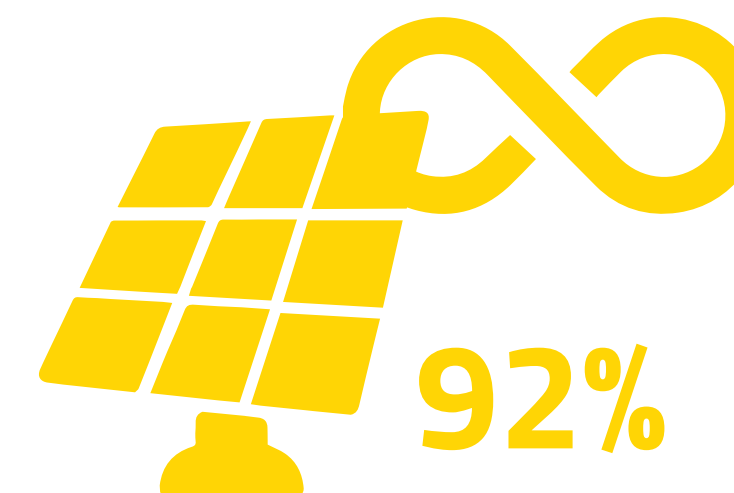


Circular Solar



MODULE RECOVERY - SOLAR REVAMPING 2024

9 solar farms dismantled (24.7 MW)



Overall recovery (photovoltaic modules and structures)

THE REPOWERING OF SALEMI-CASTELVETRANO

The Salemi-Castelvetro wind farm, in the province of Trapani, completed its repowering operations in December 2024. This project involved the replacement of 30 old wind turbines (100% recovered in 2024) with 18 new wind turbines of 4.2 MW each, bringing the total capacity to 75.6 MW. The renovated park will generate an estimated annual output of 208 GWh/year, about four times that of the existing plant (50 GWh/year): a significant contribution that represents a fundamental step in our country's energy transition.



18 turbines
 Total installed capacity: **75.6 MW**
 Annual production: **208 GWh**
 Coverage of daily needs for **41,131 households**
 CO₂ emissions avoided: **74 tonnes per year**

THE REPOWERING OF REINSDORF

Another repowering project relates to Reinsdorf, in the eastern part of Germany in Saxony, with the entry into operation of new wind farms. The project involved the dismantling of two 1.5 MW wind turbines with a hub height of 96 m and the subsequent installation of a new Vestas V162 turbine of 6.0 MW with a hub height of 166 m. The installation of a single turbine has doubled the power of the plant.



1 turbine
 Total installed capacity: **6.0 MW**
 Annual production: **11 GWh**
 Coverage of daily needs for **1,833 households**
 CO₂ emissions avoided: **4 tonnes per year**



**ERG LAB: THE POTENTIAL OF WIND
REPOWERING TOWARDS 2030 TARGETS**

17th November 2024

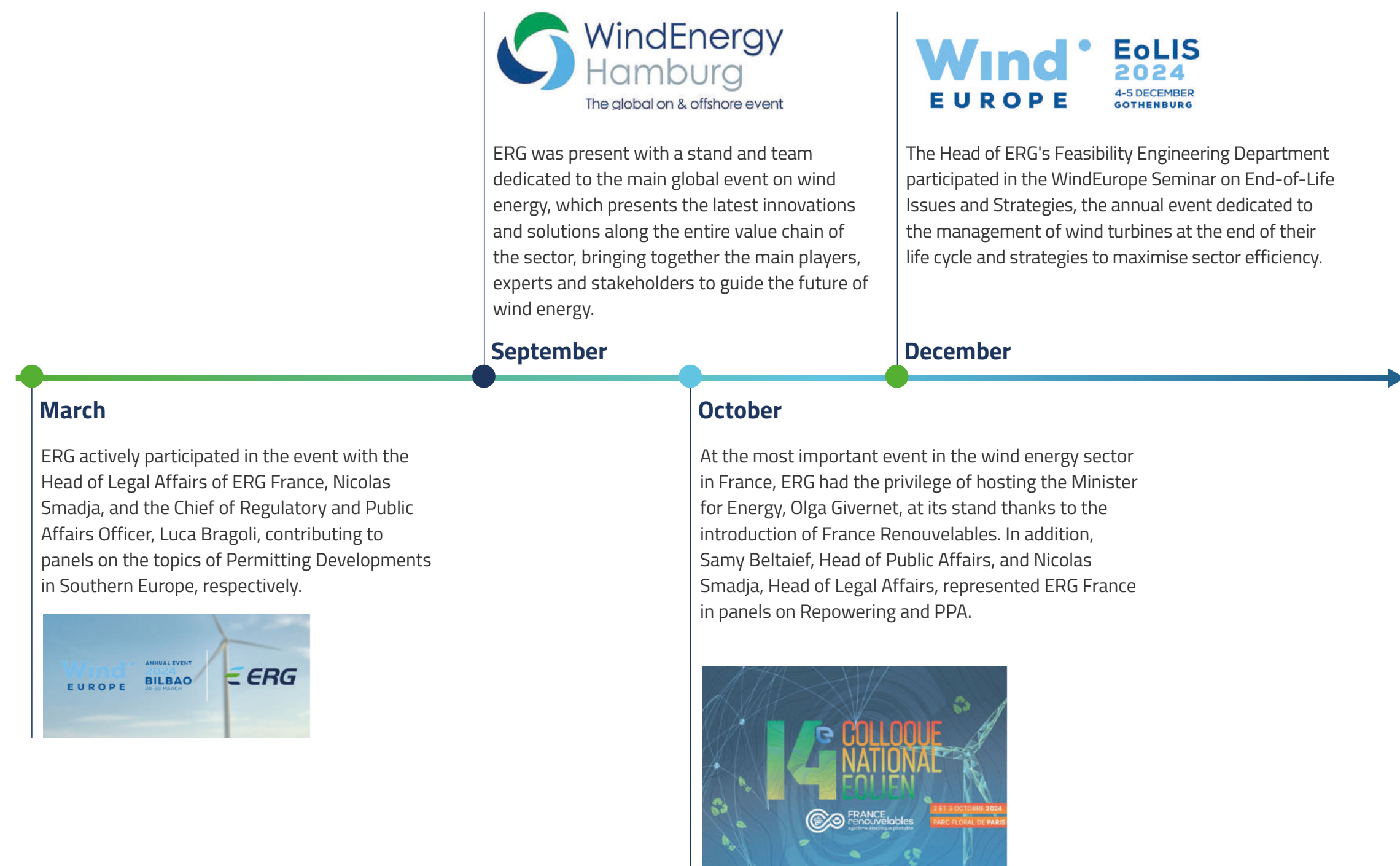


Alessandro Esola
International Energy Agency

Karin-Catherine de Touraine
NORDEA

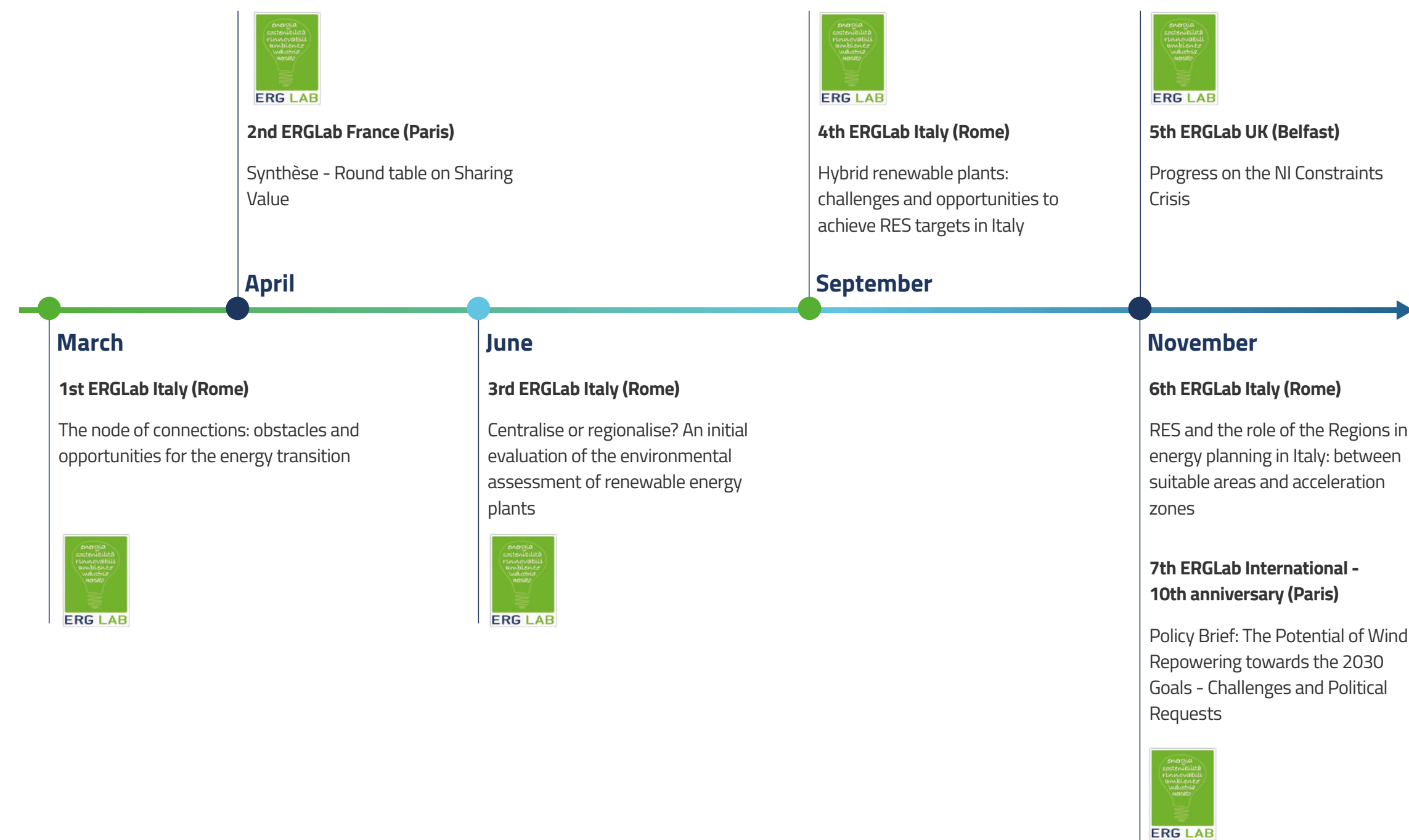
ENGAGEMENT

ERG'S INTERNATIONAL FORUMS AND EVENTS



ERGLAB MORE AND MORE INTERNATIONAL

ERGLab is our think tank on the topics of energy and ecological transition. Launched in Italy in 2014, it aims to involve key experts and institutional stakeholders through thematic round tables. In 2024, we organised no fewer than eight ERGLabs, five of which were held in Italy, two in the UK and an international special edition in France marking the tenth anniversary of the concept, addressing the topics of greatest relevance for the advancement of decarbonisation and renewables at this particular moment in history.



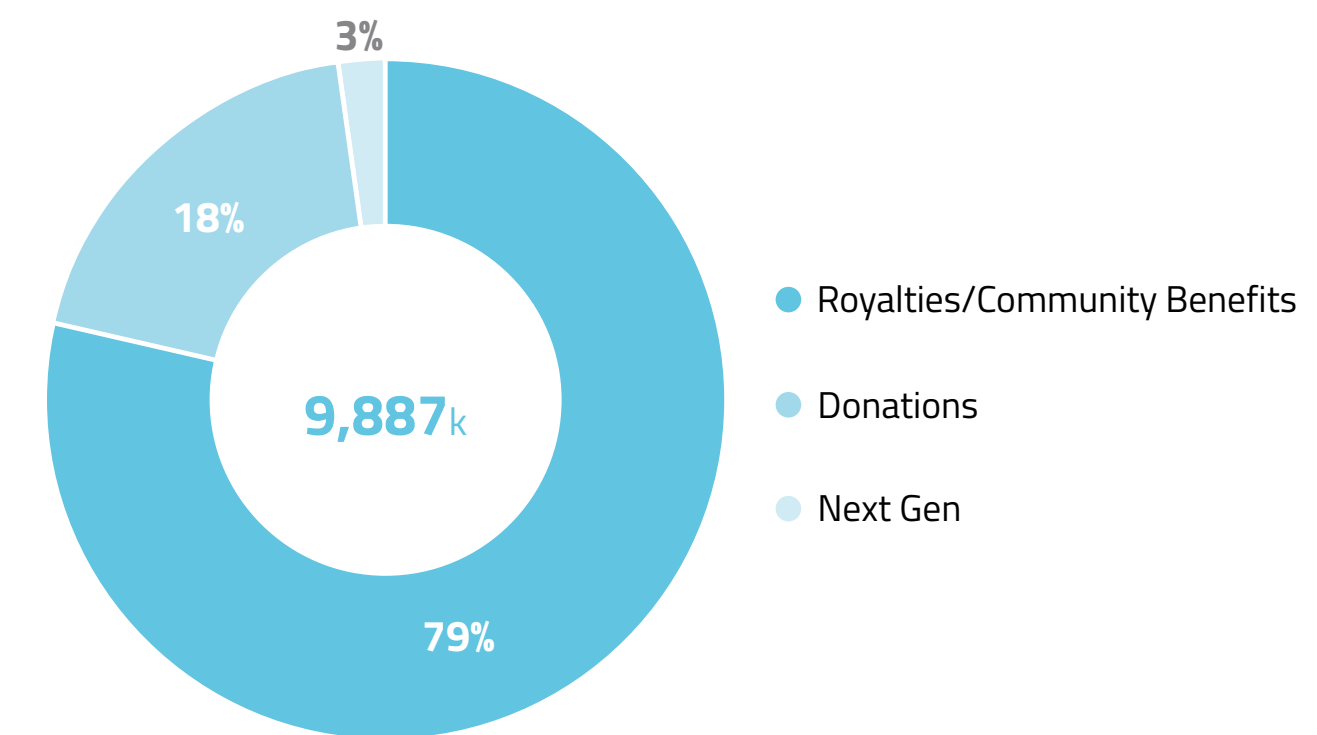
STRENGTHENING ENGAGEMENT WITH LOCAL COMMUNITIES

Our strategy is based on creating shared value, recognising that our plants have a positive impact in the fight against climate change, improving the lives of the local communities where they are present and helping to reduce energy dependency. Our activity is not limited to issuing donations to entities and associations that propose initiatives of interest; we work with the most representative institutions and organisations to share the value generated with our communities.



SHARING VALUE FOR THE GROUP

COMMUNITY SHARE AS A PERCENTAGE OF REVENUE 1.3%



OUR SOCIAL PURPOSE FOR SOLAR REVAMPING PROJECTS CARRIED OUT IN 2024

Comunità di Sant'Egidio - Malawi

SANT'EGIDIO **40 kWp solar plants + 40 kWh batteries**

Installation completed in July 2024



Parallelo Lab - Italy_Varese

10 kWp solar plants

Installation completed in February 2025



Boky Mamiko - Madagascar

10 kWp solar plants + 10.8 kWh batteries

Installation completed in July 2024



Banco Alimentare - Italy_Catania

20 kWp solar plants

Installation planned by March 2025



ERG ACADEMY FOR THE NEXT GENERATION

ERG Academy offers educational content on the energy transition, the development of renewables and sustainability through a wide range of initiatives: workshops, testimonials, lessons, sponsorships, plant visits, project work, internships, school-work programmes and participation in festivals.

ACADEMY 2024 - INVOLVING THE NEXT GENERATION



PROGRAMMES

Italy

Initiatives such as Next Generation ERG, Missione Ambiente, School Project and STEM Role Models involve students from lower and upper secondary schools. Through different learning methods, girls and boys discover the world of renewables, the energy transition, environmental and social sustainability, as well as the professions at ERG.

France

ERG collaborates with Terre Avenir to propose conferences and activities that raise students' awareness of the current and future impacts of energy consumption, the state of reserves and climate indicators. The programme aims to raise awareness of the work of scientists in the field, offering a realistic view of the consequences of climate change and possible solutions to reduce environmental impact and conserve resources.

Spain

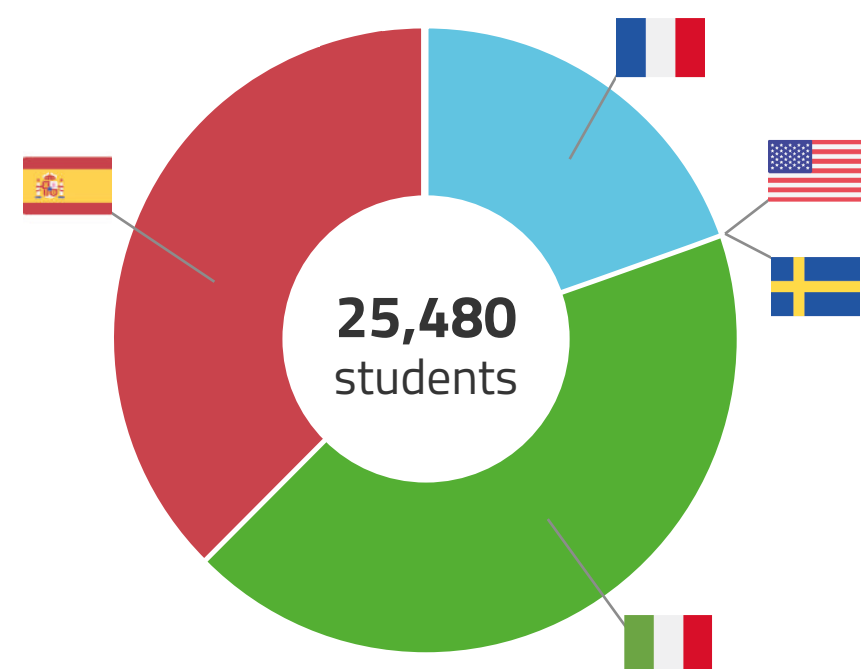
In collaboration with Fundación Yehudi Menuhin, ERG promotes workshops on renewable energy, circular economy, diversity and inclusion. Through art and physical expression, boys and girls explore the theme of energy, its responsible consumption and the value of sustainability, while discovering the uniqueness of each individual.

Masters and Specialisations

ERG supports advanced training with various academic paths:

- *Master's Degree in Energy and Sustainability University of Genoa*
- *SAFE Master's Programme in Energy Resource Management*
- *International Master's Degree between the USA and Italy with the Genoa Entrepreneurship School*

These programmes are designed to train the leaders of the future, developing technical and managerial skills in the energy sector.



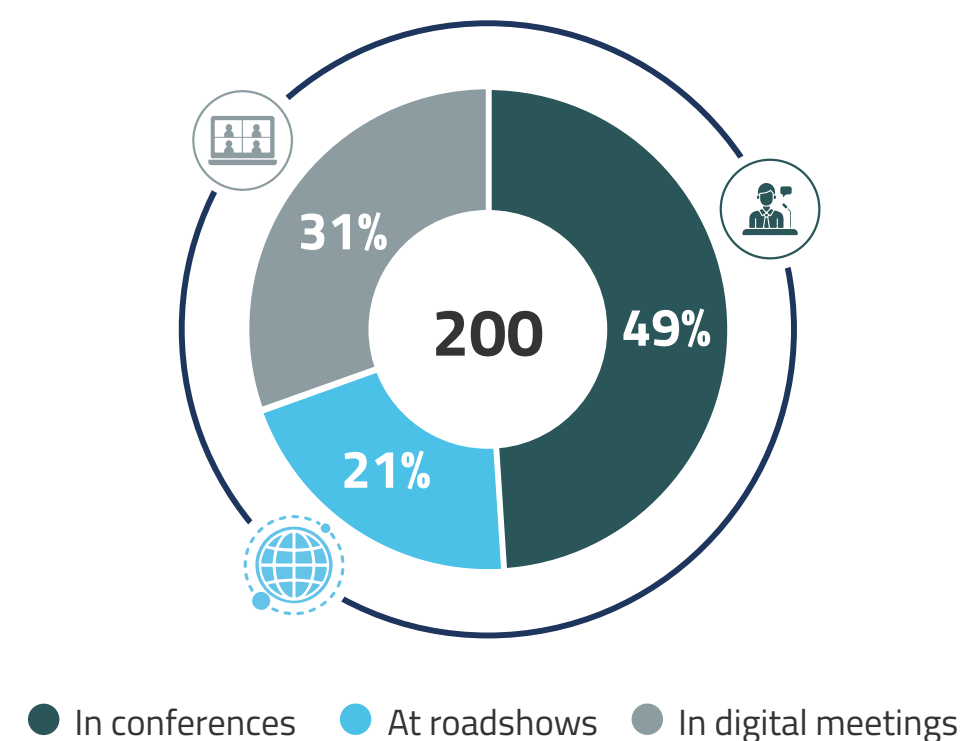
SCIENCE FESTIVAL

ERG participates in one of the main international science dissemination events, hosting students at its stand to promote its commitment to energy transition, repowering and sustainability. In 2024, ERG proposed a workshop based on the debate methodology, involving secondary schools in a discussion on strategies for implementing the energy transition.

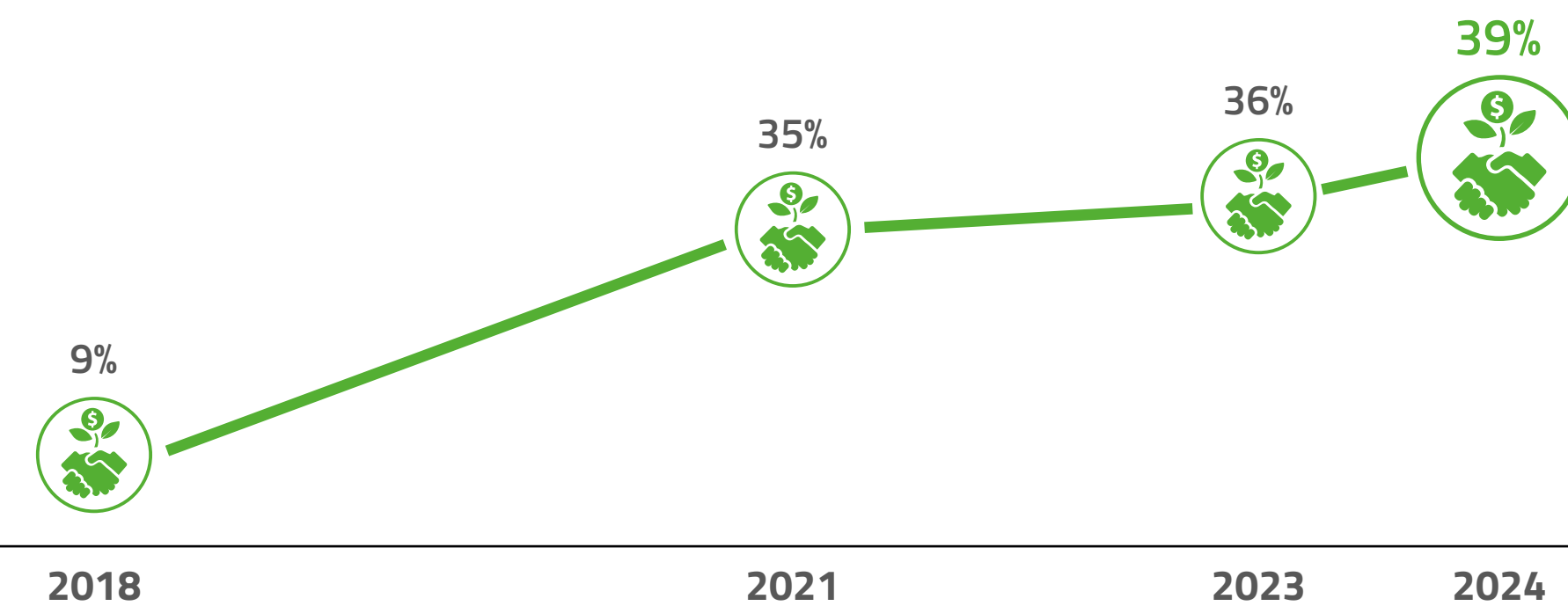


INVESTORS MET IN 2024

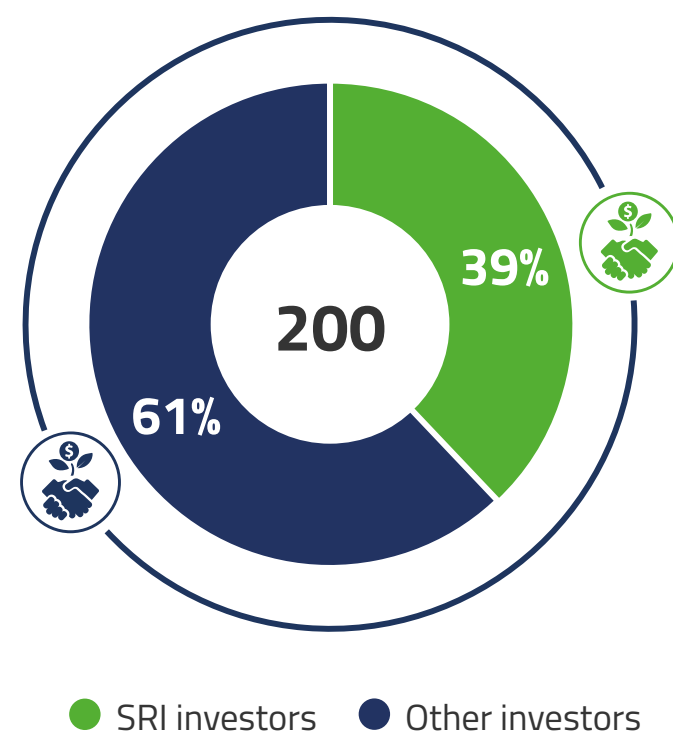
BY MEETING TYPE



GROWTH % SRI INVESTORS OUT OF THE TOTAL INVESTORS MET



BY INVESTOR TYPE



MAIN TOPICS DISCUSSED WITH SRI INVESTORS

- Path to decarbonisation and Net Zero Strategy
- DE&I objectives with a focus on certifications
- Respect for human rights in the Supply Chain
- ERG's Alignment to the Green Taxonomy
- ESG targets in variable incentive systems
- Financial strategy and Green Funding

2024 A YEAR TO TELL: INTERVIEWS WITH TOP MANAGEMENT

Jan

Apr

May

Jun

Jul

Sept

Nov

Media Outlets and Content:

- Lune Elettriche:** Interview with Alessandro Garrone.
- L'Economia:** Interview with Alessandro Garrone. Article: "Nuova Energia: Delucchi: 'Per ERG la sostenibilità è sostanza'".
- Nuova Energia:** Article: "Delucchi: 'Per ERG la sostenibilità è sostanza'".
- ENERGIA & MERCATO:** Article: "Gruppo ERG, avanti tutta sulla rotta wind&solar".
- IL SECOLO XIX:** Article: "Quale Green deal".
- Quale Green deal:** Article: "Il governo ostacola le rinnovabili. La Liguria ha l'occasione per crescere".
- Rai News:** Interview with Paolo Merli.
- MF MILANO FINANZA:** Article: "Gran salto nel green".
- la Repubblica:** Article: "Garrone 'Erg crescerà con batterie e idrogeno'".
- Bloomberg:** Article: "Italy's ERG Plans to Boost Investments on US Renewables Push".
- Il Sole 24 ORE:** Article: "«Erg, nel piano spinta sugli Usa e una remunerazione migliore»".
- MF MILANO FINANZA:** Article: "Erg apre a nuove partnerhisp".

MISSIONE AMBIENTE

Generazioni a scuola di sostenibilità

ISTITUTO CARLO ROSSELLI

Gen

09/0

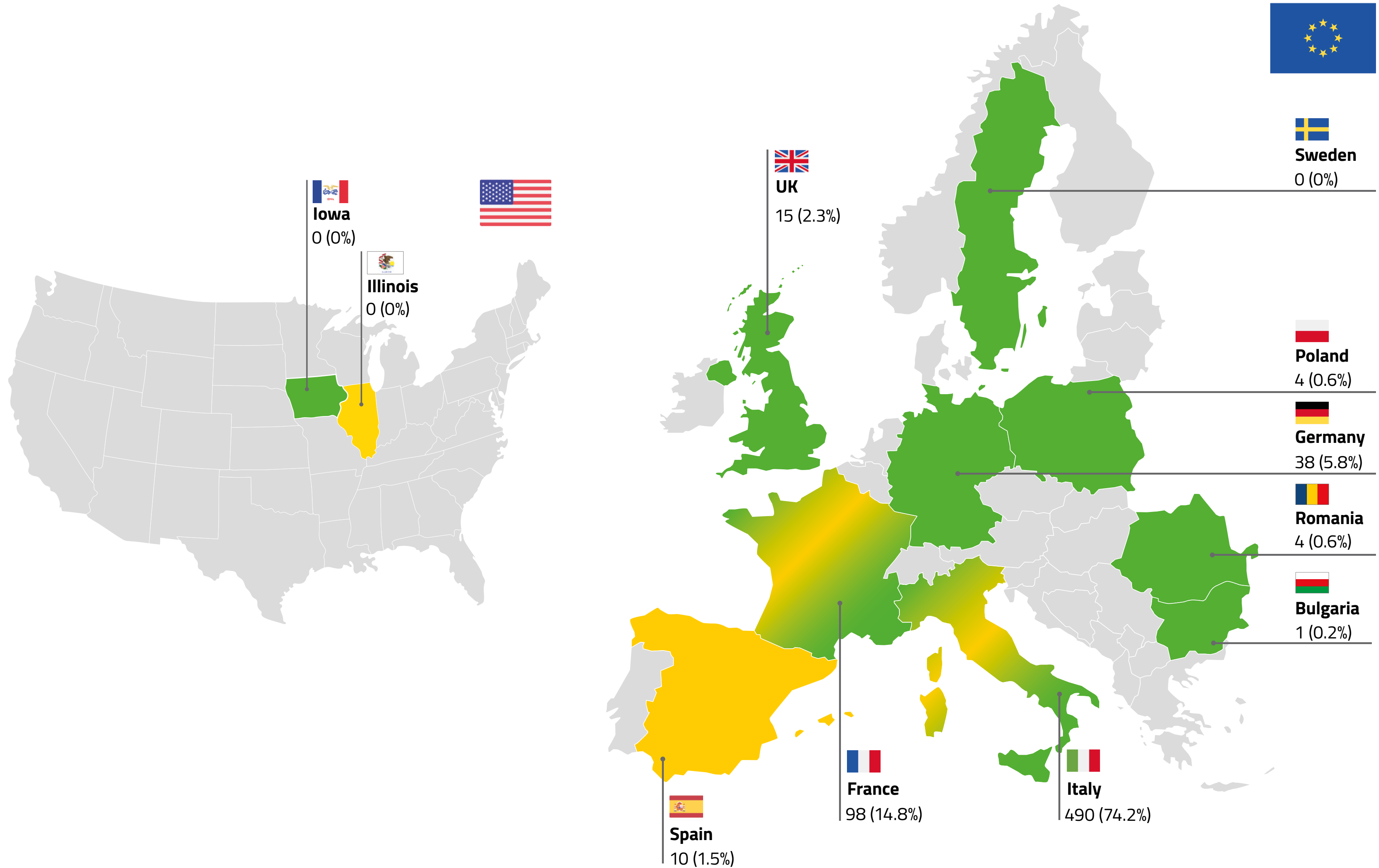


PEOPLE

TOTAL: 660

455 (68.9%)

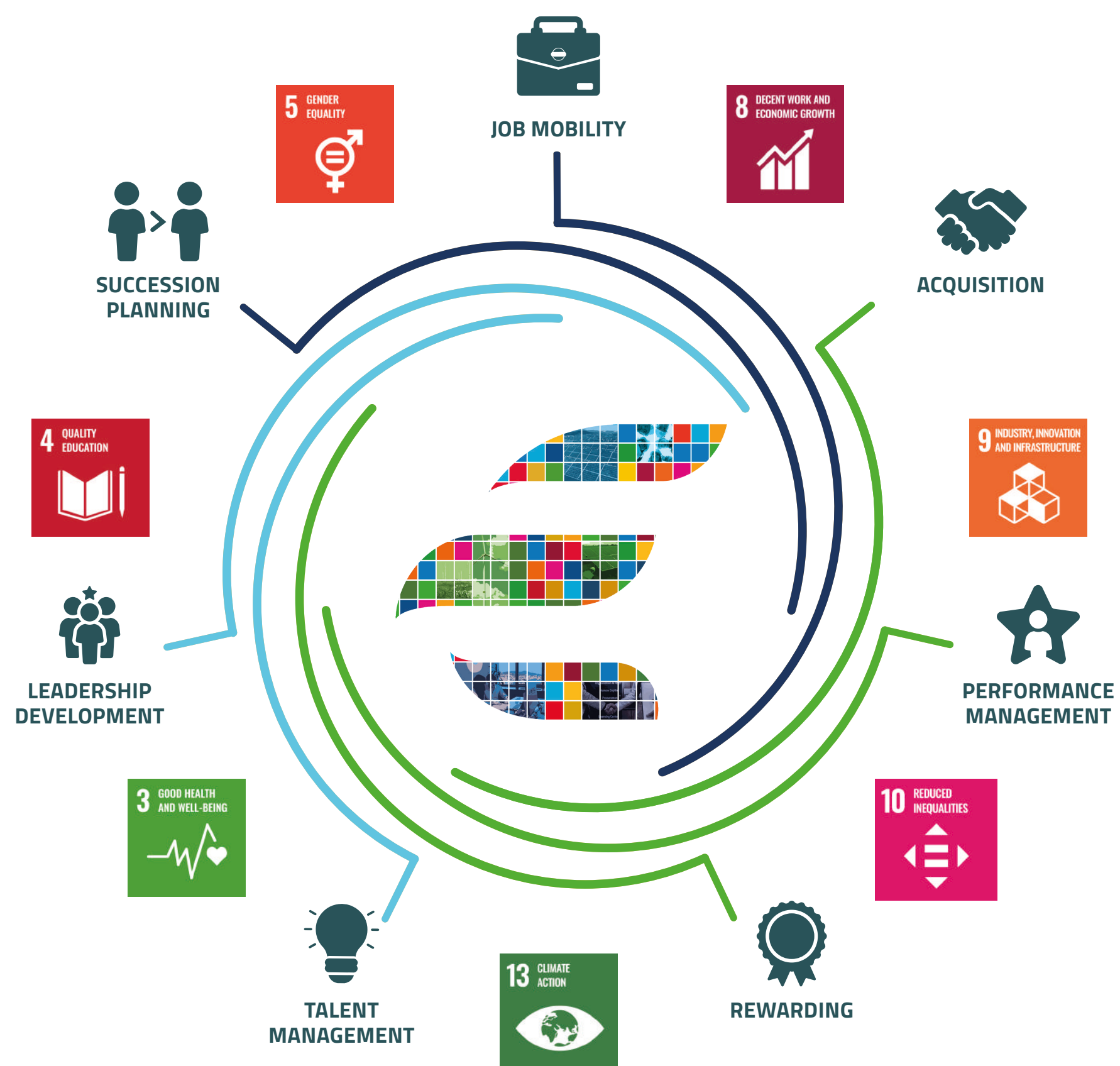
205 (31.1%)



HUMAN CAPITAL MANAGEMENT AND DEVELOPMENT

The management and development of human capital are guided by two pillars that support the achievement of company results, both of which are indispensable for maintaining a high level of competitiveness and for sustaining a corporate culture geared towards transparently communicating values and strategy to the entire organisation, placing the person at the heart of the company:

- **Organisational Development:** organisational model, processes, roles and responsibilities aimed at the management and growth of the Group;
- **Talent Management:** hiring and selection, leadership development, performance, potential assessment, talent management, succession plans aimed at enhancing people's value.



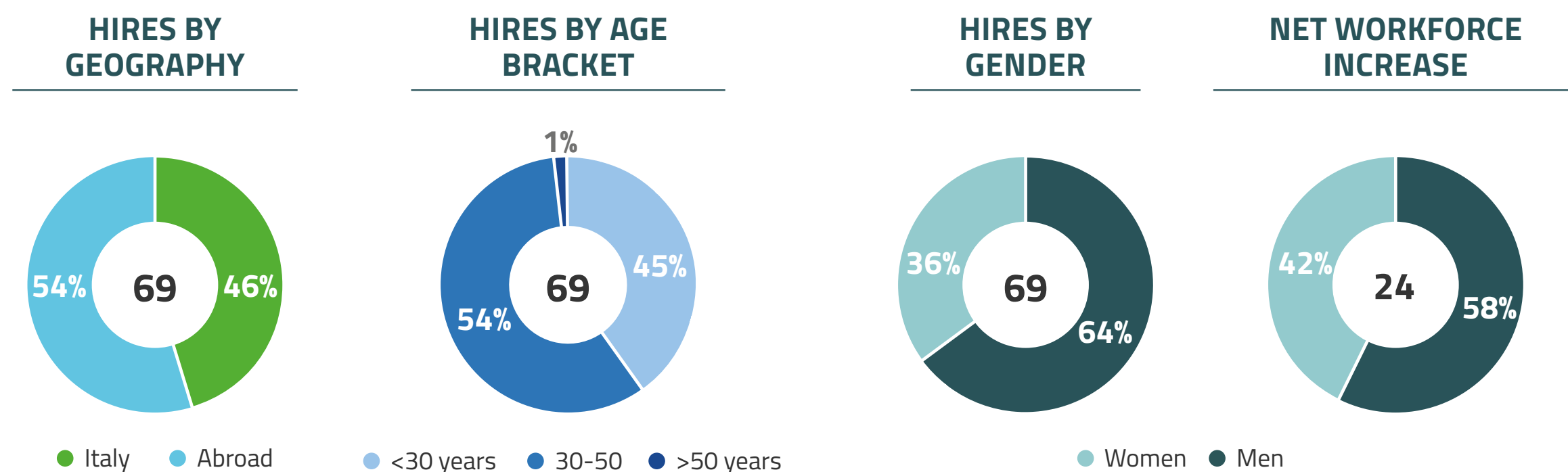
SUSTAINABILITY OBJECTIVES IN INCENTIVES

Sustainability objectives in short-term incentives										
Weight Objectives	Pillars	Objective	Target	Result	Indicators			%	Final value	
					Floor 80%	Target 100%	Cap 120%			
20% CEO 10% KMs	Planet	10%	Circular Wind: repowering recovery of materials and/or energy	98%	100%	120%			24%	
		10%	Circular Solar: Revamping recovery of materials and/or energy	90%	93%	120%				
	Engagement	10%	Education for Next Generation: number of young people involved in training programmes on sustainability and RES (in at least four countries)	23,000 (4 Countries)	23,407	120%			24%	
		10%	Social Purpose for Solar Revamping (number of projects carried out)	3 projects	4 projects	120%				
	People	40%	Predictive safety: No fatalities and compliance with Frequency Indices [internal + contractors]: general [FI] and severity [FIs]	No fatalities FI < 4.60 FIs < 2.00	FI < 2.49 FIs < 1.50	120%			60%	
		10%	Incidence of women in workforce increase	30%	42%	120%				
Governance	10%	1. Internal implementation of the CSRD Adjustment Plan 2. % Increase in volume of suppliers monitoring the Carbon Footprint (+2% vs 44% baseline 2023) 3. Sustainable Procurement: Average supplier scoring (≥ 64 points)	2 projects	3 projects	120%			12%		
OVERALL FINAL VALUE									120%	

Sustainability objectives in long-term incentive 2024-2026					
Weight of objective	Indicator weight	Pillars	Objective		
20%	20%	Planet	Target Net Zero: % Green Energy on Total consumption (Scope 2)		
	20%	Engagement	Improved S&P CSA index rating		
	50%	People	40%	HSE Predictive safety: No fatalities and compliance with Frequency Indices [internal + contractors]: general [FI] and severity [FIs]	
			10%	Diversity & Inclusion: no. female Key Leaders out of total Key Leaders	
10%	Governance	Sustainable Funding: maintenance of a % of sustainable loan sources out of total financial sources			

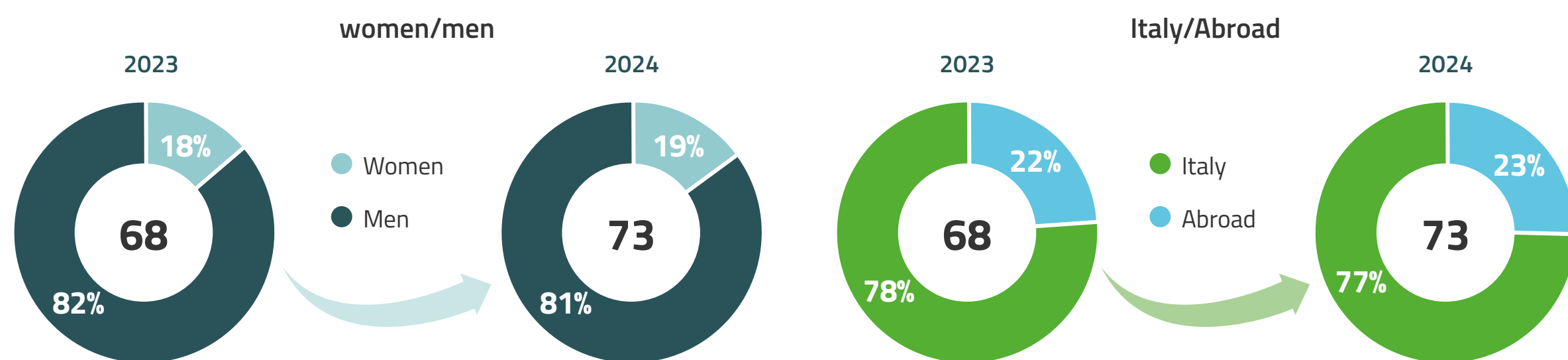
NEW TALENTS RESEARCH

In 2024, 69 new people joined the Group. Women accounted for 36% of new hires and the incidence of women in the increase in the workforce was 42%. Moreover, 45% of the employees are under 30 years of age.



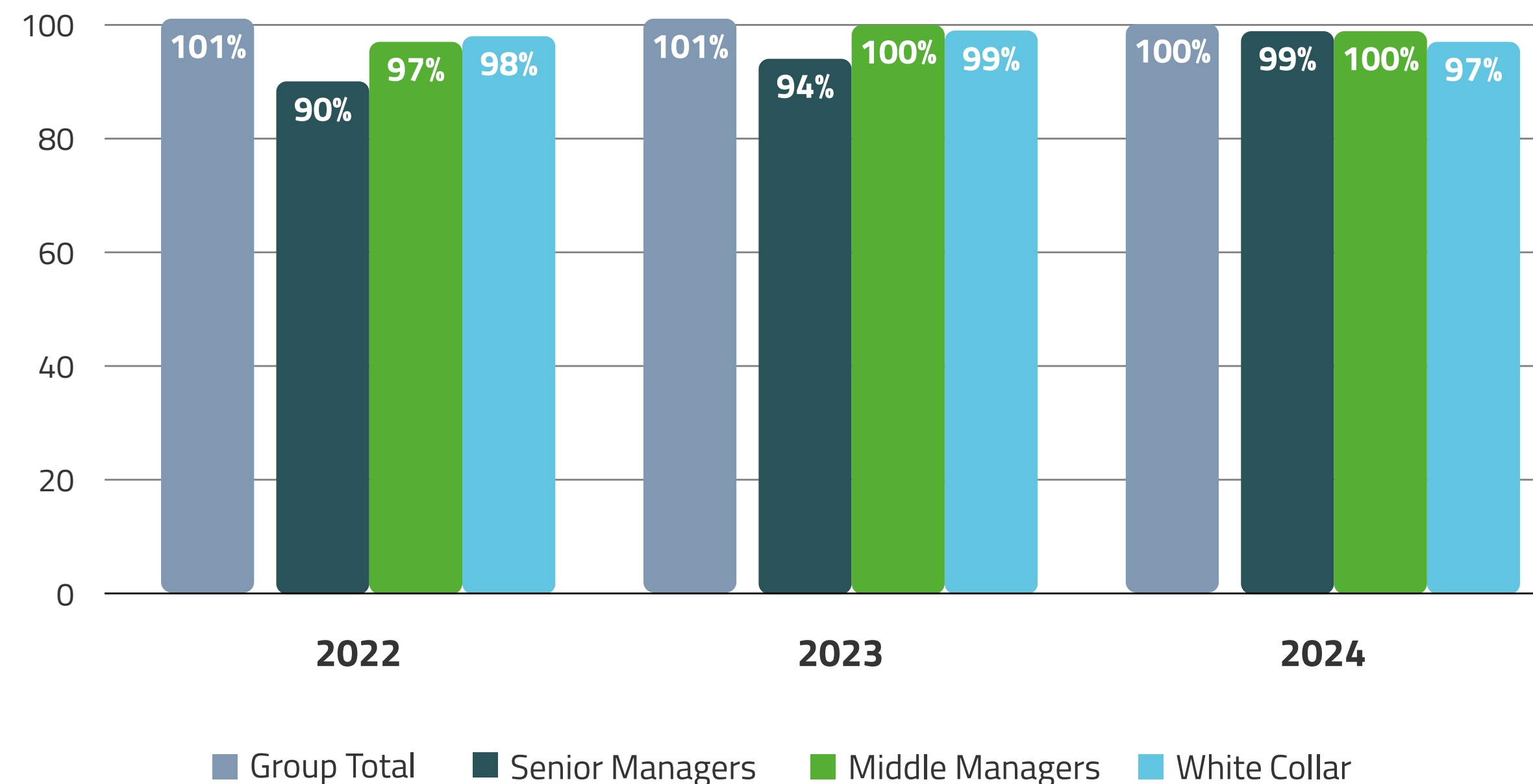
THE POWER OF DIVERSITY

KEY LEADERS – MANAGERS AND SENIOR MANAGERS



GENDER PAY GAP: GROUP

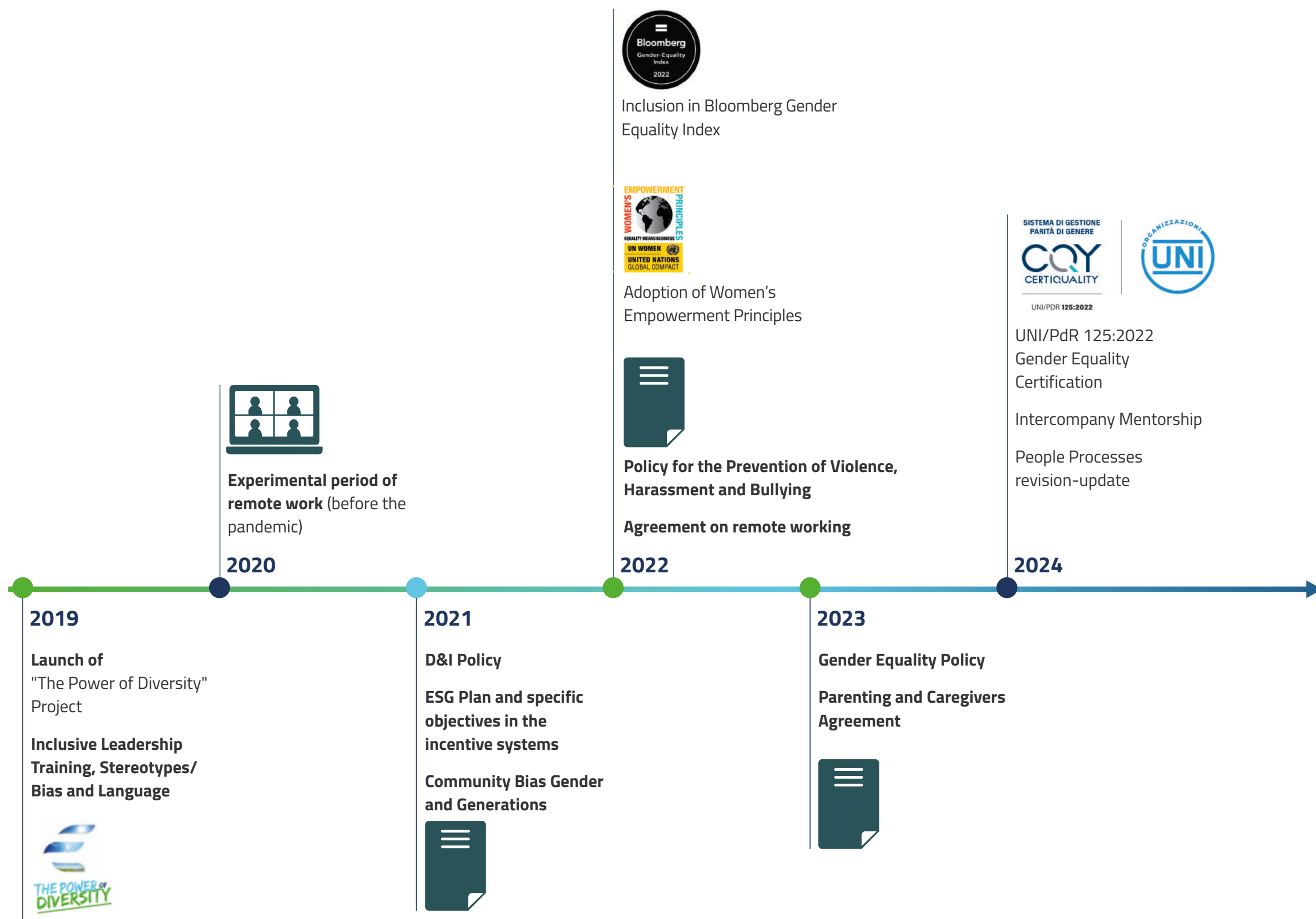
The analysis of the gender pay ratio shows a substantial alignment between the fixed salaries of women and men, consistent with our objectives.



Gender pay equity is calculated for homogeneous qualifications, as the ratio between the average fixed and total remuneration of the female gender compared to the average fixed and total remuneration of the male gender both at Group and Italian level (thus excluding key managers and blue-collar workers). The total pay ratio instead includes all Group employees.

THE STRATEGY AND ERG'S DIVERSITY & INCLUSION JOURNEY

- **DATA DRIVEN APPROACH:** Data analysis and definition of objectives to support both the increase in company diversity and equal growth possibilities (inclusion)
- **INCLUSIVE PROCESSES:** Critical analysis of the processes that accompany the growth of people in the company
- **CONSTANT LISTENING:** Constantly listening to the perceptions of people in the company through surveys, Group and community meetings
- **CULTURAL EVOLUTION:** Training and involvement activities dedicated to all people and specifically for People Managers
- **WORKING WELL-BEING:** work-life integration and welfare



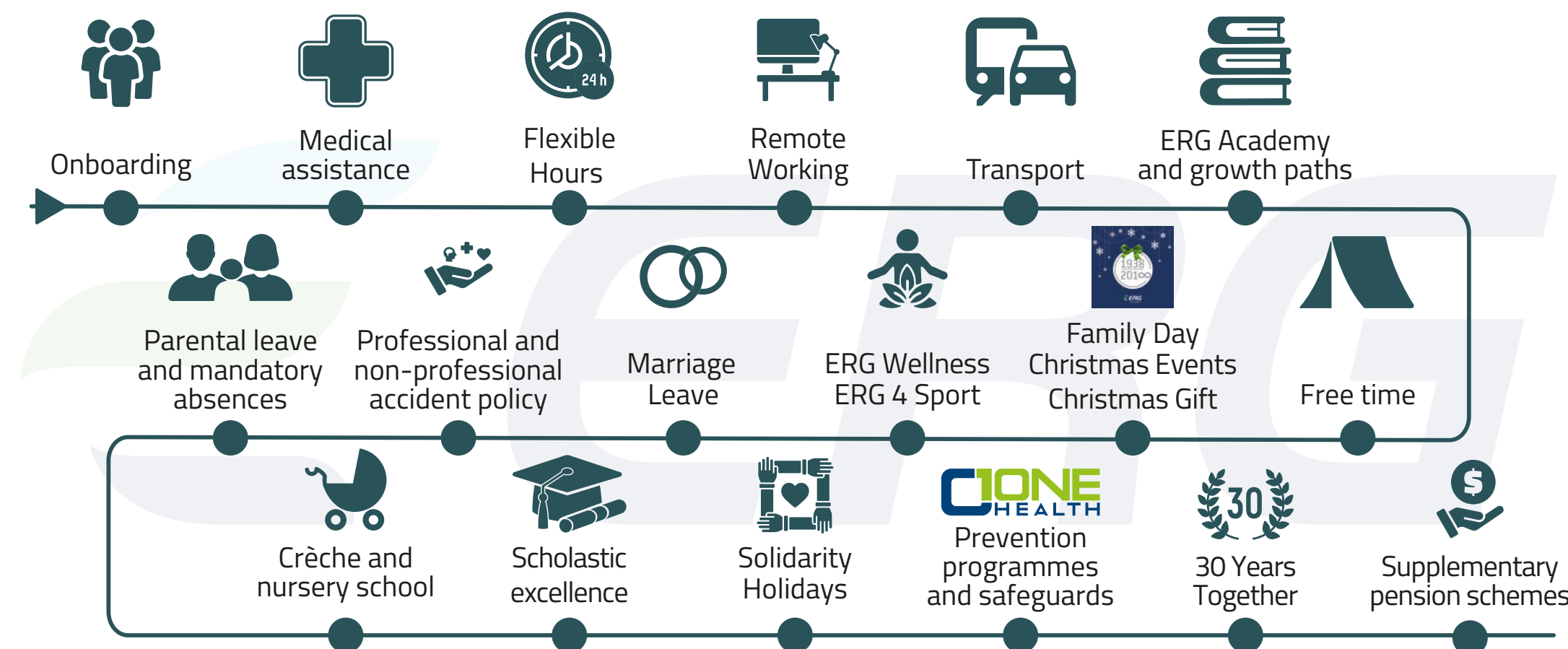
HEALTH & SAFETY, ALWAYS

For us, 'Health and Safety, always' means putting the health and safety of those who work for us and with us first by fostering a culture of health in the workplace and enabling accident prediction.



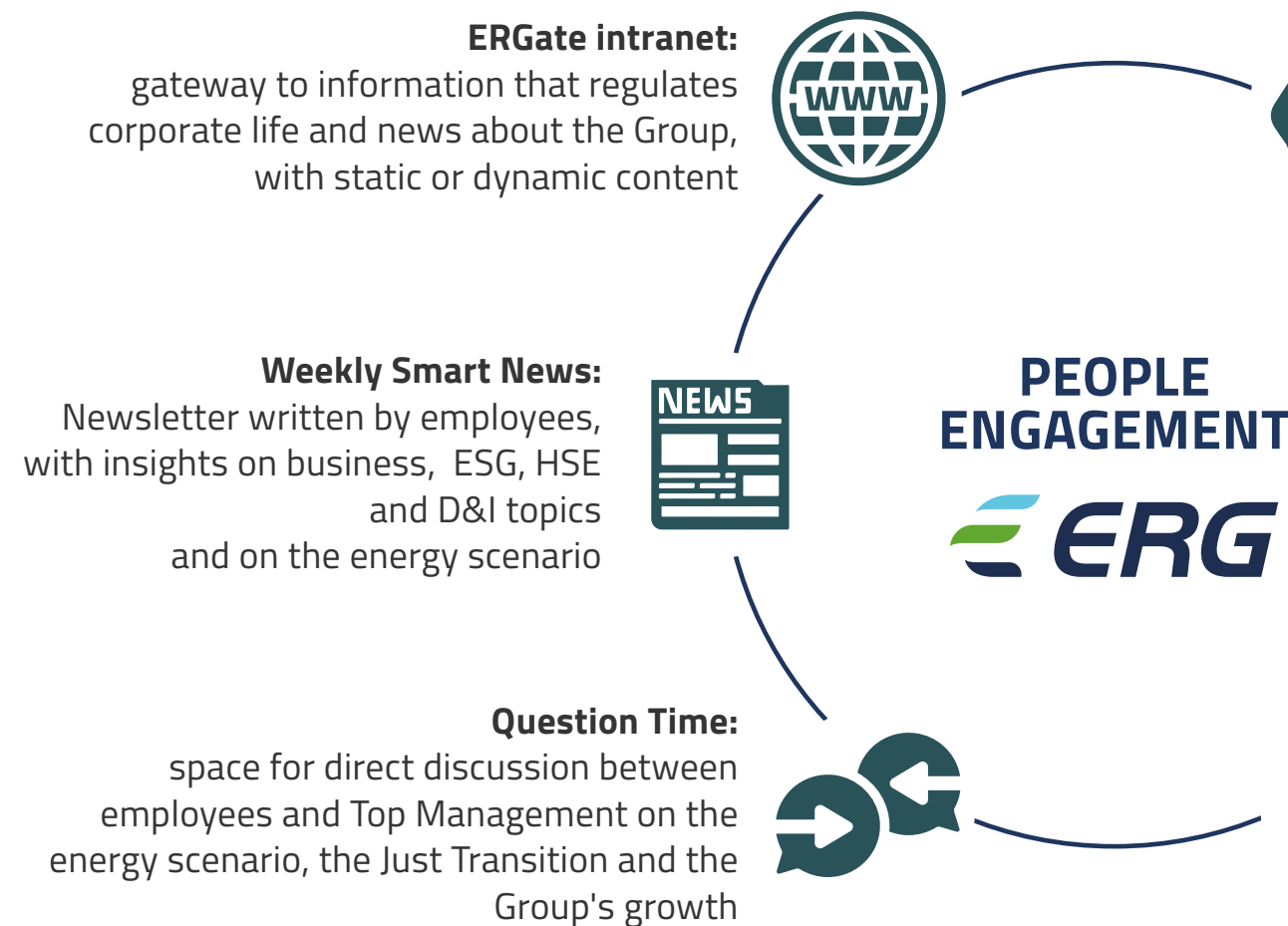
EMPLOYEES' WELL-BEING

The integrated welfare model is built around people with the aim of supporting the needs of employees and their families, helping them to live well, so that within the work environment they can feel comfortable, satisfied and healthy and able to reach satisfactory performance levels.

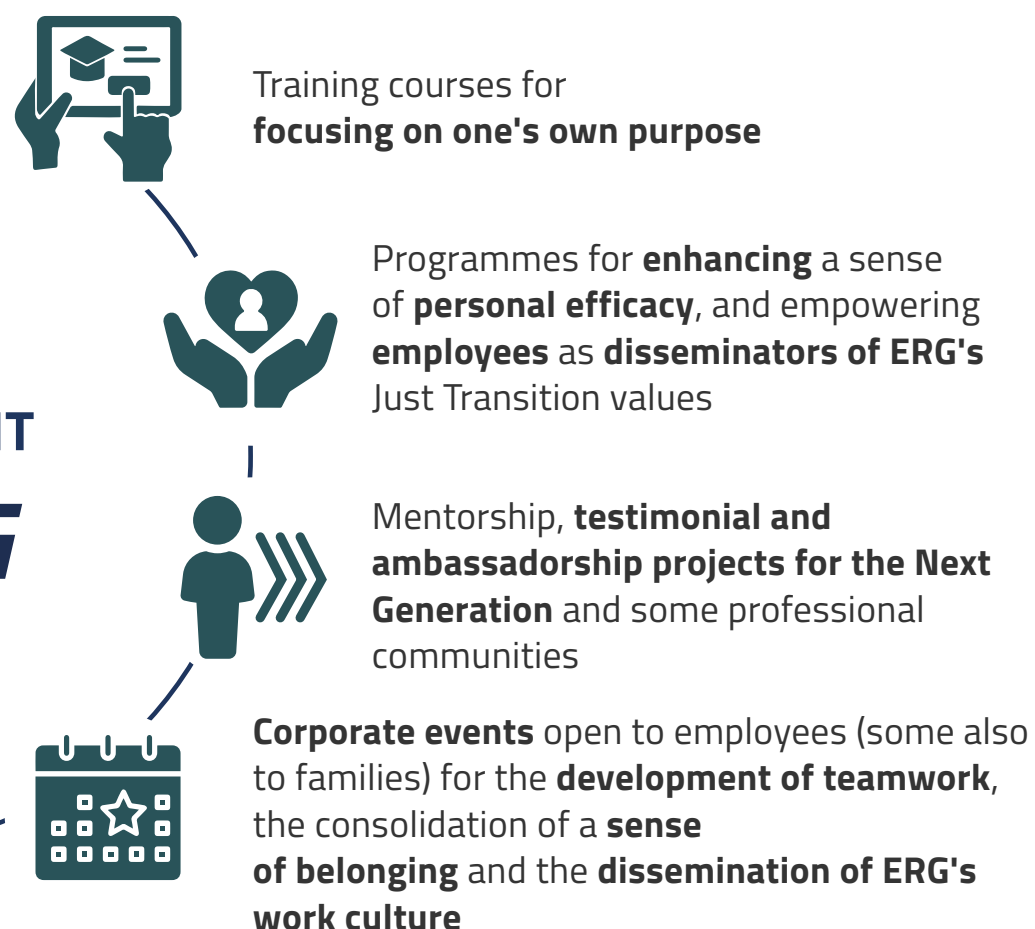


THE TOOLS FOR STRATEGIC ALIGNMENT AND BELONGING INITIATIVES

TOOLS FOR STRATEGIC ALIGNMENT



INITIATIVES FOR BELONGING



ACTIVITIES CARRIED OUT DURING 2024

- 1 Group Meeting for Group Key Leaders** (77 people) to comment on the strategic plan and discuss the new Group Leadership Model
- 2 Question Times:**
 - 5 June: 345 connections (people and meeting rooms)
 - 18 November: 416 connections (people and meeting rooms)
- 1 Purpose Day**, to discover or update each person's Purpose, open to all people, and align it with that of ERG

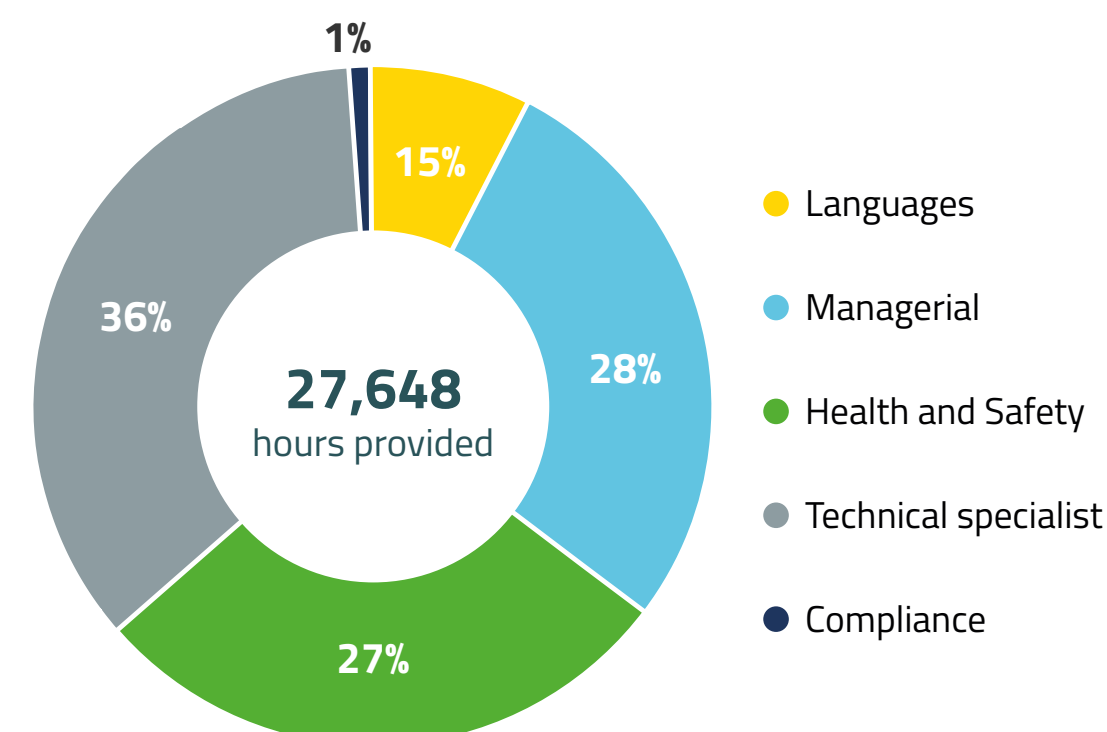
- 10 Mentors, 10 STEM Role Models, 15 Ambassadors in schools
- All Group people involved in live events in the various local offices at the end of the year and a live stream
- ERG4sport:** Madrid Marathon, Charity Program Relay Marathon Milan, Sellaronda Bike Day

ERG ACADEMY FOR THE NETWORK COMPANY

LEARNING ECOSYSTEM



TRAINING IN 2024



The following took part in training activities:
99.7% of the workforce
100% of people with disabilities
100% of part-time people



GOVERNANCE

ICT CERTIFICATION (EU PERIMETER)

Information security is a fundamental component of modern business management, not only for ICT aspects, but comprehensively with respect to the organisational context, with impacts on Operations, Legal, HR, Procurement, etc. In line with our commitment to operational excellence and information protection, we are implementing the Information Security Management System (ISMS) according to the ISO 27001 and ISO 27019 certification standards.

ISMS CERTIFICATION @ 2024



ISMS CERTIFICATION @ 2028

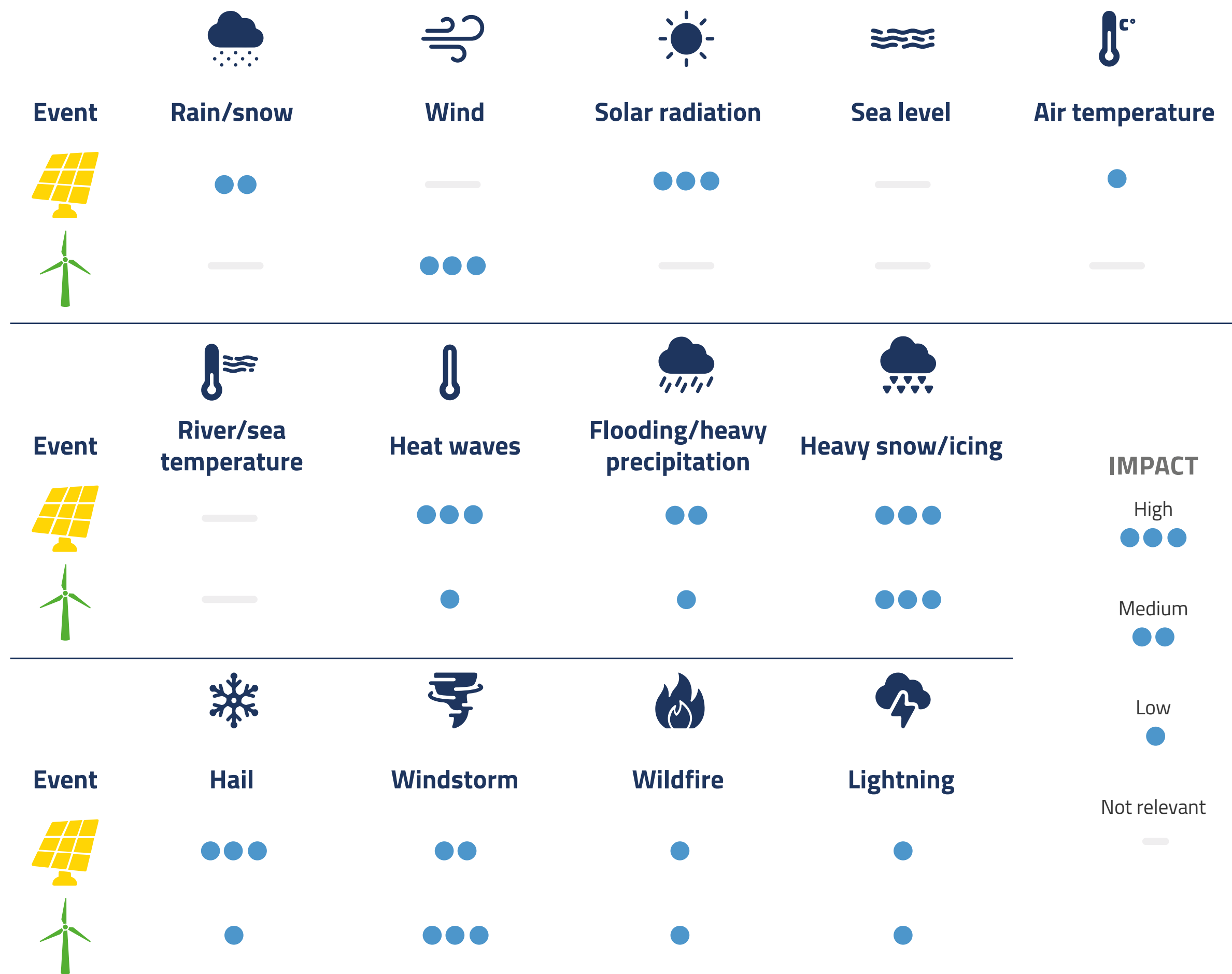


Boundary of certification:

Management of the technological infrastructure and application architectures supporting the operating processes of wind and solar power assets for all ERG Group companies (EU PERIMETER at the end of 2027)

CLIMATE CHANGE RISK MANAGEMENT

We have integrated the assessment of the impacts of physical climate risks on our Wind & Solar assets (below). In summary, our strategies (geographical and technological diversification and asset modernisation) make it possible to limit any impacts and confirm the resilience of the ERG Group to climate change thanks also to the “Pure Renewable Player” model.



ALIGNMENT OF THE SUPPLY CHAIN WITH OUR ESG OBJECTIVES

In line with the objectives of the ESG Plan, we monitor the carbon footprint and D&I in the supply chain assessment. The 2023 results are shown below:

