

2021

Corporate Governance



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The Report on Corporate Governance and on the Company's Ownership Structure for the year 2021 ("Governance Report" or "Report"), the Report on the Compensation Policy and on the Fees Paid ("Compensation Report"), the second part of which is reproduced herein, and the By-laws are available on Edison's website at the following address (www.edison.it - Our Company - Governance - Governance - Bylaws and Corporate Governance Report).

2021 Corporate Governance

This document has been translated into English for the convenience of readers outside of Italy.
The original Italian document should be considered the authoritative version.





Report on Corporate Governance and on the Company's Ownership Structure

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Introduction

Issuer profile

Edison is the oldest energy company in Europe and one of the leading energy companies operating in the sector. It was established in 1883 and its activities, after numerous and well-structured operations involving several companies over more than a century, merged into the current Company in 2002.

Edison's mission is to be a responsible energy operator and a leader in the sustainable energy transition.

Edison's strategy is developed along three lines:

- renewables and flexibility: significant development of renewable sources (mainly photovoltaic and wind power, increasing capacity by 2030 from 2 to 5 GW), supported by new, high efficiency gas-fuelled generation, which is essential to phase out coal, integrate production from renewable sources and ensure the adequacy of the electrical network. To complement the set of instruments that enable flexible solutions, the development of 1 GW of storage plants is planned, which includes hydro pumping and battery accumulation systems;
- customers and value-added services: sale of electricity, gas and efficient and innovative energy and environmental services, capable of ensuring the decarbonisation of customers. Proposals are developed through digital or circular solutions in order to improve the competitiveness, efficiency and environmental impact of industrial customers and administrations and improve the quality of life of local households and communities;
- gas activities in support of the energy transition: management of storage activities and the various long-term import contracts for the supply of natural gas, including liquid gas, with the aim of achieving a gradual and orderly replacement of natural gas with green gas - biogas and hydrogen. Promotion of innovative uses of natural gas through the development of small-scale LNG (Liquefied Natural Gas) infrastructure to reduce the environmental impact of heavy duty and maritime transport.

Edison and the Group it belongs to operate in the following business areas:

- production of electricity with a highly efficient and diversified set of power plants, comprising thermoelectric, hydroelectric, wind and solar plants;
- import and sale of electricity and gas in the wholesale markets, in Italy and Greece;
- diversified gas supply and management of its storage and distribution, development of gas transport infrastructure;
- energy management;
- sale of electricity and gas and value added services to all market segments (industry, SME and retail);
- provision of large-scale energy and environmental services for different markets (tertiary, business and public administration) and sustainable mobility services, including Small Scale LNG.

The Group is still present, albeit only marginally, in the production of hydrocarbons, having sold between 2019 and the beginning of 2021, in line with the guidelines defined by the corporate strategy, almost all of its businesses in that sector.

The activity of the Group is carried out mainly in Italy, with presence in other European countries and in the Mediterranean basin as well.

At December 31, 2021, the Group included 64 subsidiaries (53 in Italy); 6 foreign companies, all under joint control, and 15 affiliated companies (14 in Italy).

It should be pointed out that Edison, even though only its savings shares are listed on the electronic equities securities market ("MTA"), as its common shares were delisted on September 10, 2012 for the reasons laid out below, continues to be subject to the legal requirements applicable to "companies with shares traded on a regulated market" and, consequently, retains the status of a "listed issuer" pursuant to national laws in force.

In connection with this, the Company elected to continue following voluntarily the Corporate Governance Code promoted, among other things, by Borsa Italiana Spa ("Borsa Italiana"), in the manner described later in this Governance Report.

Please recall that in 2012 Edison was controlled, with a 61% interest in the common share capital, by Transalpina di Energia Srl ("Tde Srl"), jointly owned by WGRM Holding 4 Spa ("WGRM", a wholly owned subsidiary of EDF) and Delmi Srl ("Delmi", a 51% subsidiary of A2A Spa), and that MNTC Holding Srl ("MNTC" also a wholly owned subsidiary of EDF) owned 19.4% of Edison's common share capital. Following the purchase from Delmi on May 24 of that year by WGRM of the remaining 50% interest in Tde Srl, the latter launched a tender offer, pursuant to arts. 102 and 106, paragraph 1, of Legislative Decree No. 58/1998 ("TUF"), for the Edison common shares not held by companies of the EDF Group (the "Mandatory Offer"), in fulfilment of an obligation it had undertaken jointly with WGRM and MNTC. Subsequently, Tde Srl offered to purchase, pursuant to art. 108, paragraph 1 of the TUF, the remaining common shares of Edison from the shareholders other than the companies of the EDF Group (the "Purchase Obligation"). At the end of the above-mentioned process, EDF was thus the holder, through Tde Srl and MNTC, of a 99.5% interest in Edison's common share capital.

Due to the outcome of the Mandatory Offer and in fulfilment of the Purchase Obligation mentioned above, Borsa Italiana, by means of Resolution No. 7544 of August 7, 2012, then delisted the Edison common shares from the MTA, effective September 10, 2012.

For the sake of complete disclosure, please also keep in mind that, subsequent to the delisting of the common shares, in accordance with the provisions of art. 6 of Edison's By-laws, the Company proceeded, during the period from November 2, 2012 to November 30, 2012, with the voluntary conversion of the savings shares into common shares, based on a ratio of 1 common share for each savings share held (the "Voluntary Conversion"), which ended with the conversion of 437,573 shares out of a total 110,592,420 savings shares originally outstanding. At the end of the Voluntary Conversion period, the savings shares continued to be traded on the MTA, as stated above.

Subsequently, in 2013, following a series of corporate transactions that involved MNTC, TdE Srl and WGRM, the Edison shares owned by the EDF Group were concentrated at WGRM, first through the demerger of the latter, of MNTC and then, effective as of January 1, 2014, the absorption of TdE Srl by said WGRM, with WGRM changing its name to that of the absorbed company and relocating its registered office from Turin to Milan ("TdE").

Please note that Edison's By-laws, as amended since April 2013, take into account the different rules applicable to common shares and savings shares and their holders, in relation to the different trading system for the two categories of shares.

The listing, and thus the stock market capitalisation of solely savings shares is not relevant for the purposes of Edison's qualification as an SME (small and medium enterprise) pursuant to art. 1, paragraph 1, letter *w-quater*.1 of the TUF given that, as set out in the

methodological note published by Consob on the matter, the group of SMEs includes solely companies with registered office in Italy, with (at least) common shares admitted to trading on the MTA (electronic equities securities market).

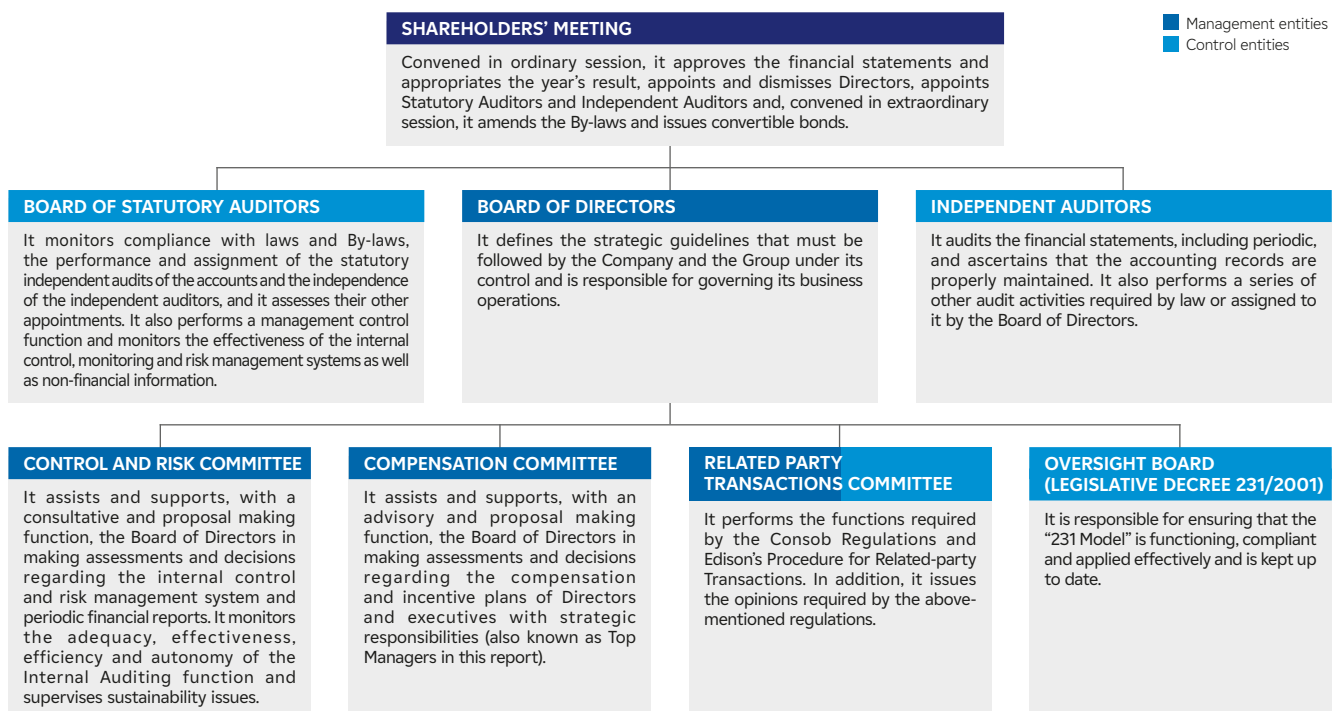
Lastly, based on the criteria set forth in the Corporate Governance Code (the “Code”), Edison meets the definition of a “Company subject to Concentrated Ownership” because its controlling shareholder (TdE) holds a majority of the votes that can be exercised at the ordinary Shareholders’ Meeting, but does not meet the definition of a “Large Company” because the capitalisation of its savings shares, the only class of shares authorised for trading in a regulated market, does not meet the threshold required for such status. The Code application flexibility options permitted for Companies subject to Concentrated Ownership other than Large Companies, exercised by the Board of Directors, are specified in the section entitled “Adoption of Corporate Governance Codes”.

Governance structure

Edison’s governance

The corporate governance structure of Edison, an Italian company, defined by the By-laws is based on the traditional organisational model which provides for the distinction of the roles and responsibilities between the administration body and the control body, and is composed of the following bodies: the Shareholders’ Meeting, a Board of Directors (which also operates through the Chief Executive Officer and the Directors who are empowered to represent the Company and is supported by Committees established with the framework of the Board of Directors), a Board of Statutory Auditors, the Independent Auditors and the 231 Oversight Board. In addition to those listed above, governance entities include the Special Meeting of Savings Shareholders and the common representative of the category.

The illustration that follows provides an overview of Edison’s governance model.



Governance is integrated by the business organisation and implemented through the managerial structure, which is divided into divisional organisational structures for the management of the various business areas, which ensure the development and operational management of the portfolio of activities assigned, and divisional organisational structures for the management of common transversal corporate activities and processes, which ensure direction, coordination, control, specialist support and services to the business structures/operating companies and the management of the related operational risks.

The essential elements of the business organisation consist of:

- the 5 Business Divisions: Gas Assets, (which as of January 1, 2021 absorbed the Exploration & Production Division), which is responsible for the development and management of gas infrastructure; Power Assets, which is entrusted with the management of the power generation portfolio; Gas & Power Portfolio Management & Optimisation, which is entrusted with activities related to the management of the portfolio of gas-LNG import contracts, gas logistics and energy management activities of the power portfolio; Gas & Power Market, which is entrusted with the management of the portfolio of gas and electricity trading activities and sales in end markets; Energy & Environmental Services Market, which is entrusted with the management of activities relating to the energy and environmental services sector, and the 7 cross-company and support divisions (Finance; Legal & Corporate Affairs; Human Resources & ICT; External Relations & Communication; Strategy, Corporate Development & Innovation; Institutional Affairs, Regulatory & Climate Change - which took this name as of April 2021, following the separation of Sustainability activities into another specific organisational structure - and Engineering). All the Divisions are in turn organised into Business Units and Departments, each responsible for managing important and homogeneous business areas or areas that provide support and services to the business areas;
- the Executive Committee ("Comex"), established in 2012, the composition of which was changed over time due to changes in the organisational structure, led by the Chief Executive Officer and comprised of the managers of the Divisions representing the main business areas, which provides support for the activities of the Chief Executive Officer in identifying the Group's action and development policies and assessing the main initiatives. This body includes the managers of the 5 Business Divisions and the managers of the 7 cross-company and support Divisions;
- management committees to support Top management in the management of specific and relevant decision-making processes and/or particular issues, including the Commitments and Investments Committee, the Risk Committee, the Audit and Ethics Committee, the Sponsorship-Contribution-Donations Steering Committee, and the Advisory People Development Committee;
- the Code of Ethics, the specific models, protocol and management systems concerning issues governed by Legislative Decrees No. 231/2001 and No. 262/2005, concerning the protection of privacy, protection of health, occupational and environmental safety, subject to systematic updates to take into account the evolution of regulations and changes in the Group's organisational structure, internal operating procedures, the proxy system and internal and external delegations of authority;
- the Internal Auditing Department, which reports directly to the Board of Directors, provides support and liaison services for the activities of the 231 Oversight Board and, at the operational level, is coordinated by the General Counsel Department, to which the Board of Directors assigned responsibility for facilitating interaction by the Internal Auditing Department with the Board of Directors, the Board of Statutory Auditors and the 231 Oversight Board.

Neither Edison nor its strategically relevant subsidiaries are subject to non-Italian laws that may affect their governance structure. Two companies, one Italian and one foreign, are subject to the unbundling regulations for gas transportation and storage.

Sustainability governance

With specific regard to issues relating to sustainable development, for several years the Company has focused its efforts on long-term economic growth, which is also able to enhance the reference social and environmental context.

In support of its activities, the Board of Directors has assigned since 2016, among the various advisory and propositional functions, the oversight of sustainability issues to the Control and Risk Committee, as described in detail in the “Control and Risk Committee” section.

In this context, the CEO's Office & Sustainability, reporting directly to the Chief Executive Officer, was formed in 2021. This department, which is part of the Institutional Affairs, Regulation, Climate Change & Sustainability Division, has been entrusted with responsibility for developing, under the guidance of the Board of Directors and in collaboration with the management, the medium- and long-term sustainability policy, with reference to relevant stakeholders for the Group, and for promoting its sharing inside and outside the company.

Working alongside the Chief Executive Officer and the Chief Sustainability Officer is the Stakeholder Advisory Board (SAB), a committee made up of members representing different categories of stakeholders, which aims to support the company in identifying the most important sustainability issues including material issues, focus on challenges and opportunities for Edison and make recommendations and suggestions on strategies and developments.

The Company has also established a Network of representatives for sustainability, consisting of employees from the various business areas, which supports the CEO's Office & Sustainability in the process of integrating sustainability into the business.

The CEO's Office & Sustainability also coordinates the Company's non-financial reporting process.

Indeed, in terms of transparency, starting from 2017, in line with the EU provisions incorporated into the Italian legal system with Legislative Decree No. 254 of December 30, 2016, Edison has also prepared a Non-Financial Disclosure (“NFD”) which is an integral part of the financial statements documentation. In this regard, please recall that starting from 2004 Edison was one of the first companies in Italy to prepare a Sustainability Report on a voluntary basis, which it subjected to a voluntary audit by the Independent Auditors. The NFD relating to the year 2021 was approved by the Board of Directors at its meeting on February 16, 2022.

Furthermore, with the aim of focusing initiatives and reinforcing the Company's attention and commitment to social sustainability, a foundation dedicated to Corporate Social Responsibility has been set up, called EOS (Edison Orizzonte Sociale), which pursues civic, solidarity and socially useful objectives. The purpose of the Foundation is to support non-profit associations in their capacity-building process and to improve the quality of life of the most vulnerable segments of our society through projects of social and cultural innovation and to counteract educational poverty, as well as to enhance the Edison and national historical and artistic heritage.

For more details, please refer to the NFD, available on Edison's website (www.edison.it - Our Company - Sustainability).

Adoption of corporate governance codes

As explained in the Issuer Profile, even though only savings shares continue to be listed on the MTA, Edison continues to comply, on a voluntary basis, with the Code. Actually, since its listing in December 2002, Edison has operated in line with what was previously implemented by its publicly traded subsidiary Montedison, which was absorbed in 2002, and had followed the code since 1998.

As a result, the Company's system of corporate governance, which is the set of standards and behaviour guidelines deployed to ensure the efficient and transparent functioning of its corporate governance and internal control systems, was thus over time substantially consistent with the recommendations of the Code and was revised from time to time to reflect amendments to the Code with the limited and immaterial exceptions that will be explained below. In this regard, it should be noted that, in 2021, the process was nearly completed for adjustment to the new recommendations contained in the 2020 edition of the Code, according to the guidelines provided by the Board of Directors at the meeting on December 7, 2020. The Code is posted on Borsa Italiana's website (<http://www.borsaitaliana.it/comitato-corporate-governance/homepage/homepage.htm>).

In evaluating the level of compliance with the Code, account has been taken of the indications provided over time by the Corporate Governance Committee. As regards the specific point, please also make reference to the section "Considerations on the Letter of December 3, 2021, of the Chairman of the Corporate Governance Committee".

Although Edison qualifies, pursuant to the Code, as a Company subject to Concentrated Ownership but not as a Large Company. Nevertheless the Board of Directors has used only two of the flexibility options allowed for companies subject to concentrated ownership that are not large, namely: the possibility of not establishing an Appointments Committee and not adopting Succession Plans, believing instead that it is appropriate to comply with:

- (a) the following 4 recommendations intended for Large Companies:
 - one-third of the members of the administrative body are independent;
 - the independent Directors meet at least once a year in the absence of the other Directors to consider matters deemed of interest with respect to the functioning of the Board of Directors and the management of the company;
 - the maximum number of positions that may be held by an individual Director has been specified;
 - the Control and Risk Committee has been established;
- (b) the following 2 recommendations intended for companies different from those who are subject to Concentrated Ownership:
 - the board self-assessment is conducted annually;
 - when the Board of Directors is re-elected, it provides guidelines to the Shareholders' Meeting on its optimal composition.

The Governance Report, as well as the Compensation Report, incorporate an illustration of the corporate governance structure reviewed by the Board of Directors on February 16, 2022. It also lists, as they apply, the recommendations of the Code that the Company chose not to implement, explains the reasons why and describes any alternative conduct adopted. These reports also provide the disclosures required by the laws and regulations that apply to corporate governance and the compensation of Directors, executives with strategic responsibilities (also known as Top Managers in this report) and the Board of Statutory Auditors.

Ownership structure

Structure of the share capital

Composition

As of February 16, 2022, Edison's share capital totalled 4,736,117,250.00 euros, divided into 4,626,557,357 common shares, par value of 1 euro each, equal to 97.69% of the total share capital, and 109,559,893 savings shares, par value of 1 euro each, equal to 2.31% of the total share capital.

The changes in the composition of the share capital, compared with the previous year, are attributable:

- to the implementation of the resolution passed by the Shareholders' Meeting of March 31, 2021, to reduce the share capital represented by common shares by 640,883,421.00 euros, in order to fully cover the losses existing as at December 31, 2020;
- to the exercise of the right to voluntarily convert 50,128 savings shares into common shares recognised to savings shareholders in the event of failure to distribute the preferred dividend to the savings shares for the fifth consecutive year; this assumption occurred once again in 2021, with the clarification that the common shares resulting from the conversion were excluded from the above-mentioned capital reduction.

No financial instruments that convey the right to acquire newly issued shares through subscription are outstanding.

No options awarded to Group employees that convey the right to purchase Edison shares at pre-set prices (Stock Option Plans) are outstanding and, consequently, no capital increases earmarked for such purpose were carried out.

Capitalisation of savings shares

The stock market capitalisation of Edison's savings shares, as an average of the daily capitalisations calculated with regard to the official price recorded in 2021, and taking into account the conversion of 50,128 savings shares to common shares, as represented in the section "Structure of the Share Capital - Composition" stands at 132,450,230 euros, increased of 27.7% with respect to the average of said prices in 2020.

Rights of the Classes of Shares

The common shares, removed from listing as of September 10, 2012 are registered shares, convey the right to vote at the Company's Ordinary and Extraordinary Shareholders' Meetings, in accordance with the applicable provisions of the law and the By-laws, and provide their holders with any additional administrative and property rights attributed to voting shares pursuant to law.

The savings shares, traded on the MTA since December, 2, 2002 can be either bearer or registered shares, as the holder may choose, except for shares held by Directors, Statutory Auditors and the General Manager, if one is appointed, which must be registered shares. They do not convey the right to vote at the company's Ordinary and Extraordinary Shareholders' Meetings. Pursuant to the By-laws, they convey the benefits and have the characteristics that are listed below in addition to those provided pursuant to law:

- a reduction in the share capital to absorb losses does not cause the par value of savings shares to decrease, except for the amount in excess of the aggregate par value of the other shares;
- the expenses incurred to protect the common interests of savings shareholders shall be defrayed through the use of a fund of up to 25,000.00 euros per year established by a resolution approved by a Special Shareholders' Meeting;
- if the savings shares are delisted, they will retain all of the rights attributed to them under the By-laws and may be converted into common shares according to the terms and conditions determined by a Shareholders' Meeting, which must be held within two months from the date of delisting;
- the remainder of the earnings shown in the duly approved financial statements, after allocating 5% to the statutory reserve, which must be set aside until the reserve reaches one-fifth of the share capital, are distributed to the savings shares up to an amount that may not be greater than 5% of their par value. If in a given fiscal year the savings shares receive a dividend that is less than the above-mentioned amount, the difference will be brought forward and added to the preferred dividend over the following four years;
- if no dividend is distributed to the savings shares for five consecutive years, these shares can be converted, one for one into common shares, upon a simple request by the shareholder, during the period from January 1 to March 31 of the sixth year. The prerequisites for the exercise of this option were met, as mentioned in the previous Section "Structure of the Share Capital - Composition", also during 2021;
- any remaining earnings that the Shareholders' Meeting decides to distribute are allocated to all of the shares such that the savings shares receive a total dividend that is greater than the dividend paid to the common shares by 3% of their par value;
- if reserves are distributed, the savings shares have the same rights as the other shares;
- however, if the Company has no earnings in a given year, the benefits listed above with regard to earning allocation may be provided by the Shareholders' Meeting through a resolution approving the distribution of reserves;
- upon dissolution of the Company, the savings shareholders take precedence in the redemption of the share capital up to the full par value of their shares;
- Resolutions to issue new savings shares with the same features as the savings shares outstanding, whether by way of a capital increase or through the conversion of shares of another class, do not require the approval of the savings shareholders convened in Special Meetings.

Considering the structure of the property rights of the savings shares, the Board of Directors didn't recognise the need of their integration.

Lastly, for the sake of complete disclosure, please note that, as stated in the Issuer Profile, in the event of delisting of the common shares, upon a simple request by the shareholder, the savings shares could have been converted one-for-one into common shares in accordance with the terms and conditions determined by Board of Directors and communicated to the market. More specifically, it is worth mentioning that the Voluntary Conversion option was available during the month of November 2012 and, consequently, this option provided under the By-laws may no longer be exercised.

In the event of a share capital increase, holders of common and savings shares are entitled to receive a prorated number of rights to acquire newly issued shares of the same class or, lacking such shares or for any difference, shares of another class.

Powers to Carry out Capital Increases and Authorisations to Purchase Treasury Shares

The Board of Directors has not been granted the power to increase the Company's share capital, as allowed under art. 2443 of the Italian Civil Code, nor is it authorised to purchase treasury shares.

Restrictions on Transfers of Shares, Ownership Limitations and Acceptability Clauses

The Company By-laws contain no restrictions of the right to transfer shares, no ownership limitations and no acceptability clauses.

Stock ownership

Shareholders with Significant Equity Interests

The table that follows, which is based on the data in the Shareholder Register and reflects communications received pursuant to law and other information available as of February 16, 2022, shows that there is no party, other than the EDF Group, that holds, directly or indirectly (including through third parties, nominees and subsidiaries), an interest greater than 3% of the voting stock ("Significant Equity Interests").

A breakdown of the interest held by EDF in Edison's common share capital is as follows:

	Common shares	% of common share capital	% of total share capital
TdE Spa (formerly WGRM) ⁽¹⁾	4,602,160,785	99.47	97.17
Total for the EDF Group	4,602,160,785	99.47	97.17

1. A wholly owned subsidiary of EdF International Sas, which, in turn, is a wholly owned subsidiary of EDF, and subject to its management and coordination authority.

A list of shareholders with Significant Equity Interests is available on the Company website (www.edison.it - Investor relations - Stocks - Share capital and shareholders) and on the Consob website (www.consob.it).

Special Controlling Rights

No securities that convey special controlling rights have been issued or are outstanding.

Mechanism for the Exercise of Voting Rights Within an Employee Stock Ownership Plan

There are no employee stock ownership plans.

Voting Right Restrictions

The By-laws contain no provisions restricting the exercise of voting rights.

Agreements Deemed Significant Pursuant to Art. 122 of the TUF

To the best of the Company's knowledge, there are no agreements deemed significant pursuant to art. 122 of the TUF.

Change of Control Clauses

Information about significant agreements executed by Edison or its subsidiaries that are parties to the agreements at December 31, 2021, as defined in art. 93 of the TUF, that could become enforceable or could be subject to change or cancellation in the event of a change in Edison's control is provided below.

Financing Facilities

A change of control over Edison could have a material impact in the following cases:

- A loan agreement, originally for 250 million euros, provided to Edison in December 2010 by the European Investment Bank (EIB) to finance the conversion of some gas fields owned by Edison Stoccaggio Spa into underground gas storage facilities (see the Notes to the separate and consolidated financial statements). If the EIB were to reasonably believe that a change of control over Edison had occurred or was about to occur, such event could justify a request for early repayment of the credit line.
- A loan agreement for 150 million euros executed on November 9, 2017 by Edison and the EIB to finance the construction and commissioning of five new onshore wind power plants and the complete rebuilding and commissioning of three existing onshore wind power plants, for a total capacity of roughly 165 MW, owned by Edison Rinnovabili Spa. The same clause of the loan agreement of 250 million euros mentioned above applies (see the Notes to the separate and consolidated financial statements).
- A loan agreement of 150 million euros, signed on June 15, 2020 between Edison and the EIB, intended to finance the project for the construction and operation of a 770 MW thermoelectric power plant with combined cycle gas turbine (CCGT) owned by Edison, situated in the Marghera Levante district. The same clause of the loan agreements of 250 and 150 million euros mentioned above applies, granted to Edison by the EIB (see the Notes to the separate and consolidated financial statements).
- Loan agreement of 300 million euros, signed on June 26/29, 2020, between Edison and the EIB, intended for the development, construction and operation of a series of onshore wind farms, photovoltaic solar plants, as well as a hydroelectric plant, with a total capacity of roughly 455 MW, owned by Edison or Edison Group companies, to be built in Italy in the 2020-2023 period. The same clause of the loan agreements of 250 and 150 million euros mentioned above applies, granted to Edison by the EIB (see the Notes to the separate and consolidated financial statements).
- A *Contrat cadre de gestion de trésorerie* (GBP - EUR - USD) executed on April 1, 2015 by Edison and EDF. Should Edison cease to be a "subsidiary" of EDF, the agreement shall be automatically cancelled, effective as of the date of change in Edison's status, and Edison shall immediately repay the sums it received by EDF and any other amounts owed pursuant to the contract (see Notes to the separate and consolidated financial statements).
- *Contrat de financement Ligne de crédit* of 250 million euros, signed on April 29, 2021, between Edison and EDF. Should Edison cease to be a "subsidiary" of EDF, the agreement shall be automatically cancelled, effective as of the date of change in Edison's status, and Edison shall immediately repay the sums it received from EDF and any other amounts owed pursuant to the contract. Should the controlling interest that EDF holds in Edison directly or indirectly decrease to less than 80% of the capital and/or voting rights of Edison, EDF will have the right to demand the early repayment of

any amounts already loaned and the payment of any other amounts owed pursuant to the contract (see Notes to the separate and consolidated financial statements).

Commercial Agreements

- Contract between Fenice S.p.A. and FCA Group Purchasing s.c.r.l., signed on January 24, 2019 for the provision of energy services for FCA's industrial sites in Italy. FCA will have the right to terminate all or part of the contract due to the sale by Fenice of a business operation to a third party not controlled by or affiliated with Edison and/or EDF, as well as on verification of an event that jointly involves the transfer of control of Fenice by both Edison and EDF, unless such sale or transfer is carried out for the advantage of any company controlled by or affiliated with Edison or EDF.
- Contract between Fenice S.p.A. and CNH Industrial Italia S.p.A., signed on January 24, 2019 for the provision of energy services for CNH's industrial sites in Italy and Spain. CNH Industrial will have the right to terminate all or part of the contract due to the sale by Fenice of a business operation to a third party not controlled by or affiliated with Edison and/or EDF, as well as on verification of an event that jointly involves the transfer of control of Fenice by both Edison and EDF, unless such sale or transfer is carried out for the advantage of any company controlled by or affiliated with Edison or EDF.
- Long-term gas import contract signed with Sonatrach (investee of the Algerian State) in 2006, whose term was extended in 2019, which makes provision, in the event of a change of control of Edison, for Sonatrach's right to withdraw with no compensation obligation.

As part of the below mentioned agreements, it is expected that if it resulted in a significant downgrading of Edison's credit rating, a change in the parties that exercise control over Edison could have a material impact on the following contracts:

- natural gas transmission contract, with automatic annual renewal, signed with Snam Rete Gas Spa: in order to maintain access to the transmission infrastructures, Edison would be required to provide a bank guarantee enforceable on sight for an amount equal to one-third of the maximum annual consideration payable for transmission capacity;
- natural gas balancing contract, with automatic annual renewal, signed with Snam Rete Gas Spa: in this case, Edison would be required to provide a bank guarantee enforceable on sight for an amount equal to the market value of 3 days of customer consumption (around 60 Mcm/day in total in the winter considering the current portfolio);
- natural gas storage contract, with automatic annual renewal, signed with Stogit Spa: in order to maintain access to the storage facilities, Edison would be required to provide a bank guarantee enforceable on sight for an amount equal to one-third of the maximum annual consideration payable for storage capacity;
- natural gas storage contract, with automatic annual renewal, signed with Ital Gas Storage: in order to maintain access to the storage facilities, Edison would be required to provide a bank guarantee enforceable on sight for an amount equal to one-third of the maximum annual consideration payable for storage capacity;
- natural gas storage contract, with automatic annual renewal, signed with Edison Stoccaggio Spa: in order to maintain access to the storage facilities, Edison would be required to provide a bank guarantee enforceable on sight for an amount equal to one-third of the maximum annual consideration payable for storage capacity;
- regasification contract executed with Terminale GNL Adriatico Srl on May 2, 2005 for a term of 25 years counting from the date of the first LNG delivery to the terminal (November 2, 2009): in order to maintain access to the transmission infrastructure,

Edison would be required to provide a bank guarantee enforceable on sight for an amount equal half the maximum annual fee payable;

- foreign transport contracts signed in 2019 with TTPC and Transmed, for the transportation of Algerian gas from the Algerian-Tunisian border to the Italian border: in said case, Edison would be obligated, to maintain access to transport infrastructures, to issue a bank guarantee enforceable on sight for an amount of approximately 5-10 million euros;
- long-term gas import contract signed with AGSC (a consortium owned by Azerbaijan's state-owned company, Socar) for the import of gas from Azerbaijan, with deliveries starting in 2021: in this case, Edison would be obliged, in order to avoid contract termination, to provide an adequate guarantee, if the guarantee were provided by a Group company subject to the change of control of Edison.

Tender Offer Regulations

Insofar as Tender Offers are concerned, in view of the fact that Edison's common shares are no longer listed, the Company By-laws provide no exceptions to the provisions of the passivity rule referred to in art. 104, paragraphs 1 and 1-bis, of the TUF and none of the neutralisation rules set forth in art. 104-bis, paragraphs 2 and 3, of the TUF have been introduced.

Controlling Entity and Management and Coordination Authority

EDF acquired control of the Company, pursuant to the definition provided in art. 93 of the TUF, effective May 24, 2012.

Neither EDF nor TdE (formerly WGRM), which is the company that holds a direct interest in Edison, exercised management and coordination authority over Edison in 2021, as in previous years. This is because, on the one hand, despite control continuing to be held in 2021 by EDF, TdE is a mere holding company with no organisational structure and, on the other hand, Edison, even after EDF took control, has maintained and continues to maintain its characteristics of management and organisational autonomy substantially unchanged. This is because Edison actually has a well-structured corporate organisation that performs all of the Company's activities and functions; it has its own distinct strategic and financial planning process, within which its Board of Directors approves the budget and the Medium-term Plan; and it has the ability to make proposals regarding the implementation and evolution of the business. Because of its geographical location and the technical and professional characteristics and qualities of its management and its corporate organisation, Edison, also in 2021, continued to carry out EDF gas portfolio management and coordination activities for the EDF Group. Consequently, in 2021, no acts, facts or circumstances concerning or affecting the Company's operations that would make Edison and its subsidiaries subject to management and coordination by EDF and TdE were verified.

Based on its management autonomy, and availing itself of said organisation, and consistent with the strategic guidelines defined independently by its Board of Directors, Edison has increasingly focused its activities in the area of electric power generation, also in 2021, with a focus on renewable sources, notwithstanding the importance of thermoelectric generation. This is in addition to the strengthening, commenced in 2016 with the acquisition of control of Fenice SpA, and which continued with acquisitions of additional corporate shareholdings in subsequent years, of the portfolio of energy services to end customers, including the public administration, and of the down-stream portfolio with the acquisition of Gas Natural Vendita Italia SpA in 2018, later incorporated into Edison Energia; thanks to said initiatives, Edison consolidated its market positioning

in the reference competitive scenarios. Furthermore, with regard to the hydrocarbons operations, the rationalisation of the Exploration & Production portfolio, commenced in 2018, and the sale in 2020 of the subsidiary Edison E&P was followed in 2021 by the sale of Edison Norge AS, in implementation of the business decision of Edison's Board of Directors on July 3, 2019 to divest this business, which is becoming less and less synergistic and complementary with the core business adopted by the Company (in line with the trend confirmed by similar disposal processes involving the main European energy operators), and with a capital-intensive approach that is less and less compatible with Edison's policy of allocating its financial resources to the development of the above-mentioned areas of its business. This decision was counterbalanced by the choice of the progressive diversification of gas supply channels through long-term contracts. In this last area, and more generally in the mid-stream gas sector, moreover, Edison's own skills have long been acknowledged in the market.

Edison, again based on the capabilities of its corporate organisation, exercises management and coordination activities over virtually all of the Italian companies controlled directly or indirectly through its subsidiary Fenice, which in turn exercises management and coordination activities over its subsidiaries in the energy efficiency sector.

Other information

Provisions Applicable to the Composition and Activities of the Board of Directors and Its Committees and to the Election, Replacement and Severance Indemnities of Directors

The composition and activities of the Board of Directors are governed by the following articles of the By-laws: 14 (Board of Directors), 16 (Corporate Officers - Committees), 17 (Powers), 18 (Convening, meetings and resolutions of the Board of Directors). Please see the information provided in the corresponding sections of this Report.

Information about the composition and operating mechanisms of the Committees of the Board of Directors is provided in the above-mentioned art. 16 of the By-laws and in the section of this Report entitled "Internal Committees of the Board of Directors."

The election and replacement of Directors are governed by the above-mentioned art. 14 (Board of Directors) of the By-laws. Additional information is provided below in the section of this Report entitled "Election of Directors."

As mentioned in previous Reports on Corporate Governance, please note that, due to the delisting of the common shares, effective April 4, 2013, the provisions of the By-laws that required and governed the filing of slates of candidates for the election of members of the Board of Directors were deleted and those concerning the replacement, for any reason, of Directors while they are still in office were simplified. This action was taken in part in response to an interpretative clarification provided by the Consob, as adopted in art. 144-ter of the Issuers' Regulations, according to which the provisions of the TUF concerning the election of members of the Board of Directors and the control entity are applicable only to companies *"with shares that actually have the opportunity of contributing to the election of management and control entities, which do not include savings shares."*

On that occasion, some provisions regarding the activities of the Board of Directors were also amended.

As concerns the severance indemnities of Directors in the event of resignation, dismissal without just cause or termination following a takeover bid, please refer to the section of the Compensation Report entitled "Benefits and Indemnities".

Provisions Applicable to the Composition, Activities, Election and Replacement of the Board of Statutory Auditors

The composition and activities of the Board of Statutory Auditors, as well as the election and replacement of Statutory Auditors are governed by art. 22 (Board of Statutory Auditors) of the By-laws. Please see the information provided in the corresponding sections of this Report.

Please note that the above-mentioned article was amended, most recently effective April 4, 2013, because, due to the delisting of the common shares, the provisions of the By-laws that require and govern the filing of slates of candidates for the election of members of the Board of Statutory Auditors were deleted and those concerning the replacement of Statutory Auditors while they are still in office were amended. This action was taken in part in response to the above-mentioned interpretative clarification provided by the Consob.

Diversity Policies

With regard to diversity policies applied in relation to the composition of the Board of Directors and the Board of Statutory Auditors, reference should be made to the section "Composition of the Board of Directors - Diversity criteria and policies", and to the section "Composition, independence and professionalism of the Board of Statutory Auditors", respectively.

Main Characteristics of the Internal Control and Risk Management System in Relation to the Financial Reporting Process

For details on the main features of the internal control and risk management system in relation to the financial reporting process, reference should be made to the "Internal control and risk management system" section.

Provisions Applicable to the Activities of the Shareholders' Meeting and Relevant Rights of Shareholders

The process of convening and holding Shareholders' Meetings and the relevant rights of shareholders are governed by Title III of the By-laws. Please see the information provided in the corresponding sections of this Report.

Please note that certain articles contained in the above-mentioned Title III were amended, most recently effective April 4, 2013, to take into account the different rules applicable to the common and savings shares, with respect to the different trading status of the two classes of shares, following the delisting of just the common shares.

Provisions Applicable to Amendments to the By-laws

The By-laws may be amended by a resolution adopted by an Extraordinary Shareholders' Meeting and, limited to amendments required to comply with statutory regulations, by the Board of Directors, as allowed pursuant to art. 17 of the By-laws.

The By-laws currently in effect have been published on the Company website, at the address www.edison.it - Our Company - Governance - Governance - By-Laws.

Exceptions to Disclosure Requirements

Some time ago, the Company elected to no longer comply with the requirement to publish an information memorandum in connection with material transactions involving acquisitions, divestments, capital increases through asset conveyances, mergers and demergers.

In light of the changes in the reference legislative framework, the Company decided, in line with the best practices followed by other companies with listed financial instruments and in continuity with the legislation previously in effect, that it will continue to abide by the choice made since 2016 to publish quarterly financial information on a consolidated basis, in addition to its annual and semi-annual financial reports. With respect to the past, this information is now more concise and more focused on business trends. In any event, it is still published within the same terms as those set forth by the old rules, i.e., by the forty-fifth day subsequent to the end of the quarter.

In addition, following the practice adopted by almost all listed companies, starting from 2020 Edison only prepares the consolidated semiannual financial report.

Corporate governance

Board of directors

Role of the Board of Directors

The Board of Directors is responsible for guiding and monitoring the management of the Company and its Group, defining its strategic guidelines and governance system. Accordingly, the management body enjoys the most ample powers to carry out all actions, including acts of disposition, that it may deem useful for the furtherance of the corporate purpose, the sole exception being those that the law expressly and exclusively reserves for the Shareholders' Meeting.

The Board of Directors pursues the objective of creating value in the medium-long term for the benefit of shareholders. In its actions, the Board of Directors at the same time takes into account the interests of other relevant stakeholders for the Company and the Group, in order to imbue them with the appropriate value (the "Sustainable Success"). As concerns the dialogue with shareholders, please refer to the section "Dialogue with shareholders and stakeholders".

Over time the Board of Directors has seen fit to retain responsibility, and therefore not delegating the tasks to executive Directors, for a series of decisions concerning highly significant issues and transactions, in addition to the powers attributed to it pursuant to law and the By-laws. Without prejudice to these responsibilities, to ensure a more streamlined and efficient management of the Company, the Board of Directors delegated, in accordance with the conditions specified below, some of its management responsibilities to the Chief Executive Officer, who was also given the oversight of the functionality for the internal control and risk management system.

Furthermore, the following three committees, all of which make proposals and provide advice, operated within the framework of the Board of Directors: the Control and Risk Committee, the Compensation Committee and the Related Party Transactions Committee (the "Board Committees").

The Board of Directors meets on a regular basis and operates in a fashion that ensures an effective discharge of its duties, including reliance on preparatory work by committees established within the Board itself.

Definition of Strategies, Examination and Approval of the Plans of the Company

The Board of Directors defines the strategic guidelines of the Company and the Group consistent with the achievement of Sustainable Success.

The Board of Directors examines and approves the industrial and financial development plan, which is drawn up on a consolidated basis in accordance with the strategic guidelines (the "Medium-Term Plan") and periodically monitors its implementation.

In this area, the Board of Directors has been paying special attention for years to Edison's environmental and social responsibility profiles and has recently launched a series of activities designed to systematically link the Company's governance and development with its sustainability objectives, in view of the active role played by Edison as a leader in

the energy transition. Sustainability objectives, as also borrowed from the United Nations 2030 Agenda, are thus becoming an increasingly integral part of the Group's strategic objectives and follow a structured identification, approval and verification process.

Specifically, in 2021, the Board of Directors has outlined the following development guidelines for Edison, also taking into account the criteria on the basis of which it is possible to identify, on one hand, the economic activities that can be considered "sustainable" and, on the other, the actions to mitigate risks, including Environmental, Social, Governance (ESG) risks:

- the development of plants for the generation of electricity with reduced CO₂ emissions, through a relevant plan for the development of renewable energies and new high-efficiency and flexible gas generation plants;
- support to customers and territories with "tailor-made" and all-round solutions and services to improve competitiveness, efficiency and quality of life;
- confirmation of the key role in the gas import and sale market for the Italian market, to support customers' needs during the energy transition phase, also by promoting the gradual replacement of natural gas with green gas.

All of this by activating partnerships with specialised suppliers, using innovative, digital and sustainable technologies, the development of which is also promoted in the internal activities of the Research, Development and Innovation Department, and enhancing professional and distinctive skills of the human capital in the corporate ecosystem, in compliance with the principles of inclusion, enhancement and equal opportunities.

The Board of Directors approved the 2022 budget and the Medium-Term Plan, at a meeting held on December 7, 2021, after having shared, in a previous meeting, the assumptions of the scenario of the prices of the reference commodities of the Group (oil, electric power, natural gas and CO₂), the EUR/USD exchange rates and macroeconomic variables, as well as changes in demand for electric power and natural gas and the generation plants, in addition to the regulatory and development assumptions of the business, together with the [strategic] objectives [also in terms] of sustainable development as set forth above, evaluating the opportunities and risks identified.

The plan and budget are drawn up by the corporate structures responsible for this, previously examined by Comex and specifically assessed by the Control and Risk Committee also in terms of sustainable activities which, if necessary, presents its observations to the Board of Directors, while the Board of Directors has not currently deemed it appropriate to form an additional Board Committee responsible for this.

Alongside these documents, the Board of Directors annually validates the materiality matrix relating to sustainable development issues (to be taken as reference for the NFD of the following year), and approves, making revisions and additions where deemed appropriate, medium- and long-term ESG objectives, the level of achievement of which is measured and updated annually. These objectives are linked to the following areas: climate action, protection and restoration of natural capital and landscapes, development of human capital, inclusion and diversity, and value for customers, for the local area and for sustainable economic development. These matters, as structural elements of the sustainability policy, were discussed at the December 7, 2021 and February 16, 2022 Board meetings and are noted in the Non-Financial Disclosure, to which reference is made.

The Board of Directors also annually validates, for the purpose of the impairment tests applied to the financial statements, the economic development assumptions and the projections incorporated into the industrial plan used in that regard. With regard to the 2021 budget, this sharing was carried out at the meeting of February 16, 2022.

Monitoring of Plan Implementation, Assessment of the Overall Operating Performance and Reporting by Delegated Entities

It has been an established practice of the Board of Directors to compare quarterly actual and planned results, as listed in the approved budget, usually when financial statements are approved and therefore, in 2021 at the meetings held on February 17, May 11, July 28 and October 28. On those occasions, special attention is paid to a set of economic variables regarding the Group's various areas of business and to the main financial gauges and any differences between "reported" data and projected results are discussed and analysed. A similar review is carried out "on a final basis" with regard to the main investments approved by the Board of Directors, generally at the Board meeting that approves the draft financial statements.

As required by the Code and by current laws, the Board of Directors reviews operating trends periodically, starting with the approval, each quarter, of the financial statements for the period.

Moreover, pursuant to law, the Code and the By-laws, the officers to whom power has been delegated report to the Board of Directors and the Board of Statutory Auditors at least on a quarterly basis to explain the work performed in the exercise of their powers. In addition, the Chief Executive Officer has been following for some time the specific practice of including in the Agenda of each meeting of the Board of Directors, irrespective of the time that elapsed from the previous meeting, a report by the CEO on the work he performed and on major transactions executed by the Company and its subsidiaries that did not require the prior approval of the Board of Directors. As a rule, these reports are supported by a series of memoranda and presentations that are sent to the Directors and the Board of Statutory Auditors together with the Agenda for each scheduled meeting of the Board of Directors.

Definition of the Guidelines of the Internal Control and Risk Management System, Assessment of its Adequacy and Effectiveness; Definition of the Type and Level of Risks Compatible With the Issuer's Strategic Objectives

With regard to the role of the Board of Directors in defining the guidelines of the internal control and risk management system, as well as in assessing its adequacy and effectiveness, and in defining the type and level of risk compatible with strategic objectives, reference should be made to the section "Internal Control and Risk Management System".

Definition of Corporate Governance and the Group's Structure

The Board of Directors has jurisdiction over defining corporate governance and the Group's structure.

Due primarily to Edison's shareholder structure, the Board of Directors did not deem it necessary to develop proposals for a different corporate governance system, believing that:

- i) the traditional organisational model adopted by Edison is adequate and already functional to the company's needs because said model identifies with sufficient precision the tasks and responsibilities of the management and control bodies;
- ii) the Board of Directors operates efficiently, as shown by the outcome of the latest self-assessment, the paragraph on which should be referred to;
- iii) the information and conduct obligations to which the Company is subject, given the presence of savings shares traded in the electronic stock exchange (MTA), ensure that all shareholders are provided with transparent company management in line with best practices.

In terms of organisation, in 2021, as already anticipated in the “Governance Structure” section:

- as a result of the sale of Edison E&P, the activities of the Gas Midstream, Energy Management & Gas Infrastructures Division were reconfigured with the creation of two distinct Divisions: the Gas & Power Portfolio Management & Optimisation Division and the Gas Assets Division;
- activities relating to Sustainability have been separated into their own organisational unit, the CEO's Office & Sustainability, and their aims have been revised and expanded.

In addition, in 2021, the Board of Directors approved a series of corporate streamlining and simplification initiatives that mainly involved the renewable energy sector, which led, among other things, to the entry of a strategic partner in the sector.

Assessment of the Effectiveness of the Organisational, Administrative and Accounting Structure, with Special Emphasis on the Internal Control and Risk Management System

The Board of Directors reviews and assesses periodically -usually in connection with the approval of the annual and semiannual financial report, but also based on preparatory activities carried out by the Control and Risk Committee (which in this area relies on the reviews performed and the results produced by the Internal Auditing Department and the Risk Office) and reviews performed by the Board of Statutory Auditors- the effectiveness of the Company's organizational, administrative and accounting system, with special emphasis on the internal control and risk management system.

The assessment concerning 2021, which covered both Edison and all of its subsidiaries, was carried out at the meetings held on February 17, 2021 and, during 2022, at the start of 2022, at the meeting on February 16, 2022. Additional assessments were then performed in connection with the validation of specific corporate reorganisation activities. On these occasions, the Board of Directors confirmed that the organisational, administrative and accounting structure, taking into account the activities carried out by the Company and the relative risks, is adequate in light of the nature and size of the Company and enables it to promptly identify any business crises and the loss of business continuity.

With regard to this issue, see the information provided in the section of this Report entitled “Internal Control and Risk Management System.”

Approval of Material Transactions Executed by the Company and Its Subsidiaries

Furthermore, based on the provisions of the By-laws and the resolution adopted by the Board of Directors, most recently on April 28, 2020, the Board of Directors, in addition to those attributions that are reserved for the Board pursuant to law or specific internal procedures and cannot be delegated to individual Directors, has sole jurisdiction over the particularly significant matters listed below:

- a) reduction of the Company's share capital when an eligible party request redemption of its shares;
- b) decisions concerning the approval of the business plan and budget;
- c) opening or closing Edison secondary headquarters and relocation of the registered office within Italy;
- d) designation of the Directors authorised to represent the Company;
- e) amendments to the Company By-laws to comply with statutory requirements;
- f) mergers and demergers in the situations referred to in art. 2505 and 2505-bis of the Italian Civil Code and those referred to in art. 2506-ter of the Italian Civil Code;
- g) bond placements;
- h) contracts to sell and buy natural gas with a duration of more than 36 months, when the quantities of gas equivalent involved are greater than 10 TWh/y for each contract;

- i) contracts to sell and buy electric power with a duration of more than 36 months, when the quantities involved are greater than 5 TWh/y for each contract;
- l) contracts to sell and buy other energy commodities, steam, crude oil and its derivatives, coal, securities representative of Green Certificates, energy efficiency certificates, guarantees of origin, CO2 emissions rights and other similar securities or rights with a duration of more than 36 months, when the amount involved is greater than 150 million euros (or equivalent amount in another currency) for each contract;
- m) contracts to buy or acts of disposition of property (other than the assets specifically mentioned in other letters), commercial and industrial agreements, contracts for the provision of services and, in general, any other agreement or contract involving goods or services necessary to carry out the Company's operating activities involving an amount greater than 200 million euros (or equivalent amount in another currency) for each contract or agreement;
- n) granting, receiving or repaying ahead of schedule financing facilities, assumption of debt and other banking and financial contracts of any type involving an amount greater than 200 million euros (or equivalent amount in another currency) for each contract;
- o) contracts involving financial instruments traded in the money market and financial derivatives that may or may not hedge foreign exchange, interest rate and commodity price risks involving an amount greater than 200 million euros (or equivalent amount in another currency) for each contract;
- p) contracts involving investment (other than those listed in Section q) below) involving an amount greater than 50 million euros (or equivalent amount in another currency) for each contract;
- q) contracts involving purchases, acquisitions under any title and in any form (e.g., in connection with a capital increase or the establishment of a company), conveyances or other disposals (in whole or in part, in any form and under any title, including without any limitation the establishment or granting of pledges, encumbrances, restrictions, beneficial interest rights or other third-party rights) of securities, equity interests and ownership stakes in companies, enterprises and other entities, companies and business units involving an amount greater than 50 million euros (or equivalent amount in another currency) for each contract;
- r) granting, or releasing encumbrances, pledges, collateral and personal guarantees, other guarantees or similar rights on tangible and intangible assets (different from encumbrances, pledges, guarantees or rights set forth in other letters) involving an amount greater than 50 million euros (or equivalent amount in another currency) for each transaction;
- s) related-party transactions that qualify as "Highly Material Transactions" in accordance with the Procedure Governing Related-party Transactions approved by the Board of Directors on December 3, 2010, as amended;
- t) any other contract or transaction not expressly mentioned in the preceding letters that entails expense commitments greater than 50 million euros (or equivalent amount in another currency) for each contract or transaction.

At the above-mentioned meeting of April 28, 2020, the Board of Directors again confirmed the criteria for identifying highly material transactions executed by subsidiaries that would require its prior approval, initially identified at the meeting of October 26, 2012, where it specified that, when transactions are carried out by a subsidiary, the transactions that, if carried out by Edison, would be outside the jurisdiction of Edison's Chief Executive Officer, require the prior approval of Edison's Board of Directors.

As explained in previous Reports on Corporate Governance, in view of the number of and the activities carried out by the subsidiaries, the Board of Directors did not establish any qualitative/ quantitative criteria for the identification of the most significant subsidiaries:

this requirement thus applies to all subsidiaries, with only those operating in functional unbundling mode being excluded.

In 2021, the Board of Directors approved the material transactions carried out by subsidiaries.

Adoption of a Procedure for Managing Corporate Information

The Board of Directors, acting upon a proposal by the Chief Executive Officer, adopted a procedure for managing corporate information entitled "Internal handling and external communication of confidential and insider information concerning Edison and its financial instruments," which is described in greater detail in the section entitled "Management of corporate information".

Adoption of a Procedure and a Protocol to Manage Transactions with Related Parties

The Board of Directors approved, at the proposal of the Chief Executive Officer, an internal procedure called "Procedure governing related-party transactions" in December 2010, in implementation of the provisions set out by Consob in its regulation governing related-party transactions ("Consob's Related-party Regulation"), which came into force on January 1, 2011 (the "Related-party Procedure"). The procedure was amended on several occasions, most recently, after receiving the favourable opinion of the Related Party Transactions Committee, in June 2021 to take into account the new provisions made by Consob in December 2020 to the above-mentioned Regulation. At the proposal of the 231 Oversight Board, the Board of Directors also approved a protocol, since 2008 an integral part of the 231 Model, called "Protocol to manage transactions with related parties". The main provisions of the Related-party Procedure were subsequently incorporated into this protocol (the Related-party Protocol). This Protocol was also updated in 2021 to take into account the changes introduced in Consob's Related-party Regulation as implemented in the Related-party Procedure. On the contents of this procedure and this protocol, as well as on the role of the Related Party Transactions Committee, reference should be made to the sections "Directors' interests and related-party transactions" and "Related Party Transactions Committee - Related-party Procedure".

Rules of Operation of the Board of Directors

Guidelines of operation

At its meeting of May 11, 2021, the Board of Directors adopted guidelines for the operation of the Board of Directors and the Board Committees, which, in addition to recalling the main duties of the Board of Directors and the individual Directors, revised the rules of operation of the above-mentioned bodies, so as to consolidate the practices followed and incorporate the instructions laid out in the Code (the "Guidelines of Operation").

The Guidelines of Operation replaced the "Information Guide for Directors", which had been prepared by the Company for some time and summarised the main statutory, regulatory and self-regulatory provisions concerning the Board of Directors and the various Board Committees.

The Guidelines of Operation were organised into the following chapters:

Role of the Board of Directors

The link between the responsibilities of the Board of Directors, the definition of strategies and the pursuit of Sustainable Success, understood as the "objective that guides the action of the board and that is substantiated by the creation of long-term value for the

benefit of shareholders, taking into account the interests of other stakeholders relevant to the company”, has been more strongly emphasised.

Company governance system

The powers of the Board of Directors have been more systematically defined with regard to Group governance and the internal control and risk management system, including with respect to ESG risks, as well as the administrative and accounting system.

Appointment and Composition of the Board of Directors

The various provisions of the relevant legislation and By-laws have been reproduced, specifying - as required by the Code - the qualitative criteria for assessing the independence of a Director. On the basis of the decision approved by the Board of Directors, no specific quantitative criteria were identified, for the reasons specified in the “Independent Directors” section, to which reference should be made.

Rules of Operation of the Board of Directors

The provisions of the By-laws and the practices followed by the Company regarding the operation of the Board of Directors, the management of confidential information, the taking of minutes at meetings and the powers of the Chief Executive Officer were incorporated. At the same time, as suggested by the Code, the role and functions of the Chairman and those of the Secretary to the Board of Directors were defined in a more detailed manner, as specified in greater detail in the section “Meetings, Directors’ reports and minute-taking”. In this context, the requirement to send documentation to the Board of Directors at least 5 days before the meeting date has also been confirmed, with the specifications set out below in the above-mentioned section.

The manner in which the Board of Directors and Board Committee self-assessment process will be carried out has also been defined. The practice of entrusting the process to the independent Directors (who can also appoint an independent advisor) and reserving the assessment of the results to the Board of Directors was thus formalised, also for the purpose of identifying actions for implementing the suggestions and indications emerging from the process.

Rules of Operation of the Board Committees

The rules of operation of the Compensation Committee and the Control and Risk Committee were made more uniform, while taking into account the specific characteristics and responsibilities of each. Specifically, for both of these committees, deadlines for the prior submission of documentation have been established (two days). In addition, the responsibilities of the Control and Risk Committee have been more systematically defined, distinguishing between activities relating to the Internal Control and Risk Management System; Financial Communication; and Non-Financial Communication. The responsibilities of the Compensation Committee have also been reformulated to be more in line, in terms of wording, with the indications of the Code.

On the other hand, the rules of operation of the Related Party Transactions Committee were revised, and also adapted to the Guidelines of Operation, during the adaptation of the Related-party Procedure to the new provisions of Consob’s Related-party Regulation.

Directors’ actions, time availability and maximum number of offices

Edison’s Directors act and deliberate with full knowledge of the issues at hand and independently.

Each Director, taking into account the composition and professional competencies present within the Board of Directors, devotes to the diligent discharge of their duties the necessary amount of time, also considering the work they perform on Board Committees.

In order to enable the Directors to devote the necessary time to the performance of their tasks and adequate availability to discharge their duties effectively, in the Guidelines of Operation the Board of Directors formalised the recommendation, expressed in the past when the Directors were appointed, that no Director should hold more than five posts as Director or Statutory Auditor at companies listed in regulated markets (including abroad), in financial, banking and insurance companies or companies of significant size that are not part of the group to which Edison belongs.

Without prejudice to the conviction that the assessment of this aspect is first and foremost the responsibility of the shareholders when appointing the Directors and, subsequently, of the individual Director when accepting the appointment, also taking into account any participation in Board Committees, the Board of Directors indeed deemed it preferable to provide objective elements for this assessment, although the Code's recommendation on this point only concerns Large Companies. In the list of companies to be included in the limit of 5, financial, banking and insurance companies have also been retained, regardless of size, due to the relevance of the business sector in and of itself. In addition, the following guidance was provided: (i) in relation to a total number of 5, the posts in listed companies should not exceed 3; (ii) companies whose shareholders' equity exceeds 3 billion euros or whose consolidated turnover is greater than 5 billion euros are considered of significant size.

All Directors appointed have complied with this recommendation. The table annexed to this Report lists the posts held as Director or Statutory Auditor by Directors in office at December 31, 2021, showing those held in EDF Group companies.

With regard to non-compete obligations, we wish to point out that the Shareholders' Meeting (which under the By-laws if appropriate has the authority to activate such obligations when electing Directors, should it deem it necessary) did not avail itself of this right and that, in the course of the year, the Board of Directors, based on the information obtained each year, did not uncover any issues worthy of the attention by the Shareholders' Meeting.

Directors' interests and related-party transactions

Rules of conduct have been established in the Related-party Protocol to govern the position of Directors who have an interest, including potential and not necessarily in conflict, in the transaction to be carried out by the Company, and to be submitted to the Board of Directors for approval.

In particular, the Related-party Protocol refers to the provisions of art. 2391 of the Italian Civil Code, according to which, if the transaction is subject to the prior approval of the Board of Directors, the Director concerned must disclose the existence of the interest (even if not in conflict with that of the Company), its nature, terms, origin and extent. If it is the Chief Executive Officer, he/she shall refrain from carrying out the transaction and submit it to the Board of Directors for prior approval. Once the interest is reported by the Director, the Board of Directors must assess whether the transaction is in any case expedient for the company, expressing in the resolution the reasons and expedience of the transaction.

In addition, the Related-party Protocol, in the version updated in 2021, as well as the above-mentioned Related-party Procedure, establishes that the Directors called upon to decide on a related-party transaction submitted to the Board of Directors "involved in the transaction", i.e., Directors who have an interest in the transaction on their own behalf or on behalf of third parties in conflict with that of the Company, are required to disclose

the existence of such interest, clearly and exhaustively representing the grounds of the interest. This information is recorded in the minutes and such Directors are required to abstain from voting. The Related-party Protocol specifies that the assessment concerning the existence (or otherwise) of such conflict of interest, whether actual or potential, is up to the discretion of each Director, without prejudice to the fact that - in the event of interpretation doubts - the Director may ask for details and/or clarifications from the Edison company functions responsible for the transaction to be approved.

With regard to further aspects concerning the regulation on Related-party Transactions, reference should be made to the section "Related Party Transactions Committee - Related-party Procedure".

Meetings, Directors' reports and minute-taking

Pursuant to the By-laws, the Chairman or the Chief Executive Officer have the power to convene meetings of the Board of Directors and define the meeting's Agenda.

Meetings of the Board of Directors may also be convened by the Board of Statutory Auditors or by individual Statutory Auditors, with notice given to the Chairman of the Board of Directors. They may also be convened at the request of at least two Directors. These options were never used during the year.

The notice of the meeting must be given by means of a written communication, which must be sent at least five days ahead of the date set for the meeting, or at least two days ahead in urgent cases.

Meetings are chaired by the Chairman of the Board of Directors or, should he be absent or unavailable, by another Director designated by the Board of Directors, who guides the meeting progress and coordinates its activities. In such cases, the Chief Executive Officer usually chairs the Meeting.

In order to facilitate the attendance of Directors, meetings of the Board of Directors may be held via teleconferencing or video-conferencing, provided all participants can be identified and are able to follow the proceedings, participate in real time in the discussion of the items on the agenda and receive, transmit and review documents. However, due to the COVID-19 health emergency, again in 2021 almost all Directors participated in meetings nearly always in this manner.

A meeting of the Board of Directors is validly convened when a majority of the Directors in office are in attendance and it adopts resolutions by a favourable vote of the majority of the Directors in attendance, with abstaining Directors excluded from the count.

As already mentioned, the Guidelines of Operation have formalised in greater detail the role of the Chairman and the Secretary to the Board of Directors in the organisation of Board meetings, particularly with regard to: procedures for defining the agenda; compliance with deadlines for sending documentation in advance; adequacy of documentation supporting decisions; participation of managers to illustrate relevant issues; minute-taking at meetings; coordination between the activities of the Board Committees and those of the Board.

The Guidelines on Operation specifically require the agenda to specify the items to be discussed in detail, indicating which matters the Directors are being asked to decide upon.

Consolidating the practice followed, the Guidelines on Operation also state that documentation must be sent five days prior to the date of the Board meeting, with the

exception of urgent meetings, for which the deadline coincides with that for sending the meeting notice (two days), or in the event of justified operational requirements. In the latter circumstance, a comprehensive discussion of the topic must be ensured. However, the submission of documentation requiring the prior review and/or opinion of a Board Committee may be deferred with respect to the above deadline, at the latest, until the day of the meeting of such Committee.

As a rule, and as also took place in 2021, the documentation (always available also either in English or French, depending on the nationality of the Directors sitting on the Board) is sent concurrently with the meeting notice.

In order to streamline the organisation of the documents concerning meetings of the Board of Directors, the Company has been providing for some years a "shared work area" through the adoption of a specific electronic portal dedicated to the management of these documents, which has reduced transmission, consultation and filing time and increased speed and security for accessing documents reserved for the Board of Directors, thereby optimising the process. The documents concerning each meeting are instantaneously filed, independently of the date individual documents are sent, based on the order in which items are listed on the agenda and are always kept available on-line, facilitating their subsequent consultation. Access to the portal, which is managed by an organisational unit headed by the Secretary to the Board of Directors, is protected with personal usernames and passwords.

The Guidelines on Operation also require the meeting minutes to describe the progress of the discussion, illustrate the proposals made and the relative justifications, specify the documentation previously sent on each item on the agenda and any additional documentation distributed or made available during the meeting and the parties taking part that described the topic, as well as the resolutions passed with an indication of any abstaining or dissenting Directors.

In 2021, the documentation was sent at least five days before the meeting date and two days before meetings convened on an emergency basis, with just one exception, due to the particular nature of the decision to be made. In this case, however, the documentation was sent the day before the Board meeting and the Chief Executive Officer provided adequate details during the meeting, with the support of the managers with operational responsibility for the initiative who were invited to attend the discussion.

During 2021 the Chairman, in agreement with the Chief Executive Officer, the latter as the person directly responsible for the activities/operations submitted to the Board of Directors, and the person authorised by the By-laws to convene the Board of Directors, and with the support of the Secretary to the Board of Directors, oversaw the conduct of the meetings and coordinated the work of the Board of Directors, ensuring:

- adequate meeting frequency and minute-taking;
- the proper wording of the agenda;
- the suitability of the pre-meeting information, contained in documents that are usually supplemented by explanatory notes or summary presentations, which also contain resolution proposals, as possibly supplemented during the meeting, and the in-depth analyses carried out during the meeting, also with the presence of Company managers, which are adequate to enable the Directors to act in an informed manner;
- the coordination of the activities of the Board Committees with those of the Board of Directors.

The Board of Directors determined during the 2021 self-assessment that the methods and timing with which these documents were made available during the year were

appropriate, and that the information provided before the meetings, as supplemented during the course of the meetings, was adequate and exhaustive.

As in the previous year, the Chairman, in agreement with the Chief Executive Officer, held two induction sessions in 2021 to explain the gas market, as well as the downstream and energy efficiency sectors and Edison's relative development strategies. Certain in-depth analyses on the specific matters reported by the Directors as part of the self-assessment performed with reference to 2020 were discussed at meetings of the administrative body and, in particular, concerned the examination of the main investments made and future ones, focusing on consistency with the strategic guidelines and the Group's development lines as well as commodity price volatility and its impacts on Edison's portfolio. The Board of Directors also continued to provide information and raise awareness about sustainability issues, including in relation to the strategies pursued by Edison and the related risks. The health emergency determined by COVID-19, however, precluded the organisation of the training events to which to also invite the Directors.

The Board of Directors in any event continued to be updated by the competent corporate structures on the company's handling of the COVID-19 emergency.

As concerns the participation of the Board of Statutory Auditors in these activities, please refer to section "Rules of Operation of the Board of Statutory Auditors".

In 2021, the Board of Directors met eleven times, with each meeting lasting an average of about one hour and twenty minutes. The average attendance of Directors at Board meetings was 77.78%. A breakdown is provided below:

Directors in 2021	Number of attended meetings of the Board in 2021	Percentage
<i>In office at December 31, 2021</i>		
Marc Benayoun	11 out of 11	100
Nicola Monti	11 out of 11	100
Béatrice Bigois	9 out of 11	82
Paolo Di Benedetto	11 out of 11	100
Fabio Gallia	10 out of 11	91
Angela Gamba	9 out of 11	82
Xavier Girre	4 out of 11	36
Jean-Bernard Lévy	2 out of 11	18
Florence Schreiber	10 out of 11	91

The attendance of meetings of the Board of Directors by Statutory Auditors in 2021 is shown in a table provided in the section of this Report entitled "Board of Statutory Auditors."

The General Counsel attended all meetings of the Board of Directors. Moreover, the managers who are members of Comex and the managers of the main business areas were invited to illustrate the operations falling under their direct management responsibility, not only to allow for further analysis of the issues on which the Board was asked to express an opinion, but also to make them easier for the Directors to understand. Specifically, the meetings were attended: systematically by the Chief Financial Officer, as in his capacity as the Corporate Accounting Documents Officer and, for the topics under their responsibility, the manager of Tax & Accounting, as in his capacity as the Corporate Accounting Documents Officer, the manager of Human Resources & ICT, the manager of Power Assets, the manager of M&A and Divestments, the manager of Planning, Performance & Investments, the Chief Sustainability Officer and the manager of the EOS Foundation.

A calendar of meetings of the Board of Directors scheduled for the following year to review annual and interim results is communicated annually to Borsa Italiana, usually in December for the following year, and posted on the Company website (www.edison.it - Company - Investor Relations - Financial calendar). The calendar for 2022 was published on December 23, 2021 and the Company confirmed the established practice of convening a meeting of the Board of Directors in February to approve the financial statements. Five more meetings have been scheduled for 2022, in addition to the one already held on February 16.

Secretary to the Board of Directors

At its first meeting following its appointment, the Board of Directors elects a secretary to the Board of Directors.

In the Guidelines for Operation of the Board of Directors adopted in 2021, the appointment procedures previously followed were formalised and the Secretary's professionalism requirements and duties were specified.

With regard to the professional requirements, it was established that the Secretary to the Board of Directors should be chosen from amongst people who meet the requirements for enrolment in the register of lawyers or chartered accountants and accounting experts or notaries, who are not in any of the situations referred to in art. 2382 of the Italian Civil Code, and who have at least three years of specific experience in the exercise of the same function or responsibility for legal and/or corporate affairs at listed companies or their subsidiaries of significant size.

The Secretary to the Board of Directors remains in office until the natural end of the term of the Board that appoints him/her, unless determined otherwise by the Board.

The Secretary to the Board of Directors is regularly invited to the meetings of the Board Committees in which he/she does not serve as secretary.

The Secretary to the Board of Directors has the following duties:

- supporting the Chairman and the Chief Executive Officer in organising the activities of the Board of Directors and in carrying out the tasks referred to in the section entitled "Meetings, Directors' reports and minute-taking";
- preparing the meetings of the Board of Directors, the Shareholders' Meeting and the Board Committee meetings in which he/she acts as secretary and ensuring the coordination of activities between the Board Committees and the Board of Directors;
- overseeing the drafting of minutes at Board of Directors meetings and finalising their preparation in a timely manner to ensure that they can be sent to the Directors with the required timing;
- managing the book of resolutions and meetings of the Board of Directors and the Shareholders' Meeting;
- supporting the Board of Directors in the preparation of the Governance Report;
- supporting the independent Directors in the Board's self-assessment process.

The Guidelines of Operation provide that the Secretary to the Board of Directors shall provide impartial assistance and advice to the Board of Directors on all matters relevant to the proper functioning of the corporate governance system.

The current Board Secretary is Lucrezia Geraci, who was confirmed by the Board at its April 2, 2019 meeting. During 2021, the Board Secretary regularly performed the duties assigned.

Lucrezia Geraci also acts as secretary of the Related Party Transactions Committee and the Compensation Committee, ensuring the necessary coordination of their activities with those of the Board of Directors.

Election of Directors

Under the By-laws that went into effect on April 4, 2013, amended for the reasons specified in the "Issuer profile" section, the number of Directors can vary from a minimum of five to a maximum of thirteen members, and there are no list voting appointment mechanisms.

According to the By-laws, Directors are appointed for a maximum term of three years and are eligible for re-election, and there are no mechanisms for staggered expirations in the term of office of individual Directors.

The By-laws then provide that the composition of the Board of Directors must comply with the criteria laid out in the applicable provisions on gender balance and the minimum number of independent Directors, without fixing any additional requirements with respect to those set forth by the law and regulatory provisions, nor does it provide for specific professional or independence requirements taken from the Code, or specific professional characteristics for the Directors.

The provisions of the By-laws require that nominations, complete with the documents required pursuant to laws and regulations, be filed at the Company's head office by the deadline and in the manner stated in the meeting notice or, absent such information, filed directly at the Shareholders' Meeting.

The nomination of each Director must be accompanied by: information disclosing the identity of the parties filing the nominations; professional curricula of each candidate, listing any management and control posts held at any other companies and indicating whether a candidate qualifies as an independent Director pursuant to both the TUF and the Code; affidavits by which the candidates attest that there are no issues that would make them incompatible or unelectable or would cause them to be removed from office, that they meet the requirements for election as Directors pursuant to current laws and the By-laws and that they accept the nomination and the possible appointment.

As a Company subject to Concentrated Ownership, Edison's Board of Directors has decided not to set up an Appointments Committee and, insofar as it is concerned, directly ensures that the Director appointment and succession process is transparent and functional to achieving an optimal composition of the administrative body, also in compliance with the principles of the Code.

With regard to the appointment of the administrative body in office in 2019, as already carried out during previous appointments, the outgoing Board of Directors provided some indications concerning its size and composition, also with regard to managerial and professional figures. This is in the wake of the results of the self-assessment and in accordance with the recommendations of the Code. In fact, in its explanatory report to the Shareholders' Meeting of April 2, 2019, it suggested that, in determining the composition of the Board of Directors to be elected, account should be taken of the fact that the Board of Directors should be represented, as was the case for previous mandates, by the different business sectors that make up the Company, and the main professional and managerial skills necessary for the good management of the company, also ensuring the presence of Directors with international experience. The Board

recommended that it continue to ensure that the various Board Committees contain individuals characterised by the specific professional skills required by the Code, such as adequate experience in accounting and financial matters, and/or risk management and/or compensation policies.

The Board of Directors, with the same modalities, recommended the appointment of an adequate number of Directors possessing the independence requirements necessary pursuant to law and the Code, i.e., at least three.

On the subject of gender balance, the Board of Directors, even though the provisions of the law on the subject were no longer applicable as this was the fourth renewal of the term of office following their introduction, decided to suggest that shareholders comply with the provisions of the Code regarding the weight to be given to the less represented gender, recommending, in the report mentioned above, that at least one third of the Directors belong to the less represented gender.

The controlling shareholder accepted these recommendations.

TdE nominations for election to the Board of Directors currently in office, together with the motion regarding the length of the term of office, were published as soon as they were received from TdE, the controlling shareholder, on March 28, 2019. At that time, TdE held 99.484% of the voting share capital. On the day after, the relevant documents were made available and published on the Company website (www.edison.it - Our Company - Governance - Shareholders' Meeting - Archive - Shareholders' Meeting of April 2, 2019 - Documents). During the Shareholders' Meeting of April 2, 2019, TdE filed motions regarding the compensation of Directors, taking into account and consistent with the recommendations contained in the Compensation Report submitted to the same Shareholders' Meeting.

As stated above, all of the Directors elected by the Shareholders' Meeting on April 2, 2019 were nominated by the majority shareholder TdE. The above-mentioned Shareholders' Meeting also confirmed the number of Directors at nine, electing the current Board of Directors (five men and four women), of whom three independent, for three years, until the Shareholders' Meeting called to approve the 2021 financial statements.

With respect to changes in the composition of the Board of Directors subsequent to its appointment by the Shareholders' Meeting on April 2, 2019, please refer to the following Section "Composition of the Board of Directors."

The term of office of the current Board of Directors will end with the Shareholders' Meeting called to approve the 2021 financial statements, as no different expiry dates were established.

As regards succession plans, please refer to the relevant point in the Compensation Report, under section "Structure, composition and development of the compensation policy: fiscal year 2021".

Composition of the Board of Directors

The Board of Directors in office consists of nine Directors (six men and three women), eight of whom are non-executive, three of whom are also independent, other than the Chairman of the Board of Directors.

Changes in positions and responsibilities

The current composition is the result of a series of changes and modifications made during 2019 and 2020.

Following the appointment of the new Board of Directors due to the expiration of their term of office in 2019, a change in the posts of Chairman and Chief Executive Officer occurred, due to the resignation of Jean-Bernard Lévy and Marc Benayoun, respectively, who also remained Directors, while Silvie Jéhanno resigned from the Board of Directors. In this circumstance, the Board of Directors made an uninterrupted choice, considering it appropriate, on one hand, to elect Marc Benayoun as Chairman, and on the other hand, to co-opt a man, Nicola Monti, as Director, also appointing him as Chief Executive Officer, as it considered it preferable to draw the figure from the Top management structure, choosing one of the managers most involved in the management of the Company's business, so as to ensure management continuity. As a result of this appointment, the number of female Directors decreased from four to three out of the total of nine Directors.

In 2020, the composition of the Board of Directors was further modified, following the resignations of two Directors, Nicole Verdier-Naves and Nathalie Tocci (Independent Director). The Shareholders' Meeting held on April 28, 2020 thus provided for the integration of the administrative body, with the appointment of two new female Directors, Florence Schreiber and Angela Gamba (independent Director), and the confirmation of the co-opted Director Nicola Monti (who by decision of the Board of Directors at its subsequent meeting also retained the position of Chief Executive Officer), deciding not to alter the existing gender balance considering that the provisions introduced on this matter by Law no. 160 of December 27, 2019 (the "2020 Budget Law"), which impose a different balance, will have to be observed as of the first re-appointment of the Board of Directors following the entry into force of the above-mentioned legislation, which will take place during the Shareholders' Meeting that will approve the 2021 financial statements.

Therefore, at the current state of play, the set-up of the Board of Directors in office respects the diversity criteria required by the Code and the law.

The number and composition of the Board of Directors are unchanged as of the date of approval of this Report (February 16, 2022).

All the Directors in office were found to have adequate skills and professionalism in relation to the tasks they were called upon to perform and the responsibilities they assumed, also as members of the Board Committees. Specifically, their respective backgrounds include expertise in such areas as law, economics, finance, and organisational management, as well as subjects more specifically applicable to the businesses pursued by the Company and the Group. The personal and professional qualifications of the Directors in office as of December 31, 2021 are shown in the curricula attached to this Report. In particular, the number and skills of the non-executive Directors are such as to ensure that they have a significant influence on the adoption of board resolutions and to guarantee effective monitoring of management. With regard to the assessment of the significance of the independent Directors, please refer to the relative section on "Independent Directors".

Diversity Criteria and Policies

With regard to diversity policies in relation to the composition of the Board of Directors, the Board of Directors considers the issue supervised as:

- the law contains adequate provisions concerning gender balance, which were recently amended, and which must therefore be respected for the appointment of the next administrative body;

- more generally, the composition of the Board of Directors is adequately diversified also in terms of age, educational and professional background, nationality and seniority in office, as can be seen in the curricula of current Directors.

Also in light of this, the Board of Directors did not consider it necessary to formalise the approval of such policy preferring, as specified in the “Election of Directors” section, to provide indications in its report to the Shareholders’ Meeting called to resolve on the appointment of the Directors. The same policy will be followed when appointing the next Board of Directors.

Moreover, the company has defined general policies and systems for the development and management of people, whose implementation and updating process is supervised by the Managing Director with the support of the Advisory People Development Committee and carries out specific inclusion and diversity programs, reporting the main performance trends in the Non-Financial Disclosure.

The following Directors were in office at December 31, 2021 (and they continue to be in office at February 16, 2022):

Name, characteristics and post held	Date when last elected	Date when first elected ^(*)
Marc Benayoun Chairman Non-executive Director	Confirmed as Director by the Shareholders’ Meeting on April 2, 2019. Appointed as Chairman of the Board of Directors effective as of July 1, 2019	Board of Directors meeting of December 8, 2015 that also appointed him Chief Executive Officer effective January 1, 2016. Maintained the post of Chief Executive Officer until June 30, 2019
Nicola Monti Chief Executive Officer since July 1, 2019 Executive Director Non-executive Director from June 19 to June 30, 2019	Confirmed as Director by the Shareholders’ Meeting on April 28, 2020 and Chief Executive Officer since the Board of Directors meeting on the same date	Co-opted as Director by the Board of Directors on June 19, 2019 which, effective July 1, 2019, appointed him to the position of Chief Executive Officer
Béatrice Bigois Non-executive Director Member of the Control and Risk Committee	Shareholders’ Meeting of April 2, 2019	Board of Directors of June 4, 2012
Paolo Di Benedetto Non-executive independent Director <i>Lead Independent Director</i> Chairman of the Related Party Transactions Committee and Compensation Committee and member of the Control and Risk Committee and the Oversight Board		Shareholders’ Meeting of March 22, 2013
Fabio Gallia Non-executive and independent Director Chairman of the Control and Risk Committee and member of the Related Party Transactions Committee		-
Xavier Girre Non-executive Director		-
Angela Gamba Non-executive independent Director and member of the Related Party Transactions Committee, the Compensation Committee and the Oversight Board	Shareholders’ Meeting of April 28, 2020	-
Jean-Bernard Lévy Non-executive Director	Shareholders’ Meeting of April 2, 2019. Also confirmed as the Chairman by the same Shareholders’ Meeting. Chairman until June 30, 2019	Board of Directors of December 12, 2014. Elected Chairman by said Board
Florence Schreiber Non-executive Director Member of the Remuneration Committee	Shareholders’ Meeting of April 28, 2020	-

(*) If different from the date of last appointment.

Chairman and Executive Directors

Pursuant to the By-laws and unless pre-empted by the Shareholders' Meeting, the Board of Directors has the right to select its Chairman. It can also delegate its powers to one of its members and appoint an Executive Committee and other committees with specific functions, defining their tasks, powers and rules of operation.

Pursuant to the By-laws, the Chairman and the Chief Executive Officer are the Company's legal representatives before third parties and in judicial proceedings.

As already specified in the section "Changes in positions and responsibilities", the role of Chairman has been held by Marc Benayoun since July 1, 2019. Previously, and up until June 30, 2019, it had been filled by Jean-Bernard Lévy, Chairman and General Manager of the controlling shareholder EDF, who relinquished his post, albeit remaining a Director of Edison.

With regard to the role assigned to the Chairman regarding the functioning of the Board of Directors and the induction initiatives, please refer to the section entitled "Meetings, Directors' reports and minute-taking"

The current Chief Executive Officer Nicola Monti, co-opted as stated by the Board of Directors of June 19, 2019 and appointed to the role effective from July 1, 2019, was subsequently confirmed by the Shareholders' Meeting on April 28, 2020, for the remainder of the duration of the mandate of the Board of Directors. On the same date, the Board of Directors also appointed him as the Chief Executive Officer. Nicola Monti does not serve as a Director at other companies outside the EDF Group.

The Board of Directors, in accordance with the recommendations of the Code and consistent with past practice, again chose not to provide the Chairman with operational authority or a specific role in the development of business strategies, but gave him jurisdiction over institutional, guidance and control issues.

The Board of Directors gave to Chief Executive Officer the most ample powers to manage the Company. Consequently, acting without the support of an additional signatory, he can carry out any actions that are consistent with the corporate purpose, subject to statutory limitations and excluding those transactions that, as stated in the section of this Report entitled "Role of the Board of Directors," the applicable laws and resolutions adopted by the Board of Directors have placed under the Board's sole jurisdiction.

The content of the proxies granted to the Chief Executive Officer is unchanged since 2012. Since February 2007, the Board of Directors has also appointed the Chief Executive Officer to oversee the functionality of the internal control system, handling, among other things, the identification of the main business risks and verifying the adequacy, effectiveness and efficiency of the system, as explained in more detail in the section on the "Internal Control and Risk Management System". Since 2012, this assignment has been broadened to include risk management.

Therefore, based on the foregoing considerations, only the Company's Chief Executive Officer qualifies as an Executive Director according to the Code and consequently, is the Company's most senior manager (chief executive officer).

The Chief Executive Officer reported on the exercise of his delegated authority at 9 of the 11 Board meetings held in 2021.

Independent Directors

The current Board of Directors includes three Directors who meet statutory independence requirements and qualify as independent in accordance with the guidelines provided by the Code: Paolo Di Benedetto, Fabio Gallia and Angela Gamba, who succeeded the resigning member Nathalie Tocci on April 28, 2020. Therefore, the percentage weight of independent Directors on the Board currently in office is equal to one third of the total number of Directors, as recommended for Large Companies (even though Edison does not belong to this class) subject to Concentrated Ownership. This facilitated the diverse composition of the various Board Committees. Moreover, the variety of professional training and work experience, together with the fact that they belong to different “job” families and have consolidated experience in Top management positions, including as Directors, makes it possible to consider that the independent Directors are adequate in terms of both numbers and skills for Edison's needs and the functioning of the Board of Directors.

In accordance with the procedure adopted by the Board of Directors to verify the independence of Directors, Directors must declare their eligibility to qualify as independent Directors when the nominations of candidates are filed and when they accept their nomination, and their credentials are verified by the Board of Directors at the first meeting held after their nomination and annually. The results of this process are disclosed to the market.

An independent Director must also undertake to promptly inform the Board of Directors of any situation that could undermine his or her ability to meet the independence requirement. On the other hand, a commitment to remain independent while in office and, should that not be the case, to resign is not required. In this area, in view of the fact that the independence requirements of the Italian Civil Code do not exactly match those of the Corporate Governance Code and the circumstance that the verification process is based in part on elements of a discretionary nature, the Board of Directors preferred to avoid the adoption of automatisms and base the decision on assessments by the Board of Directors based on additional available evidence. The Board of Directors in any event annual renews, upon approving the Report on Corporate Governance, the request for credentials from the Directors concerned, asking them to confirm that they meet the requirements of the applicable law and the Code. The Board of Directors and the Board of Statutory Auditors, respectively, verify the truthfulness of the affidavits and ascertain whether the above-mentioned requirements and procedure are being properly applied. The examination is conducted on the basis of both the definition of independent Director by the Code and that provided by the TUF.

Since the introduction of the independence criteria to the Code, the Board of Directors has, however, chosen not to set predetermined quantitative criteria for assessing the requirement. Specifically, it concluded that the information requested from independent Directors upon their acceptance of the post, which includes filling out a special form at the time they sign their independence affidavit, which must be updated at least once a year, is sufficiently detailed to enable the Board to make the appropriate assessments as to whether the independence requirement is met or not. The Board confirmed said position most recently at the time of approval of the Guidelines of Operation, which in any event provided a more structured explanation of the qualitative criteria to be applied in the assessment. In fact, in assessing the relevance of additional compensation or commercial, financial or professional relationships, the emphasis was not on the absolute monetary amount, but on the nature and purpose of the relationship and/or office with respect to the Company.

With regard to the Board of Directors currently in office, a review of compliance with the independence requirements was performed after its election, at the Board meeting of April 2, 2019, with the results of the reviews conducted on February 13, 2020 at the meeting held to approve the Report on Corporate Governance for 2019; on February 17, 2021 at the time of approval of the 2020 Governance Report and on February 16, 2022 at the time of approval of the 2021 Governance Report, being communicated to the market on the same day. The new criteria of the Code have been taken into account in carrying out the verifications over the last two years.

The Board of Statutory Auditors reports to the Board of Directors the findings of the reviews it performed during the year and discloses them in its Report to the Shareholders' Meeting, which should be consulted for additional information.

During 2021, the recommendation, albeit referring to Large Companies, to hold meetings of independent Directors only was observed. Given the restrictions associated with the continuing health emergency, the independent Directors met only once during 2021, at the suggestion of the Lead Independent Director, at which time issues regarding renewable energy development and additional alternative energy options were addressed.

As in previous year, at the request of the Board of Directors, the independent Directors also carried out the necessary preparation to perform the self-assessment process of the Board of Directors.

Information about the meetings of the Committee established by the Board of Directors to evaluate related-party transactions is provided in the section of this Report entitled "Appointment and activities of the Related Party Transactions Committee in 2021".

Lead Independent Director

As of October 2012, following the assumption of control of Edison by EDF, the Board of Directors deemed it appropriate to identify, among the independent Directors, a Lead Independent Director to whom it could entrust the tasks set forth in the Code. This decision was taken because, in interpreting the Code with a substantive approach, the Board found that the requirements for such an appointment did exist at the time, due to the fact that the Chairman of Edison's Board of Directors also served as EDF's Chairman and General Manager. This choice was maintained by the Board of Directors, which held a meeting after the Shareholders' Meeting convened in 2019 to elect the current Board of Directors, with the confirmation of the Président-Directeur Général of EDF as Chairman of the Board of Directors of Edison, and also after he was replaced by Marc Benayoun. The position, is currently held by the independent Director Paolo Di Benedetto.

During 2021, the Lead Independent Director engaged in exchanges with the other independent Directors to identify the information requirements of the independent Directors deemed to be priorities for presentation to the Chief Executive Officer. The Lead Independent Director also met with the Chief Executive Officer, as permitted by the COVID-19 health emergency, to discuss issues related to Edison's development, the main initiatives undertaken during the year and foreseeable developments in the energy market.

Self-assessment by the Board of Directors and Its Committees

In continuity with the previous approach, in 2021 the Board of Directors agreed to carry out a self-assessment of the size, composition and functioning of the Board of

Directors and its Committees, appointing independent Directors with the assistance of the Secretary to the Board of Directors and the Board structure, as well as with the support of an independent external consultancy firm.

The process was carried out by means of a questionnaire, which at the time of the assessment relating to the year 2020 had been supplemented to take into account, among other things, the new Code recommendations and that, with regard to the 2021 self-assessment, was reduced in terms of its number of questions and had its sections reorganised. Moreover, considering that the 2021 self-assessment refers to the last year of the Board of Directors' term of office, it was deemed appropriate to allow the Directors to also express an "End of term assessment" and indications in view of the upcoming appointment of the new administrative body. In addition to the questionnaire, which was distributed to the individual Directors, the possibility of individual interviews was retained for administrators who requested this, in which a few Directors also participated.

The initial section of the questionnaire was dedicated to gathering the opinions of individual Directors regarding the adequacy of the improvement measures carried out following the results of the self-assessment of the previous year, which were evaluated positively.

Following this, the questionnaire focused on the key issues for an effective functioning of the Board of Directors with particular reference to: guidance activities, understanding of the business and risk management, internal control issues, sustainability, organisational structure and adequacy of induction and training activities.

The findings led to the observation of a strong appreciation by all Directors of the effective manner in which the Board of Directors carries out its role and direction of the Company. The self-assessment then showed good understanding of the business by the Directors and an improvement in the sharing of strategic objectives, which were more integrated with ESG issues.

The induction and training initiatives implemented by the Company during the year were highly appreciated and deemed to be of significant interest.

The questionnaire then addressed the organisation of the Board's work in terms of: length of meetings, frequency, degree and manner of participation, interaction among members, structure of agendas, quality and accessibility of documentation, role of the chair and role of board secretary.

General appreciation was expressed both for the organisation and management of the meetings by the Chair and for the analytical nature of the communications and clarifications provided by the CEO. It was noted that Directors show up prepared to meetings and speak professionally, although the connections, mainly from remote, due to the continuing limitations imposed by Covid, have not always facilitated the fluidity of the debate.

An improvement in the Board's knowledge of key managers was noted as a result of their attendance at Board meetings and inductions.

In the area of documents and information flows, the completeness thereof was confirmed, noting that the advanced-delivery timing of five days was adequate. Lastly, the accuracy of the formulation of the agenda and the minutes of Board meetings and the adequacy of the rationale provided for the resolutions were also confirmed.

A specific section was devoted, as always, to the activities of the Board Committees. The self-assessment confirmed that the related functions are clear and well defined, and that the Committees, each according to their respective competences, actively contribute, with their preliminary activity, to support the Board in its decisions.

The size and composition of the Committees were confirmed as adequate and their operation was deemed efficient. As for the documentation, it was assessed as complete.

Finally, the Directors were asked to carry out an end-of-term review, which was very positive, and provide suggestions in terms of size, skills, diversification and compensation policies, in view of the renewal of the Board of Directors, which the Board of Directors will take into account in its reports to the Shareholders' Meeting.

The results of the self-assessment were presented to the Board of Directors at a meeting held on February 16, 2022.

The analysis generated a series of recommendations the implementation of which was delegated by the Board of Directors to the Chief Executive Officer.

Internal committees of the board of directors

Consistent with the Code's recommendations, with the aim of facilitating the activities of the Board of Directors, the Company has established within the framework of its Board of Directors the Control and Risk Committee and the Compensation Committee¹. In addition to these Committees, there is the Related Party Transactions Committee². As a Company subject to Concentrated Ownership, Edison is not required to follow the recommendation to establish an Appointments Committee, the functions of which as established by the Code have been retained by the Board of Directors.

All committees have at least three members and the activities of each committee are coordinated by a Chairman.

The tasks and rules of operation of each committee are defined in a resolution approved by the Board of Directors and were amended and integrated over time, also by means of a resolution approved by the Board of Directors, usually after an initial review by the affected committee. The rules for the operation of the Compensation Committee and the Control and Risk Committee were most recently revised during the approval of the Guidelines on Operation in order to make them consistent and to adapt them, where necessary, to the indications of the Code.

Each committee can hold meetings through audio/video-conferencing and relies on the support of the appropriate corporate department. A Secretary of the committee must draw up minutes of each committee meeting. Each committee must provide regular reports to the Board of Directors on the work performed at the earliest available Board meeting.

In the performance of its functions, each committee can access the information and Company organisations it may need to discharge its duties.

The rules of operation of each committee require documentation supporting the activities of each committee to be sent at least two days in advance.

¹ Both of these Board Committees were set up in December 2002, the date on which Edison shares began trading on the MTA.

² The committee was established on January 1, 2011, in compliance with the Consob Regulation governing related-party transactions.

Related Party Transactions Committee - Related-party Procedure

Attributions and operation of the Related Party Transactions Committee

The Company's Related-party Procedure provides that the Related Party Transactions Committee should be appointed by the Board of Directors and be composed of three non-executive and independent Directors.

The Chairman of the committee is appointed, from amongst its members, by the Board of Directors; if the latter does not do so, he is appointed by the committee itself.

The Related Party Transactions Committee carries out the tasks reserved to it by Consob's Related-party Regulation and established in the Related-party Procedure, as most recently amended in June 2021. Primarily, the Related Party Transactions Committee is called upon to perform the following functions:

- monitor the preliminary analysis phase of Highly Material Transactions;
- issue opinions on related-party transactions that qualify as Highly Material and Less Material pursuant to the Related-party Procedure;
- examine transactions that qualify as Regular transactions that exceed the size threshold of Highly Material transactions;
- verify, according to the timing set out in the Related-party Procedure, the cases of total or partial exemption from the application of the Procedure, particularly with reference to Highly Material Regular and Intercompany Transactions.

The Related-party Procedure establishes that if in the specific transaction there is a correlation or relationship on the part of more than one of the committee members such as to impair independence from the counterparty, to be ascertained according to the procedure laid out in the Related-party Procedure, the opinion is issued by an Alternative, Equivalent Oversight Entity, activated in the circumstance and the composition of which is defined by the Related-party Procedure.

The Related-party Procedure also establishes that any member of the Related Party Transactions Committee who may have an interest, directly or on behalf of a third party, in a transaction with a related party must disclose this interest to the other committee members, detailing its nature, timing, origin and scope.

A meeting of the Committee of Independent Directors shall be deemed to have been validly convened when a majority of its members is in attendance, provided that the absent member expressed his consent to the meeting being held. The committee approves resolutions by a majority vote of its members, the abstaining members not being counted, or with the unanimous vote of its members, when a two-member Alternative, Equivalent Oversight Entity is activated. If a member abstains or if the two member of which the Alternative, Equivalent Oversight Entity is comprised cast opposing votes, an independent expert will be asked to render an opinion.

The Committee of Independent Directors may request the support of one or more independent consultants of its choosing, retained at the Company's expense. In the case of Less Material Transactions, expenses may not exceed 350,000 euros. There is no limit for Highly Material Transactions but cost may not be demonstrably unreasonable.

Independent consultants retained to support the committee may be invited to attend committee meetings. The Chairman of the Board of Directors, the Chief Executive Officer and other Company executives or employees may also be invited merely for information purposes. In addition, notice that a committee meeting is being convened must also be given to the Board of Statutory Auditors, whose members have the right to attend those meetings.

The committee may delegate to its Chairman or another committee member the task of becoming involved in the information gathering and negotiation phases of Highly Material Transactions. With regard to these transactions, the delegated committee members have the right to request additional information and make recommendations to the Company's governance bodies or to the parties in charge of the negotiations and the information gathering process.

The committee must be provided with an adequate flow of information regarding the characteristics of the transactions with regard to which it is being asked to render an opinion before its implementation and is required to promptly submit its opinion to the Board of Directors or to the party with decision-making authority. The methods and timing of the above-mentioned information flows are governed by the provisions of the Related-party Procedure. Notwithstanding the above, at the first Board meeting held after each committee meeting, the Committee Chairman usually informs the Board of Directors of all the activities performed.

In the performance of its work, the committee is supported by the Corporate Affairs & Governance Department, which has established a dedicated support unit.

Related-party Procedure

The Related-party Procedure, in the version updated to 2021, adopted by the Board of Directors is posted on the Company website (www.edison.it - Our Company - Governance - Other regulated information - Related Parties).

The Related-party Procedure governs the decision-making process and the disclosure rules for transactions carried out by Edison and its subsidiaries with a Related Party.

As required by Consob's Related-party Regulation, according to the Related-party Procedure, the Board of Directors has sole jurisdiction over the approval of related-party transactions executed by Edison directly or through its subsidiaries that qualify as Highly Material Transactions.

In order to identify a Highly Material Transaction, the Related-party Procedure has confirmed the parameters set forth by Consob for the qualification of transactions of this nature. Transactions classified as Highly Material include transactions for amounts that exceed a threshold equal to 5%: (i) of the Company's consolidated shareholders' equity (i.e., as of January 1, 2021, transactions valued at more than 268 million euros) or (ii) of total consolidated assets (i.e., as of January 1, 2021, transactions involving assets or liabilities valued at more than 470 million euros). These amounts are halved in the case of transactions with EDF and its subsidiaries (excluding Edison's subsidiaries). Transactions that, while they exceed the abovementioned thresholds, are of a regular nature, in that they are executed on standard market terms ("Regular Transactions") or carried out with subsidiaries or affiliated companies in which no material interests are involved ("Intercompany Transactions") do not qualify as Highly Material Transactions.

According to the procedure, when a Highly Material Transaction involves one of the subject matters over which the Shareholders' Meeting has decision-making jurisdiction, the Board of Directors has exclusive jurisdiction over the drafting of the motion that will be submitted to the Shareholders' Meeting.

With regard to the duties assigned by the Related-party Procedure to the Related Party Transactions Committee, please refer to the section "Attributions and operation of the Related Party Transactions Committee".

In order to allow the Board of Directors to adopt its decisions with regard to related parties, the procedure specifies the timing and scope of the flows of information that must be supplied to the Directors with regard to the characteristics of a Transaction, particularly in the case of Highly Material and Less Material Transactions.

The Related-party Procedure requires that the Directors and Statutory Auditors be provided, on a quarterly basis as a minimum, with information about the implementation of Highly Material and Less Material Related-party Transactions, if the information differs from what was originally communicated, and that, as it has been an established Company practice, the annual financial statements and the interim reports on operations must include a special section for Related-party Transactions.

With the amendments introduced in 2021 with regard to Highly Material Regular Transactions under market or standard conditions, the practice followed by the Company of informing the Related Party Transactions Committee before implementing the transaction in order to verify, on the basis of the information provided by the Business Unit responsible for the transaction, that the transaction is regular in nature and aligned with market conditions was formalised and governed in more detail. Already previously, transactions with the EDF Group were reviewed by the Related Party Transactions Committee and, if necessary, approved by the Board of Directors when of a significant size, even if regular in nature.

With the changes introduced in 2021, an annual information flow was also introduced towards to the Related Party Transactions Committee (by February of the year following the completion of the transactions) from the Business Units that carried out the individual Highly Material Regular Transactions (under market or standard conditions) and Intercompany Transactions (i.e., with subsidiaries and associated companies without significant interests of another related party).

With regard to the obligation to abstain on the part of Directors involved in the related-party transaction, please refer to the section "Directors' interests and related-party transactions".

Transactions with Related Parties executed in 2021 are reviewed in the "Intercompany and Related-party Transactions" section of the separate and consolidated financial statements.

In order to enhance compliance with the Related-party Procedure by the interested parties, the Related-party Protocol establishes specific information flows that must be signed by the managers of the various Company Divisions and Departments and in 2014 introduced an express declaration about compliance, for issues under their jurisdiction also concerning subsidiaries, with the requirements of the Related-party Procedure applicable to them.

Appointment and activities of the Related Party Transactions Committee in 2021

The current Related Party Transactions Committee was appointed by the Board of Directors on April 2, 2019 after the election, on the same date, by the Shareholders' Meeting of the new Board of Directors, and its term of office will end at the natural end of the term of office of the Directors sitting on the committee, and therefore with the Shareholders' Meeting called upon to approve the 2021 financial statements.

It currently consists of the following three independent Directors: Paolo Di Benedetto (Chairman), Fabio Gallia and Angela Gamba, who succeeded the resigning member Nathalie Tocci on April 28, 2020. The members were appointed by the Board of Directors, upon proposal of the Chairman.

In 2021, the Related Party Transactions Committee held 9 meetings, to review and assess two "Less Material" transactions pursuant to the Related-party Procedure, on which it expressed a favourable opinion, and one Highly Material Regular Transaction, to evaluate whether it was concluded under conditions equivalent to market conditions, on which it expressed a favourable opinion.

In 2021, the average attendance of Directors at committee meetings was 100%. A breakdown is provided in the table below. The average length of each meeting was about forty minutes.

Meetings of Related Party Transactions Committee at December 31, 2021

Committee members	Number of meetings of the Committee attended in 2021	Percentage
<i>In office at December 31, 2021</i>		
Paolo Di Benedetto	9 out of 9	100
Fabio Gallia	9 out of 9	100
Angela Gamba	9 out of 9	100

In 2021, the documentation was sent to the members of the committee around 3 days early (on average), compared to the two days specified in the rules of operation, indeed meeting a request that was later highlighted in the outcome of the self-assessment of the relative activities.

As usual, the committee invited to attend its meeting the General Counsel, the Chief Financial Officer and, where he/she has not carried out the function of secretary of said Committee, the Secretary to the Board of Directors, as well as the managers responsible for the areas concerned by the reviewed transactions, which all attended. The entire Board of Statutory Auditors took part in all meetings of the Related Party Transactions Committee. Minutes were regularly taken at the meetings

The committee Chairman systematically reported to the Board of Directors on the activities carried out at the meeting immediately following his own.

Minutes of the meetings were regularly taken and the role of secretary was always performed by the Board Secretary.

Compensation Committee - compensation of directors

Attributions and operation of the Compensation Committee

The Compensation Committee consists of three non-executive Directors, the majority of whom are independent and one of them has adequate knowledge and experience in financial matters or compensation policies, as required by the Code.

The Chairman of the committee is appointed, from amongst its members, by the Board of Directors; otherwise, he is appointed by the committee itself.

The responsibilities assigned by the Board of Directors to the Compensation Committee, as most recently amended in June 2021 to be consistent with the Guidelines of Operation and the Code, and as reproduced in the committee's own rules of operation, are as follows:

- to assist the administrative body in drawing up the Compensation Policy, also by making proposals and/or expressing opinions on such policy;
- to formulate proposals or express opinions to the Board of Directors on the compensation of the Chairman of the Board of Directors, the Chief Executive Officer and members of the Board Committees;
- to evaluate the guidelines and criteria concerning the Top management's compensation, specifically with regard to executives with strategic responsibilities and the management, proposed by the Company, expressing the corresponding opinion;
- to formulate proposals or express opinions on the definition and breakdown of the objectives (which also include ESG objectives) and performance levels correlated with the short- and medium/long-term variable component for the Directors to whom this component is provided and for the Company's Top management and management;
- to monitor the correct application of the compensation policy and verify the achievement of performance targets, consequently expressing to the administrative body proposals and/or final opinions on the variable component on the basis of the results achieved by the Directors to whom this component is provided, and more generally expressing opinions on the level of achievement of the shared corporate objectives assigned to the Company's Top management and management;
- to periodically assess the adequacy and overall consistency of the compensation policy for the parties mentioned in the points above, benchmarking it against the market and making recommendations in this area;
- to provide opinions and recommendations for any medium/long-term compensation plans ("LTI") for executive Directors, the Top management and the management of the Company and the Group;
- to express, even if the conditions set out in art. 13, paragraph 3, letter b) of Consob's Related-party Regulation are not satisfied, in place of the Related Party Transactions Committee, and in the case of temporary exemptions, in the presence of exceptional circumstances, to the compensation policy approved by the Shareholders' Meeting, its assessments on the issues concerning the compensation of Directors with special roles and other executives with strategic responsibilities subject to Consob's Related-party Regulation, unless the Compensation Committee decides to obtain the opinion from the Related Party Transactions Committee.

The committee is assisted in the organisation of its meetings by a secretary, chosen also among persons other than committee members, as well as the competent corporate functions, in particular the manager of the Human Resources & ICT Division.

The Secretary ensures that minutes are taken at the meetings and the coordination of activities with the Board of Directors.

Committee meetings are convened by the Chairman, are quorate when a majority of the members are present and adopts resolutions with an absolute majority of the attendees.

The manager of Human Resources & ICT is regularly invited to committee meetings.

Other Directors, experts, and, after informing the Chief Executive Officer, managers and employees, may also be invited to attend committee meetings from time to time, in a merely advisory capacity.

The Chairman of the Board of Statutory Auditors and the other Statutory Auditors are regularly invited to the meetings.

The Committee Chairman, with the support of the Secretary, ensures that the documentation on the items on the agenda contains adequate and complete information on the issues to be discussed and is sent at least two days before the date of the meeting.

The Committee Chairman provides the Chairman of the Board of Directors and the Chief Executive Officer with recommendations about items that should be included in the Agenda of Board meetings. At the first Board meeting held after each committee meeting, the Committee Chairman usually communicates to the Board of the Directors the resolutions adopted by the committee, which may take the form of a proposal, regarding assessments and opinions on issues within its jurisdiction.

Even though the Board of Directors did not approve a specific budget, the committee is provided on an ongoing basis with the financial resources it needs to perform the tasks assigned to it.

Appointment and Activities Performed by the Compensation Committee

The current Compensation Committee was appointed by the Board of Directors on April 2, 2019 after the election, on the same date, by the Shareholders' Meeting of the new Board of Directors, and its term of office will end at the natural end of the term of office of the Directors sitting on the committee, and therefore with the Shareholders' Meeting called upon to approve the 2021 financial statements.

It currently consists of the following three non-executive Directors, two of whom are independent: Paolo Di Benedetto (independent with the role of Chairman), Angela Gamba (independent), who succeeded the resigning member Nathalie Tocci on April 28, 2020, and Florence Schreiber, who succeeded Nicole Verdier-Naves on April 28, 2020. The members were appointed by the Board of Directors, upon proposal of the Chairman of the administrative body.

The composition of the committee complies with the Code's requirement that it be made up only of non-executive Directors, the majority of whom are independent, and that it be chaired by an independent Director other than the Chairman of the Board of Directors.

The Board deemed, having examined the responsibilities of the members making up the committee, that all the professionalities of the Directors appointed or succeeded in the posts after April 2, 2019, met the professional requirements established by the Code, so the recommendation with regard to adequate knowledge and experience of financial and compensation policy issues was observed. In this regard, reference should be made to the curricula of the Directors concerned, attached to this Report.

In 2021, the Committee held three meetings. On those occasions, based in part on information provided by the Company, it performed the following activities:

- assessed the actual implementation of the policy for the compensation of Directors and Top management for 2020 with respect to what was defined previously, as well as the consistency and accuracy of the actual results regarding the implementation of said policy by the management;
- verified the level of achievement of the reference targets for the variable portion of the compensation for the 2020 reporting year of the Chief Executive Officer, and more in general, the common reference targets for the Company applicable to Top managers and the management;
- assessed and expressed its guidance and opinions on the proposed compensation policy guidelines for the year 2021 for the Directors, Top management and the management;
- examined and expressed a favourable opinion on the 2020 Compensation Report;
- performed a review and provided proposals and recommendation regarding the targets upon which the 2021 MBO for the Chief Executive Officer should be based and regarding the common Company-wide reference targets for Top management and management in general;

Since the start of 2022, the Committee has held one meeting. On this occasion, based in part on information provided by the Company, it performed the following activities:

- assessed the actual implementation of the compensation policy for 2021 for Directors and Top management with respect to what was defined previously, as well as the consistency and accuracy of the actual results of the implementation of said policy by the management;
- verified the level of achievement of the reference targets for the variable portion of the compensation for the 2021 reporting year of the Chief Executive Officer, and more in general, the common reference targets for the Company as a whole applicable to Top managers and the management;
- verified the level of achievement of reference objectives set forth in the 2019-2021 Long Term Incentive Plan for the Chief Executive Officer, the Top management and, more generally, the management recipients of it;
- evaluated and expressed its general orientation and opinion on the guidelines of the compensation policy for the year 2022 for the Directors, including those holding special offices, the Top management and the management in general, as a useful and preliminary reference (also considering the high market volatility) for the Shareholders' Meeting and the new management body that will be called upon to implement this policy;
- examined and expressed a favourable opinion on the 2021 Compensation Report.

The committee submitted its recommendations to the Board of Directors for review and approval, insofar as issues under the Board's jurisdiction are concerned, and shared with the Chief Executive Officer any considerations concerning issues under his jurisdiction.

In 2021, the average attendance of Directors at committee meetings was 100%. A breakdown is provided in the table below. The average length of each meeting was about fifty minutes.

Meetings of the Compensation Committee at December 31, 2021

Committee members	Number of Committee meetings attended in 2021	Percentage
<i>In office at December 31, 2021</i>		
Paolo Di Benedetto	3 out of 3	100
Angela Gamba	3 out of 3	100
Florence Schreiber	3 out of 3	100

With regard to these meetings, the documentation was sent to the members of the committee around 3 days early (on average), compared to the minimum of two days specified in the rules of operation, indeed meeting a request that was later highlighted in the outcome of the self-assessment of the relative activities.

The Chairman of the Board of Statutory Auditors attended all of the meetings held in 2021. A meeting was also attended by the other statutory auditors.

The manager of Human Resources always attended the above meetings.

No Directors attended the Compensation Committee meetings at which proposals regarding their own compensation were made.

Minutes of the meetings were regularly taken and the role of secretary was always performed by the Board Secretary.

Compensation of Directors and Top Management

The compensation of the Directors is determined by the Shareholders' Meeting, while the compensation of the Chairman, the Chief Executive Officer and the Directors who serve on Board Committees is determined by the Board of Directors, upon a proposal or recommendation by the Compensation Committee and based on the input of the Board of Statutory Auditors, in compliance with the Compensation Policy approved by the Shareholders' Meeting.

Compensation Policy

The Board of Directors prepares a compensation policy regarding the Directors, Top managers and statutory auditors, which is updated annually, in compliance with the provisions of law and regulations, the Code and the suggestions of the Corporate Governance Committee, and is submitted to the Shareholders' Meeting for its binding vote.

The process of drawing up the compensation policy is transparent in that, once it has been drawn up by the Company on the basis of the indications of the Code and market comparison, it is submitted to the Compensation Committee for examination and assessment and then, having consulted, to the extent of its competence, the Board of Statutory Auditors, to the Board of Directors for approval and made public for subsequent acknowledgement and validation by the Shareholders' Meeting.

The compensation policy drawn up by the Board of Directors for 2021 confirmed the principles set forth in the compensation policy for the previous year, which referred, with regard to Directors, to the entire remaining term of office. It is functional to the pursuit of sustainable Company growth in the medium/long-term.

This is considering that the components underlying variable compensation include not only financial objectives linked to profitability, but also refer to objectives linked to ESG aspects, such as the development of businesses with a reduced environmental impact, and social targets, workers' safety, managerial leadership, which are predetermined and measurable, consistent with Edison's strategic guidelines. These objectives, in addition to being the basis for annual variable compensation, are renewed annually to ensure their continuous implementation, and are also a reference point for LTI programmes relating to the Chief Executive Officer and managers. All of this is explained in greater detail in the Compensation Reports and the NFD, to which reference should be made.

The policy to be proposed at the next Shareholders' Meeting for Directors and Top management is also in line with the principles commented on above, as specified below.

Executive Directors and Top Managers

The executive director compensation policy calls for:

- a balance between fixed and variable components that is appropriate and consistent with strategic objectives and the risk management policy, taking into account the characteristics of the activities carried out by Edison and the sector in which the Company operates;
- maximum limits on the disbursement of variable components;
- performance targets, to which the payment of the annual and longer-term variable components is linked, which are predetermined and measurable, consistent with strategic objectives that also include non-financial parameters, aimed at promoting sustainable Company growth in the medium/long-term;
- the allocation of a variable compensation component linked to medium/long-term objectives, to be paid at the end of the three-year reference period;

all as described in more detail in the Compensation Report in the section "Structure, composition and development of the compensation policy: fiscal year 2021".

The compensation policy for Top managers for 2021 was also defined in compliance with the above-mentioned principles, which took into account the need to have, retain and motivate people with the skills and professionalism required by their role in the Company. In fact, the definition of the policy was based on an examination of trends in compensation practices in the market, particularly with reference to the Company's reference sectors and to companies of similar size, and the overall salary package also includes a Welfare programme that the Company is gradually improving. Please refer to the "Compensation Policy Orientation and Guidelines for 2021" section of the Compensation Report for details.

Non-Executive Directors

The compensation policy provides for non-executive Directors to be granted compensation commensurate with the responsibilities, professionalism and commitment required by the tasks assigned to them within the Board of Directors and the Board Committees, not linked to financial performance targets.

Consistent with these criteria, in addition to fixed annual compensation, they are provided with additional fixed annual compensation if they are members of committees set up within the Board of Directors (different for the roles of Chairman and committee member), as well as an attendance fee for each meeting (of the Board and of the Board Committees of which he/she is a member) in which each Director takes part.

Board of Statutory Auditors

The compensation of the Board of Statutory Auditors is established by the Shareholders' Meeting and refers, as required by law, to the entire three-year term of office.

For these reasons and in view of the role played by the body, the Board of Directors preferred not to make specific proposals when appointing the current Board of Statutory Auditors, but only to express qualitative indications to the Shareholders' Meeting, leaving assessments in this regard up to the shareholders.

However, the Board of Directors believes that the compensation approved by the Shareholders' Meeting is commensurate with the responsibilities, professionalism and commitment required by the significance of the role held and the size and industry

characteristics of Edison and its position. This is because, in its view, the controlling shareholder Tde, which formulated the relative proposal to the Shareholders' Meeting, followed criteria consistent with the compensation policy submitted to the same Meeting, taking into account the following factors:

- the annual compensation for each standing auditor was established with regard to the significance of the role held and in line with the compensation assigned to the non-executive Directors of the Company, as well as with reference market benchmarks;
- the annual compensation of the Chairman of the Board of Statutory Auditors was increased (also in line with the past) compared to that of the other statutory auditors, in view of the specific functions assigned to him, also by the Code, as better specified in the section "Rules of Operation of the Board of Statutory Auditors";
- the above annual compensation had already been increased during the previous term of office;
- an attendance fee for participation in the meetings of the Board of Statutory Auditors and in meetings of the Board Committees was added to the fixed annual compensation of each standing auditor and the Chairman, in view of the number of meetings and the commitment required of each member in terms of participation.

Accrual and Disbursement of Compensation

At the meeting on February 16, 2022, the Board of Directors verified, with the support of the competent corporate structure, and after examination by the Compensation Committee, that the compensation paid and accrued in 2021 by the above-mentioned persons was consistent with the principles and criteria defined by the compensation policy, in light of the results achieved.

Severance Indemnities of Directors and Claw Back Clauses

For information regarding the severance indemnities of Directors in the event of resignation, dismissal or termination following a takeover bid, please refer to the section of the Compensation Report entitled "Benefits and Indemnities".

With regard to the fact that claw back clauses have not been adopted, reference is made to the section of the Compensation Report entitled "Claw back clauses".

For all other detailed information, please refer to the Compensation Report.

Control and risk committee

Attribution and operation of the Control and Risk Committee

The Control and Risk Committee is made up of three non-executive Directors, the majority of whom are independent, and who collectively possess adequate expertise in the areas of activity in which Edison operates, in order to assess the relative risks, and, on the part of at least one member, adequate knowledge and experience in accounting and finance or risk management.

The Chairman is appointed by the Board of Directors; otherwise, he is appointed by the committee itself. In any event, the Chairman is chosen from amongst the independent Directors who are members of the committee.

The Control and Risk Committee plays an investigative and propositional role vis-à-vis the Board of Directors with regard to the internal control and risk management system and periodic financial and non-financial information.

During 2021, when the Board of Directors adopted the Guidelines of Operation, it reformulated the Committee's functions and attributions to comply with the recommendations set forth in the Code, as specified below.

As regards the internal control and risk management system, it performs the following activities:

- a) supporting the Board of Directors in defining the guidelines of the system;
- b) examining and assessing the main risks, as well as the relative action plans aimed at mitigating them and, particularly with reference to the financial risks connected with commodities trading, the relative limits;
- c) reviewing the results of the Enterprise Risk Management process;
- d) supporting the Board of Directors in the review and assessment of the adequacy, effective operation and effectiveness of the internal control and risk management system of the Company and the Group with respect to the characteristics of the Company and the Group and the risk profile assumed, relying on the contribution of the Manager of the Internal Auditing Function;
- e) at the request of the Board of Directors or the Chief Executive Officer, providing opinions concerning specific aspects of the internal control system and the mapping and management of the main risks;
- f) supporting, with adequate investigative activity, the assessment and decisions of the Board of Directors regarding the management of risks deriving from prejudicial events of which it has become aware;
- g) proposing and/or assessing the appropriate initiatives with regard to any problems and critical issues that emerge in the context of the activities carried out by the Chief Executive Officer or of which he/she has become aware;
- h) reviewing and evaluating the Audit Plan, after analysis of the underlying assumptions, training criteria and the commitments of the activities laid out for such Audit Plan; with the right to ask the Internal Auditing Function to perform audits on specific operating areas, notifying the Chief Executive Officer and/or the Chairman of the Board of Directors, as well as the Chairman of the Board of Statutory Auditors;
- i) reviewing the periodic reports of the Manager of the Internal Auditing Function and the main results of the audits performed;
- j) reviewing and evaluating the progress status of the Audit Plan, its major findings, the relative action plans and the follow-up process;
- k) monitoring the independence, adequacy, effectiveness and efficiency of the Internal Auditing Function;
- l) expressing an opinion on the appointment and removal of the Manager of the Internal Auditing Function and on the adequacy of the financial resources assigned for the performance of the relative duties;
- m) examining and assessing the guidelines and methods for evaluating the internal control system, as well as the specific procedure governing information flows and the relative self-assessment activities.

With regard to financial reporting, it supports the Board of Directors by carrying out the following activities, also on the basis of the information regularly provided by the Corporate Accounting Documents Officer and the Independent Auditors:

- a) assessing the suitability of periodic financial information to fairly represent the Company's business model, strategies, the impact of its activities and its performance;
- b) examining and assessing, together with the Corporate Accounting Documents Officer and having consulted the Independent Auditors and the Board of Statutory Auditors, the proper use of the accounting standards and their uniformity for the purpose of drawing up the interim and annual consolidated financial reports as well as the Company's separate financial statements; verifying their adequacy with regard to the activities carried out by the Company and the Group and examining any changes and their impact on the financial statements;

- c) examining and assessing the process of preparing the financial statements and financial reporting; in particular, changes in the scope of consolidation and their effect on the financial statements;
- d) examining and assessing the accounting of major corporate transactions particularly with reference to their effects on the financial statements;
- e) examining and evaluating specific accounting transactions or more complex or non-recurring transactions, as well as transactions that incorporate significant estimates, particularly with reference to the impairment of goodwill.

In the area of non-financial reporting, it supports the Board of Directors by performing the following activities:

- a) assessing the suitability of periodic non-financial reporting to correctly represent the Company's business model, strategies, the impact of its activities and its performance;
- b) reviewing the content of periodic non-financial reporting relevant for the purposes of the internal control and risk management system;
- c) supervising sustainability issues related to the performance of the Company's activities and the dynamics of its interaction with all stakeholders.

Overall:

- a) reporting to the Board of Directors at least every six months, when the annual and semiannual financial reports are approved, on the activities carried out and on the adequacy of the internal control and risk management system;
- b) reviewing and assessing the regulatory compliance models developed and any updates;
- c) carrying out all other tasks assigned to it by the Board of Directors.

Committee meetings are validly convened when a majority of its members are present. Resolutions are adopted with an absolute majority of the votes.

At the Committee Chairman's invitation, committee meetings are attended on a regular basis by the Chairman of the Board of Statutory Auditors or other Statutory Auditors, so as to ensure the delivery to this entity of the flow of information and reporting recommended by the Code, as well as the Independent Auditors. The following parties are also regularly invited and therefore attend committee meetings for their entire duration: the Chief Financial Officer, also in his capacity as the Corporate Accounting Documents Officer, the General Counsel, the Secretary to the Board of Directors, the Risk Officer and the manager of Accounting & Tax, also in his capacity as the Corporate Accounting Documents Officer. In any event, other Directors, experts, and, after informing the Chief Executive Officer, managers and employees, may be invited to attend by the Committee Chairman from time to time, in a merely advisory capacity.

The Independent Auditors reports to the Control and Risk Committee at least twice a year on the activities carried out and the results of the audit process with respect to the semi-annual and annual financial reports.

In performing its functions, the Control and Risk Committee has the possibility of accessing the information necessary for the performance of its duties and relying on the competent company departments. Even though the Board of Directors did not approve a specific budget, the committee is provided on an ongoing basis with the financial resources it needs to perform the tasks assigned to it.

The Internal Auditing Department provides the committee with support in organising its activities. The Manager of the Department is the Committee Secretary and is responsible, among other things, for systematically taking minutes at its meetings. The Committee is required to meet at least four times a year.

The Committee Chairman coordinates the work of the committee and at the first Board meeting held after each committee meeting, communicates to the Board of the Directors the resolutions adopted, which may take the form of a proposal to the Board with regard to issues within its jurisdiction. The Committee Chairman also provides the Chairman of the Board of Directors and/or the Chief Executive Officer with recommendations about items that should be included in the agenda of Board meetings.

The Committee Chairman, with the support of the Secretary, ensures that the documentation on the items on the agenda contains adequate and complete information on the issues to be discussed and is sent at least two days before the date of the meeting.

In its assessment of the overall adequacy of the internal control and risk management system, the Committee refers to the principles set out in the document "Guidelines for the internal control and risk management system" (approved by the Board of Directors), which also governs the process for preparing the report and its presentation to the Board of Directors.

Appointment and Activities Performed by the Control and Risk Committee

The Control and Risk Committee in charge comprised of three non-executive Directors, including two independent Directors: Fabio Gallia (independent with the role of Chairman), Paolo Di Benedetto (independent) and Béatrice Bigois (who succeeded Xavier Girre as of March 30, 2021), who will remain in office until the natural end of their terms as Directors, and therefore until the Shareholders' Meeting called upon to approve the 2021 financial statements.

The committee was appointed by the Board of Directors on April 2, 2019 at the proposal of the Chairman of the Board of Directors, who also decided, compared to the previous term, to reduce the number of members from four to three.

The composition of the committee in office complies with the Code's requirement that it be composed of only non-executive Directors, the majority of whom are independent, and that it be chaired by an independent Director other than the Chairman of the Board of Directors.

The Board considered, having taken into account the experience of the members who were appointed or who joined the committee after April 2, 2019, that the committee as a whole has adequate expertise in the business sectors in which Edison operates, functional to assess the relative risks, and that the recommendation that at least one of the members have adequate experience in accounting and finance or risk management was also observed. In this regard, reference should be made to the curricula of the Directors concerned, attached to this Report.

The committee met five times in 2021 and once since the beginning of 2022. On those occasions it engaged in the following activities:

- examined the statutory and consolidated financial statements for 2020 and 2021, the 2021 semiannual financial report and the interim reports on operations for the first and third quarters of 2021, as well as the findings developed through the audits of the annual financial statements and semiannual report and, with the input of the Independent Auditors and Board of Statutory Auditors, the correct use of the accounting standards and their consistent application to prepare the consolidated financial statements;
- reviewed the 2022 budget forecast data and the Medium-Term Plan, limited to risk profiles and financial issues;

- reviewed the updated map of the main risks, assessing the trend of the risk profiles associated with the business activities in relation to the risk mandate for 2021 and rendered a favourable opinion about the risk limits set for 2022;
- reviewed the periodic reports on the assessment of the internal control and risk management system and the results of the self-assessment process of this system, and on the merit the results of all of the audits performed in 2021, assessing the completion progress and analysing particularly significant findings;
- shared the updated risk profile specifically with regard to the main risks of the Group and related mitigation actions;
- provided the Board of Directors with its opinion regarding:
 - updates to the 231 Model and the corresponding conduct protocols;
 - the adequacy of the internal control and risk management system and its effectiveness;
 - the semi-annual revision of the 2021 Audit Plan;
 - the 2022 Audit Plan;
 - the main characteristics of the internal control and risk management system;
- monitored the activities in 2021 of the Internal Auditing Department;
- monitored activities in the areas of sustainability and Corporate Social Responsibility, in particular in relation to the company policy on sustainability and the obligation of drawing up the "Non-financial Disclosure".

In 2021, the committee did not ask the Internal Auditing Department to perform audits aside from what was already set forth in the audit plan.

The committee reported five times to the Board of Directors about the work it performed; on two of those occasions it also reported on the reviews it performed of the adequacy and effective functionality of the internal control and risk management system.

During 2021, the documentation was sent to the members of the committee around 3 days early (on average), compared to the minimum of two days specified in the rules of operation, indeed meeting a request that was later highlighted in the outcome of the self-assessment of the relative activities.

In 2021, the average attendance of Directors at committee meetings was 87%. A breakdown is provided in the table below. The average length of each meeting was about one hour and fifty minutes.

Minutes of the meetings were regularly taken and the role of secretary was always performed by the Internal Auditing Department manager.

Meeting of the Control and Risk Committee at December 31, 2021

Committee members	Number of Committee meetings attended in 2021	Percentage
<i>In office at December 31, 2021</i>		
Fabio Gallia	5 out of 5	100
Paolo Di Benedetto	5 out of 5	100
Béatrice Bigois	3 out of 4	75
<i>Left post in 2021</i>		
Xavier Girre	0 out of 1	0

The entire Board of Statutory Auditors took part in all meetings.

Internal control and risk management system

Edison's internal control and risk management system is a structured and organic set of rules, procedures and organisational structures designed to allow for proper business management consistent with the targets set by the Company, through an adequate process of identifying, measuring, managing and monitoring the main risks. This system is integrated within the organisational, administrative and accounting structure and, more generally, Edison's system of corporate governance and is based on the Code, taking domestic and international models and best practices as a reference (COSO ERM Framework). The internal control and risk management system permeates every aspect of the Company's operations and involves different parties who perform specific functions and discharge specific responsibilities.

Parties Involved

Board of Directors

Definition of the Guidelines of the Internal Control and Risk Management System

For several years, the Board of Directors, working with the support of the Control and Risk Committee, has defined the guidelines of the Internal Control System, which in 2013 were updated, integrating them with the risk management guidelines, which the Company has been following for some time, adopting conduct consistent with them.

With respect to risk management, as explained in section of this Report entitled "Internal Control and Risk Management System," Edison has developed an integrated risk management model in accordance with the international principles of Enterprise Risk Management (ERM), the COSO framework specifically, to identify the Company's priority risks, pre-emptively assess their potential negative effects and take appropriate actions to mitigate them. Specifically, the risk assessment process also took into account the risks that could become significant in terms of sustainable development over the medium/ long-term. The updated risk map is then examined on a yearly basis by the Board of Directors at the meeting during which it also approves the budget for the next year. On the basis of this analysis, the Board of Directors defines the nature and level of risk compatible with the strategic objectives of the Company and the Group, including in its assessments the elements that may be relevant to medium/long-term sustainability.

Starting in 2016, the Board of Directors began to review in more detail, based on the same documents provided to the Control and Risk Committee, the analyses performed and the results achieved concerning risk monitoring and management, using the integrated risk management model adopted by the Group. This is to ensure, on the one hand, a better implementation of the principle laid down in the Code and, on the other hand, compliance with the indications contained in Consob communication no. 0009517 of February 3, 2016 which required the active involvement of the administrative body in the processes of management, monitoring and control of risks deriving from derivative transactions and greater attention of the control body on the adequacy of the Company's organisational structure to comply with EMIR rules. As in the past, the Control and Risk Committee in any event continues to carry out a preventive investigative activity, providing its assessments and recommendations to the Board of Directors.

As part of the Enterprise Risk Management process, growing attention has been focused on ESG risks and on the associated mitigation actions. The integration process, which began in 2018, has been significantly strengthened, also with regard to the best reference international standards. These risks are increasingly becoming part of the risk mapping update process, allowing for its better identification and management.

With respect to 2021, the Board of Directors discussed and approved the updated risk map during the approval of the 2021 budget and at that time and during the approval of the 2021 semiannual results it shared the updated risk profile, specifically with regard to the Group's main risks: i.e., i) market risks; ii) counterparty and country risk; iii) risks inherent in the use of financial derivatives; and iv) EMIR compliance risks and the relative mitigating actions. With respect to 2022, the Board of Directors shared and approved the risk map and the risk profile, as well as the mitigation actions during the approval of the 2022 budget.

Moreover, with regard to 2021 a transversal activity was carried out internally for the identification and analysis of the risk areas relating to ESG issues, the results of which were shared with the Board of Directors at its meeting on December 7, 2021.

Over the years, the Company developed specific safeguards for some of the risks identified within this integrated model, with the aim of managing and limiting the impact of the various risks on the Group's economic and financial equilibrium. More specifically, as explained in greater detail in the section of this Report entitled "Internal Control and Risk Management Systems," in relation to the Group's exposure to the risk of fluctuations in the prices of energy commodities handled, as well as to the exchange rate risk linked to the currencies used by the Group, the Company has for some time now employed an Energy Risk Policy. The policy defines the governance, monitoring and control environment for these risks, and envisages the adoption of specific risk limits in terms of Economic Capital for the industrial portfolio relating to the Group's assets and contracts.

Specifically, during the approval of the budget, the Board of Directors approves the document entitled "Edison Risk Management Framework for Energy Market Risk", whereby it identifies the principles and defines the main strategies for hedging commodity risk and the relative exchange risk and establishes the risk limits to be respected during the subsequent year.

With respect to 2021, the decision regarding the maximum limit of Economic Capital for the Industrial Portfolio was approved during the Board of Directors meeting on December 7, 2020 and, relating to 2022, during the meeting on December 7, 2021.

As already reported in the previous Governance Reports, in relation to credit risk management, the Credit Risk Policy was recently updated in 2019.

The Board of Directors then annually approves the Audit Plan and any updates during the year, prepared by the Manager of the Internal Auditing Department, after consulting the Board of Statutory Auditors and the Chief Executive Officer and with the favourable opinion of the Control and Risk Committee. With respect to 2021, approvals were provided at the December 7, 2020 and July 28, 2021 meetings; with respect to 2022 at the December 21, 2021 meeting.

Overall Assessment of the Adequacy and Effectiveness of the Internal Control and Risk Management System

In 2021, the Board of Directors, based on the information and the evidence collected with the support of the investigative work performed by the Control and Risk Committee and the contribution provided by management and the manager of the Internal Auditing Department in the manner described in the following sections, performed an overall assessment of the adequacy and effectiveness of the Internal Control and Risk Management System and, determined that, overall, the existing internal control and risk management system allows, with reasonable certainty, an adequate management of the mapped risks and, at the same time, contributes to improving the management of the Company as a whole.

In this regard, it is important to point out that this assessment, insofar as it refers to the internal control and risk management system in its entirety, reflects the limitations inherent in such a system. Specifically, even a well-conceived and functioning internal control and risk management system can guarantee only with “reasonable certainty” an adequate management of the main mapped risks.

The assessment, which covered both Edison and all of its subsidiaries, was carried out at the meetings held on February 17, 2021 and July 28, 2021, and at the start of 2022, at the meeting on February 16, 2022.

Chief Executive Officer and Director Responsible for Overseeing the Functionality for the Internal Control and Risk Management System

As mentioned above, the Board of Directors entrusted to the Chief Executive Officer responsibility for overseeing the functioning of the internal control and risk management system. The tasks assigned to it, formally established by the Board of Directors when it adopted the Guidelines of Operation, are as follows:

- a) implementing the guidelines defined by the Board of Directors, taking care of the design, implementation and management of the internal control and risk management system (including the maintenance and updating of the 262 Model), and its adaptation to the trends of the operating conditions and the legislative and regulatory landscape, as well as constantly verifying its adequacy and effectiveness;
- b) ensuring that the main business risks faced by the Company and the Group are identified, including through the ERM process, taking into account the characteristics of the activities carried out by Edison and its subsidiaries, and submitting them periodically to the Board of Directors for review;
- c) proposing to the Board of Directors initiatives to adjust and strengthen the internal control and risk management system;
- d) reporting to the Control and Risk Committee on problems and critical issues that have emerged when performing its activities or of which it has become aware, communicating and/or proposing the adoption of appropriate initiatives;
- e) asking the Internal Auditing Function to carry out audits on specific operating areas or on compliance with internal rules and procedures in the execution of corporate transactions, as well as to carry out specific audits, periodically notifying the Board of Directors, the Control and Risk Committee and the Chairman of the Board of Statutory Auditors;
- f) ensuring the effective application of the Code of Ethics, the 231 Model and the Anti-Corruption Guidelines;
- g) defining the Privacy Model on the basis of the guidelines defined by the Board of Directors and handling its application and updating, as well as appointing the Data Protection Officer;

In the course of 2021, the Chief Executive Officer, with the support of the Chief Financial Officer and the Risk Officer, updated the map of the key business risks, submitting them to the Board of Directors for review at its meetings held on July 28, 2021 and December 7, 2021; and implemented the guidelines of the internal control and risk management system, overseeing the system's design, implementation and management, verifying on an ongoing basis its adequacy and effectiveness as well as its adaptation to trends in operating conditions and in the legislative and regulatory landscape.

Control and Risk Committee

Please see the previous section of this Report “Attribution and Operation of the Control and Risk Committee” for information about the jurisdiction and activities of this committee.

Internal Auditing Department

The Internal Auditing Department, established in May 2003, is responsible for performing internal audits, with the goal of assisting the Board of Directors, the Control and Risk Committee and the Company's management in the pursuit of a correct functioning of the internal control and risk management system, protecting and increasing the value of the organisation, providing objective, risk-based assurance, consulting and expertise, and thus facilitating the achievement of the Company's objectives. In February 2004, acting upon a proposal by the Chief Executive Officer, the Board of Directors assigned to the manager of the Internal Auditing Department the task of assessing the adequacy, functioning, effectiveness and consistency with the guidelines defined by the Board of Directors of the internal control and risk management system.

Hierarchically, since March 2013 the Internal Auditing Department, which does not perform any operational function, reports directly to the Board of Directors (and to its Chairman for the full Board), which assigned to the General Counsel the task of providing operational coordination for the activities of the Department and its manager, serving as liaison between the above-mentioned Department and the Board of Directors, the Board of Statutory Auditors and the 231 Oversight Board. The Board of Directors then delegated to the Chief Executive Officer, in his capacity as the Director responsible for the internal control and risk management system, responsibility for ensuring that the Department is provided with the resources needed to discharge its duties and for defining the compensation of the Department's manager, determined in a manner consistent with the Group's management compensation policies, in accordance with general guidelines reviewed by the Compensation Committee. The current manager, Paolo Colapenna, was appointed on July 29, 2013 upon a recommendation by the Chief Executive Officer, in his capacity as the Director responsible for the Internal Control and Risk Management System, with a favourable opinion provided by the Control and Risk Committee and the input of the Board of Statutory Auditors. The compensation, which, as mentioned above, was defined by the Chief Executive Officer at the request of the Board of Directors, and, more specifically, the incentive package for this manager are consistent with the tasks assigned to him.

The Department operates on the basis of a Mandate approved by the Board of Directors. The Mandate was last updated at the end of 2019.

Under this mandate, again in 2021 a Department work plan was prepared, defined using risk-based methods to identify the initiatives that should be implemented, and specify the necessary resources, based on information derived from the following sources: Group's medium-term plan/budget; Risk Assessment - Enterprise Risk Management (ERM); mapping of operating risks of the Business Divisions; 262 and 231 compliance; Tax Control Framework; recommendations from management; reports by the Chief Executive Officer and the Chairman of the Control and Risk Committee; control self-assessment activities; assessments by the Internal Auditing Department; results of previous audits; Independent Auditors. The Plan, with the relative updates during the year, was then submitted to the Control and Risk Committee and approved by the Board of Directors, as specified in the sub-section "Parties involved - Board of Directors". The activity included the process of monitoring the actual implementation of the recommendations made within the audits (follow-up).

In the course of 2021, the Department reported on a quarterly basis to the Control and Risk Committee and the Board of Statutory Auditors, which systematically participates in those meetings, about the results of its audit activities and supported the committee in performing audits and assessments of the internal control and risk management system.

Also every quarter, the Department also reported to the Board of Statutory Auditors during its meetings with regard to the work performed and its assessments of the internal control and risk management system. On those occasions, the Board of Statutory Auditors was systematically informed of the results of audits performed, specifically with regard to any issues uncovered and the corresponding improvement actions agreed upon with management.

The Internal Auditing Department operates in accordance with the international standards for the internal auditing profession (IPPF); this quality certification (Quality Assessment Review), achieved since 2009, was renewed in 2018 for another five years further to a review by an external, independent certifier.

In 2021, the Department's Work Plan, which concerned, inter alia, as in previous years, the reliability of the IT systems including the accounting and reporting systems, was completed as expected.

The manager of the Internal Auditing Department has direct access to all information useful for discharging the assigned tasks. Moreover, owing in part to the fact that he attends the meetings of the Control and Risk Committee and the 231 Oversight Board, of which he is the Secretary, receives and assesses any additional information and assists the Control and Risk Committee in assessing the internal control and risk management system.

Other Parties Involved

The risk management process is coordinated by the Risk Officer, who reports to the Chief Financial Officer. The Risk Officer also provides management with support in defining the overall risk strategy and policies and in analysing, identifying, evaluating and managing risk and defining and managing the corresponding control and reporting system. For the management of the most significant risks to the company, a management committee named the Risk Committee has been established, which is described in the "Elements that Characterise the Internal Control and Risk Management System" section, in which the managers of the divisions most concerned with these issues participate, as well as the Chief Executive Officer. The Chief Sustainability Officer is involved in assessing and monitoring risks, particularly with reference to ESG risks, within the broader framework of corporate risk mapping.

In the course of 2021, the Risk Officer systematically reported on the relative risk management activities to the Control and Risk Committee, the Board of Statutory Auditors and, through the Chief Financial Officer, the Board of Directors.

The managers in charge of each Business Unit, Department or Division are responsible for designing and managing the internal control system for the operations under their jurisdiction and for monitoring that the system is operating effectively, in accordance with the framework defined by the Board of Directors and the instructions provided to implement those guidelines. The activity has been integrated into the processes deployed to identify, monitor and manage risks, as explained below. All employees, each within the scope of his or her responsibilities, must contribute to ensuring that the internal control and risk management system is operating effectively.

With regard to the Corporate Accounting Documents Officer, reference should be made to the relative "Corporate Accounting Documents Officer" section.

Board of Statutory Auditors

Pursuant to law, the Board of Statutory Auditors monitors the effectiveness of the Company's organisation, of the system of internal control and of the administrative and accounting system, as stated in the report submitted by the Board of Statutory Auditors to the Shareholders' Meeting, which should be consulted for additional details. A comment about the flow of information between the Board of Statutory Auditors and the other governance entities is provided in the sections of this Report entitled "Rules of Operation of the Board of Statutory Auditors" and "Control and Risk Committee."

Independent Auditors

As part of the Independent Auditors' efforts to obtain, as a basis for its opinion, reasonable certainty about whether the financial statements and consolidated financial statements taken as a whole are free of material misstatement, the auditors consider the internal control relating to the preparation of the separate and consolidated financial statements in order to identify the types of potential errors and factors affecting the risks of material misstatement, and determine the nature, timing and extent of any resulting procedures. Therefore, the auditors' understanding of the internal control system relates only to the part related to the preparation of the financial statements, and is not acquired for the purpose of expressing an opinion on the effectiveness of internal control, either its components or as a whole.

Elements that Characterise the Internal Control and Risk Management System

The elements characterising the internal control and risk management system outlined in detail in the following sub-sections are monitored directly by corporate managers, each in the area under his or her jurisdiction, and, independently, by Edison's Internal Auditing Department, which carries out risk-based auditing and assessment activities.

Organisational Model Pursuant to Legislative Decree No. 231/2001 - In July 2004, Edison and its main subsidiaries adopted the organisational model pursuant to Legislative Decree No. 231/2001 (the 231 Model) designed to prevent the perpetration of the unlawful acts referred to in the corresponding Decree and, consequently, shield the Company from administrative liability. The Model, which was adopted following a detailed analysis of the Company's operations to identify activities with a risk potential, includes a series of general principles, rules of conduct, control tools, administrative procedures, training and information programs, and disciplinary systems that are designed to prevent, as much as possible, the occurrence of the above-mentioned crimes. The 231 Model includes a general section that explains the Model's function and principles, as well as the content of Legislative Decree No. 231/2001 and other main reference statutes, and a section that represents the 231 Model's own core and reviews the 231 Model's content: from its adoption to the identification of at-risk activities, the definition of protocols, the characteristics and modus operandi of the 231 Oversight Board, the information flows, the training and information activities, the penalty system and Model updates. The Model is completed by several annexes, which are an integral part of the 231 Model itself: 1) Code of Ethics, 2) Protocol to monitor the risk profiles identified in each unit, and 3) Expense Regulations and Guidelines for the management and award of powers of attorney.

In compliance with what is set forth in the 231 Model, the Board of Directors appointed an 231 Oversight Board ("OB"), which is responsible for ensuring that the 231 Model is functioning effectively and is kept up to date, and is required to report to the Board of Directors and the Board of Statutory Auditors at least once every six months. The OB is supported by the Internal Auditing Department, which established a dedicated

support unit called Corporate Compliance & Ethics Function, renamed, after the general model for the design and integrated functioning of Ethics and Compliance processes was redefined, Ethics & 231 Compliance, as well as by the Legal & Corporate Affairs Division and the Human Resources & ITC Department.

Even though the law now provides the option of attributing to the Board of Statutory Auditors the functions of the OB, Edison's Board of Directors did not find it appropriate to use this option, due to the special complexity of Edison's organisation and the specific competencies required to perform the tasks assigned to the OB. Virtually all of the subsidiaries designated as the OB a member of their Board of Statutory Auditors, who, in the case of major subsidiaries, is supported by a qualified external consultant.

The Oversight Boards of Edison and its subsidiaries receive information flows on a regular basis (every six months) from the individuals responsible for the Model's implementation ("Unit Officers").

The 231 Models of Edison and the subsidiaries are continuously updated in light of specific risk assessment activities in relation to the new types of crime introduced over time into the group of presumed crimes for 231/2001 purposes, as well as in light of organisational changes within the Group. An update of Edison's 231 Model, approved by the Board of Directors at a meeting held on December 21, 2021, was carried out in 2021, specifically to adapt it following the introduction of the offences of smuggling and embezzlement and abuse of office (if detrimental to the financial interests of the European Union) within the scope of the predicate offences for 231 purposes, through the integration of certain rules of conduct contained in the Code of Ethics and in the most impacted decision protocols. An update of the 231 Models of the subsidiaries, based on the work carried out by Edison, is in progress.

Edison's 231 Model is available on the website www.edison.it in the Governance section.

Training programs about the 231 Model, the Code of Ethics and the Anti-corruption Guidelines continued again in 2021, also through multimedia on-line courses available on the company's e-learning platform, to guarantee sufficiently detailed knowledge of those documents. In particular, the course dedicated to the Code of Ethics was completely revised and updated during 2021.

The 231 Model envisages that the OB is appointed by the Board of Directors and consists of two independent Directors and an external professional, with the latter acting as Chairman of the OB. All members of the OB must meet the requirements of autonomy, independence and professionalism laid down in the 231 Model and ensure continuity of action in their duties.

Edison's OB, appointed by the Board of Directors on April 2, 2019, is currently composed of an external professional (Pietro Manzonetto), with the role of Chairman, and two independent Directors (Paolo Di Benedetto and Angela Gamba, who succeeded Nathalie Tocci on April 28, 2020), in office until the end of their term of office as Directors, and therefore until the Shareholders' Meeting called to approve the 2021 financial statements.

On May 3, 2019, the Board of Directors, acting upon a recommendation by the Compensation Committee, confirmed for the members of the OB the same compensation amounts as in the previous mandate and confirmed the decision of awarding to the Chairman, who is not a Director, a higher compensation than the other two members.

The OB has an annual budget of 250,000 euros for the performance of its duties.

The OB met six times in 2021 and held another joint meeting with the Oversight Boards of the Subsidiaries, and a meeting in 2022. At those meetings, it primarily reviewed the findings of audit engagements, the information flows it received from the Unit Officers and the 231 training and compliance activities, as well as the other ethics & compliance initiatives undertaken, and received information on the progress made in updating the Model of Edison and the subsidiaries. The OB was also constantly informed of the provisions gradually assumed by the Group Crisis Committee set up in 2020 by Edison for the purposes of containing the COVID-19 epidemic. The OB also reported every six months to the Board of Directors on the 231 Model's adequacy and actual functioning, submitting a special report.

In 2021, the members' average attendance at meetings of the Oversight Board was 100%. The average length of each meeting was about one hour and fifteen minutes.

Code of Ethics - In September 2003, Edison approved a Code of Ethics that is consistent with best international practices. The Code, which defines the principles and values that are the foundation of corporate ethics and the corresponding rules of conduct and implementation procedures, has become an integral part of the 231 Model. The Code, which has been approved by the Group's subsidiaries, is binding with regard to the conduct of all Group associates (Directors, employees and anyone who acts in the Company's name by virtue of special proxies or powers of attorney), i.e., anyone who, for any reason and irrespective of the nature of the contractual relationship, contributes to the achievement of the Company's purposes and objectives. A copy of the Code is provided to all employees and associates of the companies that adopted it. As already stated in previous Reports, the Code of Ethics has been subject to periodic revisions and updates, the last of which took place in December 2021 with the inclusion of two new sections entitled "National and European public funding" and "Import/export and compliance with international legislation", and the implementation of the new company names following the establishment of the single role of Ethics & Compliance Officer. The Code of Ethics is available on the website www.edison.it in the Governance section.

Anti-corruption Guidelines - In May 2015, Edison's Board of Directors, in view of the strategic choices made by the Company in recent years, which caused the Group to increase its activities outside Italy, and considering the efforts being made by national and international institutions to avert and prevent corruption crimes, adopted the "Anti-corruption Guidelines". These guidelines play a key role within the broader policy pursued by the Group to stress and further emphasise its firm position of absolute rejection and opposition for any type of corruptive conduct, also in the case of activities carried out in foreign countries. The compliance programme thus developed, which insofar as Italy is concerned complements the 231 Model, is aimed at providing all Edison associates, as well as all those who contribute to the achievement of the Company's purposes and objectives, with a systematic framework of the existing principles and rules that must be complied with at all times to prevent the occurrence of corruptive episodes in the areas of operating activity deemed to be most at risk. The Italian and foreign subsidiaries have independently taken steps to adopt, by means of a specific resolution by their Corporate Bodies, the "Anti-Corruption Guidelines" and ensure their timely dissemination and application, updated, most recently, in 2019, to also include the conduct falling within the scope of the new offence of "trafficking in illicit influences".

Whistleblowing System - Edison provides employees, business partners, suppliers and other entities from outside the company organisation with the possibility of reporting, including anonymously, through various channels, including, from 2016, through a dedicated on-line platform.

The Whistleblowing Policy, published on the company website, governs the methods of sending, receiving, managing and processing the reports received, as well as the entities involved in the preliminary investigation activity, in respect of the protection of the whistleblower and the reported person.

The Whistleblowing Policy was most recently revised in 2018 to take account of the changes introduced by Law no. 179 of November 30, 2017 (*"Provisions for the protection of authors of reports of crimes or irregularities which they have become aware of as part of a public or private employment relationship"*) which, with reference to the private sector, made provision, through amendments to art. 6 of Legislative Decree no. 231 of 2001, for the protection of the employee or associate who reports illicit conduct or violations of the entity's organisation and management model, as well as the preparation (i) of one or more channels that allow reports to be sent, at least one of which is suitable to guarantee - using computerised methods - the confidentiality of the identity of the whistleblower in the management of the reporting and (ii) and disciplinary sanctions against those who violate the whistleblower protection measures.

Accounting Control Model pursuant to Law No. 262/2005 concerning financial reporting - Following the enactment of Law No. 262/2005 on the protection of investments, Edison upgraded, when appropriate, the accounting procedures it uses to prepare financial disclosures and defined the governance rules for the 262 Accounting Control Model it developed, as well as the rules to manage on an ongoing basis regular audits and certifications of the adequacy and effective operation of the 262 Model it developed and assigned responsibilities within its organisation. Additional information is provided in the section of this Report entitled "Financial Statement Reporting and Risk Management and Internal Control System in Relation to the Financial Disclosure Process".

Tax Control Framework - Edison has a Tax Policy which sets out the basic principles and guidelines of its tax strategy and is a means of dissemination, with the aim of ensuring the correct and timely compliance with tax obligations and more generally the compliance with tax regulations, and to ensure the correct and efficient management of the Group's taxation system. To this end, the Group has adopted and implemented a Tax Control Framework (TCF) which is part of the broader internal control and risk management system, consisting of a system for detecting, managing and monitoring tax risks in relation to the activities falling within the processes managed by the various business areas, and based on the following key features:

- a body of corporate regulations relating to the management of tax-relevant processes and a set of Risk & Control Matrices which describe the tax risks potentially applicable to corporate processes and the existing control mechanisms to mitigate the risk;
- a system of information flows between Edison's Accounting & Tax Department and the Group's organisational units;
- a process for the periodic control of the TCF's adequacy and effective implementation.

The Internal Auditing Department, supporting the CFO and the Accounting & Tax Department, has the duty of assessing, through testing activities, the effectiveness and effective application of the 262 Model and the TCF model.

Safety, Environmental Protection and Quality - Edison has adopted a system of procedures and organisational structures specifically designed to manage data security issues (including those related to compliance with privacy statutes), the protection of the environment, the safety of its facilities and employees, and the quality of the services it provides.

Compliance with Other Laws and Regulations - The task of monitoring changes in and compliance with laws and regulations has been assigned to the Legal & Corporate Affairs Division (for general legal and corporate issues) and to the Institutional Affairs, Regulatory & Climate Change Division (for issues related to industry regulations), and as of May 7, 2018, to the Personal Data Protection Function (for privacy and personal data protection issues - GDPR).

Data Protection Officer - In 2018, Edison's Board of Directors adopted a New Privacy Management Model, defining guidelines for the management of corporate and intragroup organisational relations and for the necessary coordination of operating and compliance activities with regard to the processing of personal information. To coordinate the methods for managing personal data processing and the full implementation of the new legislative context, the Board of Directors appointed a Data Protection Officer (DPO) at its meeting on May 4, 2018, entrusting said person with the appointment of the Chief Executive Officer.

Ethics & Compliance Officer - To fully achieve its mission of developing sustainable energy solutions, Edison has enacted a system of policies and procedures to ensure that all of its business activities are inspired by ethics and compliance. In this context and in line with the group policy and best practices on Ethics and Compliance as of December 14, 2018, specific Ethics & Compliance Officers were introduced to supplement institutional responsibilities on the matters of ethics and compliance, to promote the guidelines and policies concerning business ethics and company compliance, and supervise the existing system of policies and regulations, encouraging their updating and dissemination within the Company, employee training on the relative content and the monitoring of their application. In order to effectively fulfil these responsibilities, in 2018 Edison identified the person of the General Counsel, member of Comex, and Manager of the Legal & Corporate Affairs Division, as the Strategic Ethics & Compliance Officer, with the primary responsibility of identifying ethics and compliance guidelines and targets and ensuring that they are shared during meetings of the Audit and Ethics Committee as well as the Executive Committee; at the same time, the individual responsible for the Internal Auditing Department was appointed as the Operational Ethics & Compliance Officer who, within the scope of the targets and guidelines defined as noted above and under the supervision and coordination of the Strategic Ethics & Compliance Officer, ensures that the operational implementation plans are supervised and guarantees periodic reporting on their proper implementation. Effective June 2021, with the redefinition of the general model for the design and integrated functioning of Ethics and Compliance processes, the two roles were replaced by the single position of Ethics & Compliance Officer, assigned to the General Counsel, and the responsibilities previously assigned to the Operational Ethics & Compliance Officer were assigned to the new Ethics & Compliance Corporate Governance function, reporting directly to the General Counsel.

Anti-trust Code - To supplement the compliance requirements of the Code of Ethics, the Company adopted an Anti-trust Code that sets forth rules of conduct that must be followed to comply with antitrust laws.

Strategic Planning, Management Control and Reporting - Edison has adopted a structured planning, management control and reporting system that it uses to define the Company's strategies and objectives and develop its budget and business plan.

Enterprise Risk Management (ERM) - As mentioned earlier in this Report, Edison developed an integrated risk management model (ERM). The main purpose of ERM is to adopt a systematic approach to mapping a company's priority risks, pre-emptively assess their potential negative effects and take appropriate actions to mitigate them. With this in mind, Edison adopted a risk mapping and risk scoring methodology that assigns a

relevance index to each risk based on an assessment of its overall impact, probability of occurrence and level of control, and a Corporate Risk Model, developed in accordance with best industry and international practices that places within an integrated framework the different types of risks that characterise the business in which the Group operates:

- *risks related to the external environment*, depending on market conditions, the competitive environment within which the Group operates and changes in the political, legislative and regulatory framework;
- *operational risks*, related to business processes, structures and management systems, in particular with regard to production and marketing activities;
- *strategic risks*, which are related to the definition and implementation of the company's strategic guidelines.

More specifically, with the coordination of the Risk Office, the managers of the various company departments map and assess risks within their scope of activity through a risk self-assessment process and provide an initial indication of the mitigating actions associated with those risks.

The results of this process are then consolidated at the central level into a mapping system in which risks are prioritized based on the scores assigned to them and aggregated, so as to facilitate the coordination of mitigation plans within the framework of an integrated risk management approach. The Enterprise Risk Management process is closely linked with the medium/long-term planning process with the aim of associating the Group's overall risk profile with the projected profitability resulting from the plan/budget document. The results produced by the ERM and risk self-assessment are communicated at scheduled intervals at meetings of the Control and Risk Committee and the Board Directors and are used by the Internal Auditing Department as a source of information for the preparation of specific risk-based audit plans.

The ERM system is supported by a dedicated IT tool. The main risks and uncertainties affecting Edison and its subsidiaries are discussed in a separate chapter of the Report on Operations and in the notes to the consolidated financial statements, which should be referred to for the details.

Energy Risk Management - In 2006, consistent with best industry practices, the Company, based on a favourable opinion by the Control and Risk Committee (formerly the Internal Control Committee) approved an Energy Risk Policy that defines the objectives and guidelines of the Group's risk management policy with regard to Group commodity activities. With regard to the risk tied to fluctuations in the prices of the energy commodities it uses, the derivative products and the related foreign exchange risk, the Group adopted a governance structure that includes the following: (i) approval of the overall risk ceiling for the Group by the Board of Directors of Edison; (ii) creation of a Risk Committee that comprises the Chief Executive Officer, Chief Financial Officer, Risk Officer, the manager of the Gas & Power Portfolio Management & Optimization Division and the Chief Executive Officer of the subsidiary Edison Energia with the duty of reviewing, at least once a month, the levels of assumed risks, comparing them with the ceilings approved by the Board of Directors, and approving the hedging strategies that may be appropriate if the approved ceiling has been exceeded; (iii) separation of the organization responsible for measuring and controlling risk exposure and defining risk- hedging strategies, which is centralized at Edison under the supervision of its Chief Financial Officer, for financial market transactions, at the Gas & Power Portfolio Management & Optimization Division for commodity transactions and at the Finance & Treasury Department for foreign currency transactions. For further details on risk management, please refer to the "Risks and Uncertainties" section of the Report on Operations.

System of Corporate Operating Procedures - In order to ensure that corporate directives are properly implemented and the risks entailed by the achievement of corporate objectives are minimised, Edison adopted a set of procedures that regulate internal processes, governing both activities that are carried out internally by each organisational entity and transactions with other entities.

Information Systems - Virtually all of Edison's and its subsidiaries' corporate processes are supported by information systems developed with latest-generation technologies and packages capable of supporting both the activities of the business areas and accounting and financial processes. The use of these systems is governed by internal procedures that guarantee safety, privacy and correct use. In addition, availability (i.e., the possibility of accessing data when needed) is guaranteed by a highly redundant hardware and software architecture to minimise the possibility of single point of failure; privacy (i.e., the availability of data and information only to authorised users) is assured by a segregation of duties implemented in the systems by means of user profiles; security is guaranteed by a hardware and software infrastructure designed specifically with this requirement in mind, which is maintained on an ongoing basis and tested periodically. In addition, since 2017, applications have been transferred to the data centre of EDF in Noé (France), with further strengthening of security and the level of redundancy in the case of a disaster. Applications are highly integrated in order to minimise any instance of multiple data entries and automate process flows. A portion of the services is provided under outsourcing contracts with top suppliers who are IT industry leaders. These contracts cover all of the tools (periodic reporting, organisation of the service, SLA, penalties) to facilitate management and control by Edison.

Organisational Structure - The Group's overall organisational structure is defined by a system of Organisational Communications issued by the Chief Executive Officer, consistent with the corporate governance model. These Communications identify the managers who are responsible for the various Divisions, Departments and Business Units. In turn, the managers who are responsible for the various Divisions, Departments and Business Units develop similar Organisational Communications, which, once they are published following a review by the Chief Executive Officer, define the Group's organisation at the operational level. Any employee can access the Organisational Communications on the Company Intranet. The Board of Directors is informed on a regular basis about major organisational changes and reviews those that are particularly significant.

Delegation of Power and Authority - Executive powers are conveyed to managers through general or special powers of attorney that convey powers commensurate with their management responsibilities. The 231 Model includes guidelines that govern the awarding of powers of attorney.

Human Resources - In the area of human resources, Edison has adopted an official procedure to recruit and hire employees and to plan and manage employee training and uses a structured, multi-year system to plan for human resource needs. A process to evaluate the performance and professional potential and skills of executives, professionals and newly hired employees with college degrees and formal compensation policies that are based on a systematic comparison with best practices and on market conditions are also in use. In the case of executives and middle managers with significant business responsibilities, a portion of their compensation is variable and is commensurate with the achievement of objectives that are set each year in accordance with a structured performance management system. This system includes a long-term incentive programme for a selected group of Key Managers based on medium/long-term objectives. Edison has been providing training about internal controls for a number of years. The objectives and content of these training programmes are described in a separate section of the Report on Operations.

Sustainability - Sustainable development is a central element of Edison's business model. The creation of value depends on the ability to combine economic objectives with the evaluation of environmental and social requirements, and generating long-lasting value for all of Edison's relevant stakeholders. For further details on this matter, please refer to the Non-Financial Disclosure.

Financial Statement Reporting and Risk Management and Internal Control System in Relation to the Financial Disclosure Process

Financial reporting plays a pivotal role in establishing and consolidating solid and constructive relationships between the company and its stakeholders, making a significant contribution, together with business performances, to the creation of value for shareholders.

Edison, being aware of the significance of financial reporting, developed an internal control system aimed at ensuring the credibility, accuracy, reliability and timeliness of financial information, with respect both to internal entities and the market.

In order to foster efficient coordination and exchange of information between the Parent Company and the subsidiaries and ensure the correct construction of the separate and consolidated financial statements, the Group adopted, and constantly updates an adequate set of rules and documents. Specifically, this set of rules includes the Group's accounting principles, administrative and accounting procedures, guidelines, the fast closing procedure, operating instructions, accounting manuals and accounts plan.

The Corporate Accounting Documents Officer

Because Edison is an Italian company with savings shares traded on an Italian regulated market, it is required to appoint a Corporate Accounting Documents Officer (the "Documents Officer"), who, pursuant to law, has specific attributions, responsibilities and certification and declaration obligations. Pursuant to the By-laws, the Documents Officer must be selected by the Board of Directors, based on a prior opinion from the Board of Statutory Auditors, as per mandatory requirements, among executives with proven multi-year experience in the fields of administration, finance and/or control at companies listed on regulated markets. On October 26, 2012, the Board of Directors decided to entrust this assignment jointly to Roberto Buccelli, in his capacity as Accounting & Tax Manager, and Didier Calvez, in his capacity as Chief Financial Officer. The Board of Statutory Auditors rendered a favourable opinion with regard to these appointments. The Chief Executive Officer, being duly authorised by the Board of Directors, provided each one of the above-mentioned parties with all necessary operating authority, as well as an adequate budget and a consistent organisational structure. The respective compensation packages were defined consistent with the compensation policies for Group managers, taking into account the general guidelines reviewed by the Compensation Committee. More specifically, the incentive mechanisms for these managers are consistent with the tasks entrusted to them.

In accordance with statutory requirements, the Documents Officer is responsible for the internal control system insofar as it applies to financial reporting. Consequently, he defines the administrative and accounting procedures needed to ensure that adequate controls are applied in the preparation of periodic financial reports and any other financial communication and, in a special report annexed to the statutory financial statements, the semi-annual financial statements and the consolidated financial statements, certifies, together with the Chief Executive Officer, that the above-mentioned procedures were effectively applied.

262 Model

The guidelines that must be followed within the Edison Group in terms of the obligations deriving from art. 154-bis of the TUF with regard to the preparation of corporate

accounting documents and the corresponding certification requirements are defined in the Model pursuant to Law No. 262/2005 (the “262 Model”).

In particular, the 262 Model, through its own “Accounting Control Model Regulation”:

- defined the roles and responsibilities of the Organisational Units involved in various capacities. Specifically, the Processes, Compliance and Systems Function of the Accounting & Tax Department is responsible for deploying and concretely implementing, through the Documents Officer, the activities needed to guarantee the effectiveness of the accounting control system;
- it defined the operating methods that should be used to carry out the activities to comply with the above-mentioned legal obligations;
- it introduced, in support of the drafting of the certifications and declarations by the Documents Officer and the Chief Executive Officer and requires the managers of the Company's Operating Units and the CEOs/Chairmen of companies that do not fall within the scope of Edison's management and coordination to provide an internal certification, through the associated internal communication process, of the completeness of the information and that the correct functioning of the accounting control system established pursuant to Law No. 262/2005;
- attributed testing activities to the Internal Auditing Department;
- formally identified specific managers of Divisions/ Departments/Business Units/ Functions and specific operational officials who serve as “focal points”, in order to effectively implement the above.

More specifically, the internal accounting control system outlined in the 262 Model rests on the following characterising elements:

- a body of corporate procedures governing the preparation and disclosure of financial information including, but not limited to, the Group Accounting Manual, a procedure for the preparation of period reports called “fast-closing” procedure (inspired by best international practices, which is updated monthly and defines in detail the roles and responsibilities of company Divisions/Departments, the support systems, the reporting details and the process deadlines), operating financial statement instructions, reporting procedures, accounting calendars, etc.;
- a process carried out under the supervision of the Documents Officer and in concert with the Chief Executive Officer to map the main risks related to accounting information and the key controls to monitor the identified risks (administrative/accounting risk assessment). The risk assessment process is performed every year;
- for each relevant area/accounting information, the establishment of accounting processes and flows that are deemed critical and specific control activities through the development of special control matrices that describe for each process (or accounting flow) that has been identified as critical and/or sensitive the standard control activities (key controls) and the relevant operating unit officers responsible for implementing the 262 Model. These controls are validated and, if necessary, updated on a quarterly basis;
- designation of a specific company function, identified as the Processes, Compliance and Systems Function of the Accounting & Tax Department, responsible, with the support of the organisational units, for reviewing and updating on a regular basis the body of Group accounting procedures;
- a process involving activities to assess periodically the adequacy and actual implementation of the 262 Model and the identified key controls. The assessment is broken down into two levels: a) self- assessment by the organisational units, carried out by each organisational unit officer with regard to the processes/flows under his jurisdiction; b) independent assessment performed by the Internal Auditing Department. The audit plan is reviewed by the Control and Risk Committee and approved by the Board of Directors;

- a process of documentation and internal communication, carried out by managers of company Divisions/Departments/Business Units/Functions and by the Chief Executive Officers/Chairmen of the companies that do not fall within the scope of Edison's oversight and control or of companies that adopt specific accounting procedures;
- a process to provide the market with a formal attestation that the accounting control system pursuant to Law No. 262/2005 is functioning correctly.

Model 262 has been systematically updated and adapted. In particular, in 2016 it was supplemented to reflect the acquisition of control of the Fenice Group and in 2017 to include the Group's TCF, a tool to support tax management activities, aimed at managing and controlling tax risk. Finally, in 2020 the 262 Model/TCF was extended to the Energy & Environmental Services Market Division for those processes identified as most relevant (including Receivables/Payables Cycle, Provisions for Risks and Charges, M&A).

Coordination Among the Parties Involved with the Internal Control and Risk Management System

The Company analytically identified the activities of the parties involved with the internal control and risk management system, specifying concrete coordination modalities to make more efficient the activities of each one of them.

Specifically, the Chairman of the Board of Statutory Auditors and/or another Statutory Auditor, as well as several managers more directly involved in the management of business risks and the Chief Executive Officer, also as officer in charge of the internal control and risk management system, regularly attend the meetings of the Control and Risk Committee.

The Control and Risk Committee reports to the Board of Directors at least twice a year on its activities and, with the support of the Internal Auditing Manager, on the adequacy of the internal control and risk management system. The Chairman of the Board of Statutory Auditors and/or another Statutory Auditor also regularly attend meeting of the OB.

Moreover, the Board of Statutory Auditors periodically meets with the manager of Internal Auditing, the Risk Officer, as specified in more detail in the previous sections, the Corporate Accounting Documents Officer, the Independent Auditors and the various Company functions involved in the processes and procedures that specifically require verification by the Board of Statutory Auditors, including those concerning the internal control and risk management system.

Independent auditors

Appointment of the Independent Auditors

Pursuant to the law, the legal audit is assigned to a company enrolled in the register of legal auditors kept by the Ministry of Economy and Finance. The Shareholders' Meeting awards the assignment, based on a reasoned recommendation by the Board of Statutory Auditors, and determines the corresponding compensation.

Since 2011 the Company has adopted guidelines for the assignment and management of audit engagements, most recently amended and supplemented in 2017 to take into account the provisions introduced by the EU Regulation 537/2014.

The current independent auditor is KPMG Spa ("KPMG"). The relevant mandate was approved by the Shareholders' Meeting of April 28, 2020 for a period of nine financial

years, as required by law for Public-Interest Entities, which is Edison, and therefore refers to the financial years from 2020 to 2028 and will expire with the Shareholders' Meeting convened to approve the financial statements for 2028.

For the appointment of the new Independent Auditor, the Board of Statutory Auditors formulated, as required by the provisions in force, a justified proposal to the Shareholders' Meeting, indicating two possible auditors and expressing its preference for KPMG.

Within the framework of the Group's general audit plan and in fulfilment of legal requirements, the Independent Auditors performed independent statutory audits of the financial statements of nearly all of the Italian and foreign subsidiaries. The very limited exceptions mainly concern companies that are very small, for the most part recently acquired or inactive and, as such, not subject to the statutory audit requirement.

As a rule, these assignments are awarded to Edison's Independent Auditors in order to allow the Independent Auditors of the Parent Company to take direct responsibility for auditing the financial statements of the subsidiaries. During 2021, the process of engaging KPMG was also completed by nearly all the Group subsidiaries that, after the parent company changed its auditor, had remained with the previous auditor Deloitte & Touche Spa. This process involved some smaller Italian companies or companies that had been subject to corporate reorganisation.

The engagements assigned by the subsidiaries make provision, based on the indications of EU Regulation 537/2014, for companies different from Public-Interest Entities, for a duration of three financial years.

Attributions of the Independent Auditors

The Independent Auditors are required by law to ascertain whether the accounting records are properly maintained and record faithfully the results from operations, and whether the statutory financial statements and the consolidated financial statements comply with the rules governing their preparation and provide a fair and truthful presentation of the financial position, cash flows and operating result for the period, rendering an opinion on the financial statements, including consolidated, and the consistency of the Report on Operations with the information provided in the financial statements. A similar review of the semi-annual financial report is performed by the Independent Auditors on a voluntary basis, pursuant to a recommendation by the Consob. In addition, the Independent Auditors are required, pursuant to law, to review certain disclosures of the Report on Corporate Governance and, since 2017, to prepare the additional report pursuant to art. 11 of EU Regulation 537/2014 on the results of the independent statutory audit of the financial statements, which must be drafted in connection with audit activities regarding a Public-Interest Entity. The Independent Auditors also perform additional reviews required by industry regulations and provide additional services that the Board of Directors may ask them to perform, provided they are not incompatible with their assignment regarding the independent statutory audit of the financial statements.

Consistent with a firmly established Group policy, Edison and its principal subsidiaries have also asked their Independent Auditors to audit their semi-annual financial statements and, in the case of companies that operate in the electric power and/or natural gas sectors, the annual separate financial statements and perform special audits needed to comply with contractual requirements or regulations issued by the Italian Regulatory Authority for Energy, Networks and the Environment. The company tasked with the independent audit of Edison also checks the contents of the NFD, issuing a specific certification, and the preparation of "Section Two" of the Compensation Report.

KPMG and its international network, working in accordance with assignments they received directly, audited about 99.6% of total consolidated assets (2021) and about 99.9% of total consolidated revenues.

Also in 2021, KPMG prepared the specific report pursuant to art. 11 of European Regulation 537/2014 on the results of the statutory audit, and sent it to the Board of Statutory Auditors (identified by the Italian legal system as the "Internal Control and Audit Committee") which, in turn, sent the "additional" report to the Board of Directors, reporting that it had no observations in this regard. The Board then reviewed the document at its March 30, 2021 meeting. In addition, although since 2018 the assessment of the aspects reported in the above-mentioned report has no longer been the responsibility of the Control and Risk Committee, the committee was informed about the contents of the report.

Fees of the Independent Auditors

As noted in the previous section, Edison's Shareholders' Meeting that awarded the independent statutory audit assignment also approved the corresponding fees and the corresponding adjustment criteria.

The details of the compensation received from Edison in 2021 and its subsidiaries by the Independent Auditors are provided in the notes to the separate financial statements.

Management of corporate information

At the proposal of the Chief Executive Officer, Edison's Board of Directors has adopted and amended over time a procedure for the management of corporate information, particularly with regard to the subset of confidential and insider information. In this regard, please note that, even though only its savings shares continue to be publicly traded, Edison is still required to comply with market abuse rules, as they apply to the treatment of insider information.

The procedure, entitled "Internal handling and external communication of confidential and insider information concerning Edison and its financial instruments", governs the roles, responsibilities and operational management modalities with regard to identifying and verifying confidential and insider information and disclosing it to the market (including, if the requirement can be met, activating the embargo procedure). If applicable, the procedure also governs the entering of data in the Insider Register and the treatment and internal circulation of the information and its communication to outsiders (complying with special safeguards).

All members of the corporate governance bodies, employees and associates of Edison and its subsidiaries who have access to insider information are required to comply with the above-mentioned procedure.

Insofar as roles and responsibilities are concerned, the procedure identifies the Top management as having Group-wide responsibility for disclosing insider information to the market and indicates under which conditions Top management, or individual members of the Executive Committee, can decide to activate the procedure to "delay" the disclosure of insider information to the market.

However, as soon as the presence of insider information for which a decision was made to delay its disclosure to the market is verified, the Divisions, Departments and Corporate functions, as well as the managers of subsidiaries are responsible for implementing all of the security measures required to ensure that insider information is treated confidentially and segregated, limiting its circulation only to those parties who need access due to their function or assignment.

In addition, senior managers and other management personnel (each for the information over which he or she has jurisdiction) must inform employees and outsiders of the insider status of the information to which they have access and which is not being immediately disclosed to the market, communicating the activation of the delay procedure and making sure that all outsiders who receive such information be required pursuant to law, regulation, Company By-laws or contract to respect the confidentiality of the documents and information they are receiving.

The procedure defines the process for determining the moment when information should be qualified as insider information and the methods for managing the information until it is disclosed to the market or the underlying project is cancelled.

Specific provisions of the procedure deal with the method for entering data in and updating the register of parties who have access to insider information. They state that parties may be entered in the register on a permanent basis or in connection with specific events. In line with the EU provisions, listing in the “Permanent” section is limited to parties who, because of their function, the position they hold or the specific responsibilities entrusted to them, have access to all insider information, while parties who, because of their involvement in certain non-recurring projects or activities and/or their temporary performance of certain functions/ responsibilities, or because of a specific assignment, have access for a limited period of time to insider information concerning individual events are listed in the “Single Event” section. However, the establishment of a section reserved for individual events always presupposes the activation of a process to embargo the disclosure of the information to the market.

Responsibility for identifying the parties who should be listed in the “Permanent” section of the Insider Register rests with Edison's senior managers, while listings in the “Single Event” section can be carried out by senior managers and by managers for the affected areas under their jurisdiction. The procedure also deals with the method for informing the parties entered in the register, updating their information and deleting their names. Within the Board of Directors, only the Chairman and the Chief Executive Officer are listed in the “Permanent” section, while the other Directors and the Statutory Auditors are listed in the “Single Event” section in connection with information concerning specific transactions that could be brought to their attention from time to time. As a rule, a party is listed when he/she gains access to the documents prepared for a meeting of the Board of Directors convened to review the transaction subject of the insider information.

With respect of the content of the guidelines issued by Consob on this matter in October 2017, the analyses conducted lately did not reveal any substantial changes to be made to the Procedure adopted by the Company.

As specified in the section “Elements that Characterise the Internal Control and Risk Management System”, the procedure was also incorporated in a protocol (the “Protocol for the Management of Confidential and Insider Information”), which is an integral part of the 231 Model and, in order to enhance compliance with the relevant 231 Protocol on this matter by the interested parties, the information flows that must be signed by the managers of the various Company Divisions and Departments require an express declaration about compliance, for issues under their jurisdiction also concerning subsidiaries, with the requirements of the Insider Information Protocol applicable to them.

The Directors and Statutory Auditors are also informed, upon appointment, of the obligations arising from their knowledge of insider information as well as the disclosure obligations if they or people closely linked with them perform transactions on the issuer's financial instruments. In this regard, as stated in previous Governance Reports,

these disclosure obligations regarding transactions on the issuer's financial instruments also apply to members of the Executive Committee, as they are qualified as executives pursuant to the EU Regulation, all of whom are also listed in the "Permanent" section of the Insider Register.

As already stated in the previous Report of Governance for the reasons indicated therein, from 2017 the Board of Directors has planned to:

- i) no longer include a blackout period in the publication process for quarterly reports, requiring it only for mandatory financial reports (annual financial statements and semi-annual report), as the Company does not provide preliminary data to the market;
- ii) make the duration of the blackout period consistent with the time-frame provided in the EU Regulation, i.e., starting 30 calendar days before the publication of the press release regarding the annual financial statements or the semi-annual report and until the publication of the press release.

The 2022 blackout periods are as follows:

- from January 17 to February 16
- from June 26 to July 26.

The responsibilities of the Board of Directors and the Chief Executive Officer on this matter, the behavioural obligations, including confidentiality, incumbent on Directors and persons closely associated with them, as well as the disclosure obligations incumbent on the Company with respect to Directors at the time of their appointment regarding the manner in which information that qualifies as Insider Information is handled and the ensuing obligations, were systematically referenced within the Guidelines on Operation adopted by the Board of Directors in 2021.

Board of statutory auditors

The Board of Statutory Auditors monitors the Company's compliance with the applicable laws and its By-laws and has a management control function, being specifically required to verify that: the principles of proper management are being followed; the structure of Company's organisation, its system of internal controls and its administrative-accounting system are adequate and the administrative-accounting system is reliable; the Code is being concretely implemented; the procedure adopted by the Company on related party transactions is compliant with regulatory requirements and is being complied with; and the Company provided its subsidiaries adequate instructions regarding the obligation to disclose insider information to the market. It also supervises compliance with provisions concerning the Non-Financial Disclosure.

It is not responsible for performing an independent statutory audit of the financial statements, a task that, pursuant to law, must be entrusted to an independent auditing firm chosen among those listed in a special register maintained by the Ministry of the Economy and Finance. In any case, the Board of Statutory Auditors is responsible for the selection procedure of Edison's Independent Auditors, and is required to submit to the Shareholders' Meeting a detailed proposal concerning the selection of the Independent Auditors.

The Board of Statutory Auditors is also required to perform the functions assigned by law to the Internal Control and Auditing Committee, created by Legislative Decree No. 39 of January 27, 2010 in implementation of a European Union directive concerning independent statutory audits of annual and consolidated financial statements, as most recently amended by Legislative Decree No. 135 of July 17, 2016 on the basis of the requirements laid out in EU Regulation 537/2014. Accordingly, it monitors: the disclosure of financial information; the effectiveness of internal control, risk management and internal auditing

systems as concerns financial reporting; the performance of the statutory independent audit of annual and consolidated financial statements and the independence of the Independent Statutory Auditors, since 2017 authorising engagements that are not mandatory and permitted, other than the statutory legal audit of the accounts assigned to Edison's auditor and its network. In addition, since the 2017 financial statements, the Board of Statutory Auditors has examined the content of the "additional" report prepared by Edison's auditor pursuant to art. 11 of the above-mentioned regulation and reports on it, with any of its own observations, to the Board of Directors.

The outcome of the supervisory activities carried out by the Board of Statutory Auditors is reported in the report to the Shareholders' Meeting prepared in compliance with art. 153 of the TUF (the "Report of the Board of Statutory Auditors"), which is attached to the financial statements.

Election of the Board of Statutory Auditors

Under the By-laws that went into effect on April 4, 2012, amended for the reasons specified in the "Issuer profile" section, the Board of Statutory Auditors consists of three standing statutory auditors and three alternates, and there are no list voting appointment mechanisms.

Elected Statutory Auditors serve for a term of three years and may be re-elected.

According to the By-laws, the composition of the Board of Statutory Auditors must also comply with the requirements of the applicable gender balance provisions.

The statutory auditors must also meet the requirements of independence, professionalism and integrity required by the applicable legislation and the additional requirements of professionalism indicated in the By-laws, as required by the Decree of the Ministry of Justice dated March 30, 2000.

In any event, persons who already serve on the maximum allowed number of posts of administration and control bodies, determined in accordance with Consob Issuers' Regulations, cannot be elected. In this regard, the Edison By-laws do not impose any other restrictions on Statutory Auditors, as those set forth in the legislation currently in effect that may be held should ensure that they devote the time necessary to the performance of their duties. Aside from those restrictions, the assessment concerning whether a Statutory Auditor is performing his/her function effectively should rest with the shareholders upon the Statutory Auditor's election and with the Statutory Auditor upon acceptance of the assignment.

The provisions of the By-laws establish that nominations, complete with the documents required pursuant to laws and regulations, be filed at the Company's head office by the deadline and in the manner stated in the meeting notice or, absent such information, they may be filed directly at the Shareholders' Meeting.

The nomination of each Director must be accompanied by: information disclosing the identity of the parties filing the nominations; professional curricula of each candidate, listing any management and control posts held at any other companies; affidavits by which the candidates attest that there are no issues that would make them incompatible or unelectable or would cause them to be removed from office, that they meet the requirements for election as Directors pursuant to current laws and the By-laws and that they accept the nomination.

With regard to the diversity policy applied to the composition of the Board of Statutory Auditors, the Board of Directors has not adopted a specific policy since it believes that the issue has already been covered and the rationale of the provision on diversity of composition is substantially respected, primarily as a result of the provisions of current laws on gender balance and the requirements, including professional, imposed by law and Edison's By-laws. Failure to comply with such provisions entails inter alia the Statutory Auditor's removal from office.

Moreover, with regard to gender balance, considering the impossibility of applying, as it currently stands, the legislative provision on gender balance introduced by the 2020 Budget Law in the case of Boards of Statutory Auditors comprised of three Statutory Auditors and three Alternates, as required by Edison's By-laws, during the appointment of the Board of Statutory Auditors in office, the Board of Directors considered it appropriate to suggest that this legal rule be interpreted based on the numerical criterion provided by the Code for the least represented gender (at least one-third of the Statutory Auditors and Alternate Auditors). This interpretation was then confirmed by Consob by means of communication 1/20 of January 30, 2020.

The Board also expressed the hope that the Board of Statutory Auditors will have people with different and complementary professional backgrounds within it, so as to allow for the effective performance of the functions that the Board of Statutory Auditors is called upon to perform, and that all Statutory Auditors will meet the independence requirements provided for by law, as well as those provided for by the Code for Directors, with the necessary adjustments.

The controlling shareholder TdE took the instructions into account.

Nominations for the election of the current members of the Board of Statutory Auditors were published as soon as they were received from TdE, the controlling shareholder, on April 17, 2020, which also made a proposal regarding compensation. At that time, TdE held 99.477% of the voting share capital. The proposals and the relative documentation were simultaneously made available on the Company website (www.edison.it - Our Company - Governance - AGM - Archives - Shareholders' Meeting of April 28, 2020).

With regard to the issues mentioned above, all of the Statutory Auditors elected by the Shareholders' Meeting on April 28, 2020 were nominated by TdE, the controlling shareholder.

The term of office of this Board of Statutory Auditors will end with the Shareholders' Meeting convened to approve the 2022 financial statements.

Composition, independence and professionalism of the Board of Statutory Auditors

The current members of the Board of Statutory Auditors are: Serenella Rossi (Chairwoman), Lorenzo Pozza and Gabriele Villa. The following are Alternate Auditors: Silvano Corbella, Luigi Migliavacca and Patrizia Albano.

The composition of the Board of Statutory Auditors in office is compliant with the provisions on gender diversity introduced by the 2020 Budget Law as interpreted by Consob. As regards this aspect, please refer to the previous section "Election of the Board of Statutory Auditors".

All elected Statutory Auditors are listed in the Register of Independent Auditors, except for the Chairwoman, and meet the requirements, including of integrity and professionalism, of current laws and the By-laws, as well as the Code's independence requirements.

With regard to the independence requirement, after appointment of the control body, the Board of Directors, acknowledging at the meeting of April 28, 2020, the statements made by the Statutory Auditors and the checks conducted by them with respect to independence, disclosed the results to the market. Thereafter, the audit was carried out annually by the Board of Statutory Auditors, since the Board of Directors decided to entrust it to the control body, as permitted by the Code. The Board reported its findings to the Board of Directors at its meetings on February 17, 2021 and February 16, 2022. The last two checks were based on the new criteria set forth in the Code and were carried out in accordance with the procedure adopted by the Board of Directors to assess the independence of its own Directors and transposed in the Guidelines of Operation, which the Board of Statutory Auditors applied. For the details, reference should be made to the "Independent Directors" section.

This Report includes a table that lists the posts that the Statutory Auditors currently in office hold at other companies.

The personal and professional qualifications of the Statutory Auditors in office as of December 31, 2021 are shown in the curricula attached to this Report.

Compensation of the Board of Statutory Auditors

The compensation of the Statutory Auditors is determined by the Shareholders' Meeting that elects them.

The compensation of the Board of Statutory Auditors currently in office was determined by the Shareholders' Meeting of April 28, 2020 for the entire three-year period. For details on this point and for the compensation accrued in 2021, reference should be made to the Compensation Report and related tables, as well as to the section "Compensation - Board of Statutory Auditors" of this Report.

Rules of Operation of the Board of Statutory Auditors

To the best knowledge of the Board of Directors, the Statutory Auditors operate autonomously and independently of everyone, including the shareholders who elected them.

The Board of Statutory Auditors is required to meet at least once every 90 days. Meetings of the Board of Statutory Auditors may be held via teleconferencing or videoconferencing, provided all participants can be identified and are able to follow the proceedings, participate in real time in the discussion of the items on the agenda and receive, transmit and review documents.

In 2021, the Board of Statutory Auditors met thirteen times. The attendance of the Statutory Auditors at these meetings was 100%. A breakdown is provided in the table below:

Statutory auditors	Number of Board of Statutory Auditors meetings attended in	Percentage
<i>In office at December 31, 2021</i>		
Serenella Rossi	13 out of 13	100
Lorenzo Pozza	13 out of 13	100
Gabriele Villa	13 out of 13	100

The average length of each meeting was about one and a half hours.

In addition, the Statutory Auditors attended meetings of the Board of Directors held in 2021. As shown in the table below, their average attendance percentage was 96.97%. A breakdown is provided below:

Statutory Auditors	Number of Board of Directors meetings attended in 2021	Percentage
<i>In office at December 31, 2021</i>		
Serenella Rossi	11 out of 11	100
Lorenzo Pozza	11 out of 11	100
Gabriele Villa	10 out of 11	90

The Chairman of the Board of Statutory Auditors coordinates the activities of this entity and serves as liaison with other corporate bodies involved in the governance of the system of controls.

Also during 2021, the Board of Statutory Auditors was invited to attend the meetings of the Compensation Committee and those of the OB, and the Chairman attended them on a regular basis. In addition, the Statutory Auditors were informed of the calling of the meetings of the Related Party Transactions Committee in which, in 2021, the entire Board of Statutory Auditors always took part.

Lastly, the exchange of information between the Board of Statutory Auditors and the Control and Risk Committee takes place through the regular attendance of the control body, in its entirety, at committee meetings, while a representative of the Independent Auditors is invited on a regular basis to attend meetings of the Board of Statutory Auditors to report on the findings of the audits they performed.

In addition, usually once a year, the Company's Board of Statutory Auditors meets with the Boards of Statutory Auditors of the main subsidiaries to exchange information about the Group's activities. The Board of Statutory Auditors was also regularly updated by the competent corporate structures on the management of the COVID-19 emergency.

In addition, based on the information that the Board of Statutory Auditors obtains at meetings of the Board of Directors regarding the activities carried out by the Internal Auditing Department and the Control and Risk Committee, it regularly performs in-depth reviews together with the Manager of the Internal Auditing Function, who is periodically invited to attend meetings of the Board of Statutory Auditors to provide, when appropriate, additional information about the outcome of completed activities and reviews. Furthermore, during its meetings, the Board of Statutory Auditors reviews specific issues and request any clarifications from managers involved with the above-mentioned review activities, primarily for the purpose of hearing reports about any corrective actions carried out. Particular attention is paid to checks concerning the risk management process, and the process inherent in the collection of information for the preparation of the NFD on the basis of the materiality matrix, and the relative checks, also by means of specific in-depth analyses with the Risk Officer and the Chief Sustainability Office, respectively.

To the best of the Board of Directors' knowledge, in view of the number of meetings held during the year by the Board of Statutory Auditors and the participation of the body in the meetings of the Board of Directors and the various committees that the Statutory Auditors were invited to attend, it is to be considered that the Statutory Auditors have devoted the necessary time to the performance of their duties.

With reference to the implementation of specific initiatives aimed at providing the Board of Statutory Auditors with adequate knowledge of the business in which the Company

operates, the Company's dynamics and their evolution, as well as the regulatory and self-regulatory framework of reference, the Board of Statutory Auditors, in addition to taking part in 2021 in the in-depth analysis carried out during the Board of Directors' meeting or specific induction sessions on the various issues relating to the business, met systematically with the managers of the main corporate functions, who provided, in coordination with the Chief Executive Officer, the in-depth analyses requested by the body, making the relevant supporting documentation available to the Board of Statutory Auditors.

The Board of Statutory Auditors did not indicate to the Board of Directors that there was a need to propose corrective actions with regard to the main corporate processes.

In 2021, the Board of Statutory Auditors did not request the Internal Auditing Department to perform audits of specific operational areas or Company transactions.

In 2021, the Board of Statutory Auditors rendered opinions on, and when required by provisions in force authorised, the additional assignments that the Company and its subsidiaries awarded to Edison's Independent Auditors and to other entities belonging to its network, verifying that the above-mentioned assignments were within the statutory limitations of exercisable activities. The Board of Statutory Auditors also ascertained the Independent Auditors' independence and performed all of the other functions assigned to the Internal Control and Auditing Committee pursuant to law, as detailed in the Report of the Board of Statutory Auditors.

The Board of Statutory Auditors adopted the Code's recommendation requiring that its members disclose any direct or third-party interest they may have in specific transactions submitted to the Board of Directors. No situation with respect to which the members of the Board of Statutory Auditors would have been required to issue statements of this type occurred in 2021.

In order to enable the Board of Statutory Auditors to efficiently discharge its duties, a dedicated Company unit that reports to the office of the Secretary to the Board of Directors provides the Board of Statutory Auditors with the necessary support.

Dialogue with shareholders and stakeholders

Even though only Edison's savings shares continue to be listed on the MTA and EDF indirectly owns about 99.47% of Edison's voting share capital, the Board of Directors resolved to maintain an organisational structure capable of delivering timely information and preparing Company documents that are relevant to the holders both of common shares and savings shares.

With this in mind, the Company has maintained constantly updated on its website a special page devoted to corporate governance issues, which contains, inter alia, the Reports on Corporate Governance and the Compensation Reports, and an Investor Relations page, which contains key information about the Company. Both sections are easily accessible from the home page.

Edison's Board of Directors decided not to adopt a policy for managing dialogue with shareholders, considering the structure of the shareholder base, the fact that only savings shares are listed and their relative weight compared with the entire share capital (2.8%), as well as the presence of a common representative of saving shares, with which the Company is willing to dialogue.

Nonetheless, Edison, acting directly or through representatives, maintains active dialogue with the financial markets with the specific goal of complying with the laws and rules governing the dissemination of insider information and the procedures that apply to the circulation of confidential information.

The Group's behaviour and procedures are designed to avoid disparity of treatment in the disclosure of information and ensure effective compliance with the principle requiring that all investors and potential investors be provided with the same information about the Company. As part of the credit rating valuation processes, Edison interacts with the rating agencies, supplying them with the necessary information to formulate valuations, in accordance with the methods and conditions of the mandates of these agencies, and promptly provides the market with the results of their valuations.

In 2021, the Company continued to inform the market, and therefore also its shareholders, of any event or decision that could have a material impact on their investment. It also made available on its website (www.edison.it - Investor Relations and Governance) press releases disclosed through the "eMarket SDIR" system and notices published in the press with regard to the exercise of rights inherent in the shares it has issued, and documents concerning Shareholders' Meetings or otherwise provided to the public. This was done so as to ensure that these parties are informed to permit a conscious exercise of their rights, including voting rights.

The Company also maintained constructive dialogue with the common representative of savings' shareholders, by providing the clarifications requested by the latter.

The management of relations with shareholders and their representatives for the exercise of their rights is entrusted to the Corporate Affairs & Governance Department, and that of financial communication with institutional investors and relations with rating agencies to the Investor Relations structure (entrusted to the Finance & treasury Manager, Anna Ferrari).

It is important to keep in mind that, in view of Edison's role as the leading operator in the energy transition process, the Company has long fostered dialogue with its stakeholders at national, European and regional level, as explained in greater detail in the section entitled "Considerations on the Letter of December 3, 2021 of the Chairman of the Corporate Governance Committee" and in the NFD.

Shareholders' meeting

The Shareholders' Meeting is the tool by which shareholders, through their vote on resolutions, express their will. Resolutions adopted pursuant to law and the Company's By-laws are binding on all Shareholders, including absent or dissenting Shareholders. However, when permitted, dissenting Shareholders have the right to demand redemption of their shares.

The Shareholders' Meeting adopts resolutions on issues that the law reserves for its jurisdiction, which include mainly those concerning the financial statements and the appropriation of the result for the year, the election and dismissal of Directors, the election of Statutory Auditors and the selection of the Independent Auditors, when convened in ordinary session, and amendments to the By-laws, including capital increases and the issuance of convertible bonds, when convened in extraordinary session. As allowed pursuant to law and in accordance with the By-laws, jurisdiction has been transferred to the Board of Directors with regard to deliberations concerning: reductions of share capital if shareholders demand redemption of their shares, opening and closing secondary head offices, attributing to Directors the power to represent the Company,

amending the By-laws to make them compliant with statutory requirements, mergers and demergers in the instances referred to in art. 2505 and art. 2505-*bis* of the Italian Civil Code, also as cited in art. 2506-*ter* of the Italian Civil Code, bond issues and the relocation of the Company's head office elsewhere in Italy.

Convening of Shareholders' Meetings

Pursuant to art. 9 of the By-Laws, Shareholders' Meetings are convened by means of a notice drafted in compliance with legislation in force and published within the statutory deadline on the Company's website. The notice is also distributed through the "eMarket SDIR" system, filed with the authorised storage mechanism "eMarket Storage" and published in condensed form in a newspaper with national circulation. The By-laws leave to the discretion of the Board of Directors the choice of newspaper between *Il Sole 24 Ore* and *Corriere della Sera*. The Company has always published its notices in *Il Sole 24 Ore*.

The ordinary deadline (which also concerns the Shareholders' Meeting for the approval of the financial statements and, since there is no list voting, the appointment of the corporate bodies) for the publication of the notice is 30 days before the date of the meeting. Shorter deadlines of twenty-one and fifteen days apply, respectively, to (i) Shareholders' Meetings convened to approve share capital transactions, when losses exceed one-third, or liquidation, and (ii) in the event of a tender offer, to authorise the Board of Directors to carry out transactions that could be in conflict with the offer.

The Company makes available to the public copies of the documents relevant to the Shareholders' Meeting, which it usually prepares also in English, by depositing them at the Company's head office, publishing them on its website via a link on its homepage (www.edison.it), through the "eMarket SDIR" circuit and at the authorised storage mechanism "eMarket Storage", within the deadline required pursuant to the provisions of laws and regulations.

Activities of the Shareholders' Meeting

The Shareholders' Meeting is validly convened and can validly adopt resolutions, both in ordinary and extraordinary session, in accordance with the laws in effect at any given time.

Activities and Attributions of the Special Meeting of Savings Shareholders

The Special Meeting of Savings Shareholders is responsible for: the election and dismissal of the common representative and any liability actions towards him, the approval of resolutions by the Company's Shareholders' Meeting that undermine the rights of savings shareholders, the establishment of a fund for expenses needed to protect their common interests, the settlement of disputes with the Company and any other subject of common interest.

The Special Meeting is governed by the provisions of the laws applicable to Special Meetings of Savings Shareholders and, if compatible, the relevant provisions of the By-laws for the Extraordinary Shareholders' Meeting.

Right to Attend Shareholders' Meetings

Pursuant to art. 10 of the By-Laws, the right to attend, participate and exercise the right to vote at the Shareholders' Meeting is governed by the provisions applicable to shares eligible for centralized clearing.

More specifically, considering the different trading status of the common shares, delisted from the MTA as of September 10, 2012, and the savings shares, still listed on the MTA, the amendments to the By-laws approved by the Shareholders' Meeting on March 22, 2013 introduced a different deadline regarding the time of possession that must be used to certify, in the communication provided by the intermediary, the registration in the account of the party eligible to vote (the record date). For the savings shares, the statutory deadline of the close of business on the seventh stock market trading day prior to the date set for the Shareholders' Meeting on the first calling continues to apply, as in the past, while for the common shares the deadline has been shortened to the end of the second business day before the date set for the Shareholders' Meeting.

The shares are freely transferable at all times, but credit and debit entries posted to the accounting records after the above-mentioned seven-day or two-day deadline will be irrelevant for the purpose of determining the eligibility to exercise the right to vote at the Shareholders' Meeting.

A party's eligibility is certified by means of a communication issued by an intermediary certifying that, on the above-mentioned dates, the shares were deposited in the party's account in dematerialised form with the centralised clearing system. Pursuant to the applicable laws, the Company must receive the above-mentioned communication before the Shareholders' Meeting is called to order on the first calling. Any party eligible to attend and vote at the Shareholders' Meeting has the right to be represented in accordance with the applicable laws. As required by the relevant rules, the Company By-laws allow electronic filing of a proxy, carried out by sending the proxy form to the certified e-mail address provided in the notice of Shareholders' Meeting. In addition, the Company shall designate for each Shareholders' Meeting a party to whom shareholders may grant their proxies. With regard to the particular methods of conducting the Shareholders' Meeting, in 2021, also in derogation of what has just been indicated above, please refer to the next section "Holding Shareholders' Meetings".

Holding Shareholders' Meetings

The Company did not adopt Shareholders' Meeting regulations because it believes that the power attributed by the By-laws to the Chairman of the Meeting (who is responsible for managing the Meeting), which include determining the Meeting's agenda and the voting method, are sufficient to maintain an orderly performance of Shareholders' Meetings, thereby avoiding the risks and inconveniences that could result, should a Shareholders' Meeting fail to comply with Meeting regulations. However, upon calling the Shareholders' Meeting to order, the Chairman of the Meeting always asks shareholders to make remarks that are concise and pertinent to the item on the agenda and keep to a maximum of ten minutes the length of their remarks, so that everyone may have a chance to be recognised. This decision was most recently confirmed by the Board of Directors following the delisting of the common shares.

In 2021, two Shareholders' Meetings were held:

- the first one on March 31, 2021, where, in ordinary session, the Shareholders' Meeting resolved on the approval of the financial statements for the year 2020 and expressed its mandatory favourable vote on the first section of the Compensation Report, as well as the advisory vote on the second section and, in extraordinary session, the reduction of the common share capital and the full coverage of losses, including prior losses;
- the second on June 24, 2021, when the ordinary Shareholders' Meeting resolved to place a tax restriction on the share capital, as required by regulations, following the Company's decision to align the tax values of certain assets with their higher book values.

As in the past, the Board of Directors did not deem it necessary to promote specific initiatives that would encourage greater attendance at the Shareholders' Meetings, since in May 2012 the controlling shareholder TdE (100% EDF) acquired virtually total control of the share capital represented by common shares and the share capital percentage represented at the Shareholders' Meetings is already quite high.

Moreover, in 2021, given the continuation of the existing epidemiological situation, and as permitted by the provisions of the law containing measures to limit the COVID-19 health emergency, the operating procedures for holding the meetings were substantially modified with respect to the provisions of the "ordinary" regulations and the by-laws, and both of the above-mentioned meetings were held, as was the case in 2020, behind closed doors and with remote connections. In particular, participation in the Shareholders' Meeting and exercise of the voting right by entitled parties was carried out exclusively via the conferral of a proxy to the representative designated by Edison, identified as Computershare S.p.A. The possibility to participate remotely concerned not only shareholders through the designated representative, but the Directors (including the Chairman of the Shareholders' Meeting), the Statutory Auditors and the minute-taking secretary, as well as the common representative of savings shareholders.

In consideration of lack of the possibility, owing to the particular methods of holding the Meeting, of Shareholders' Meeting debate:

with respect to the March 31, 2021 meeting:

- the meeting was chaired, on designation of the same meeting, by the Chief Executive Officer Nicola Monti, and the independent Director Angela Gamba, the Chairman of the Board of Statutory Auditors Serenella Rossi and the Standing Auditors Lorenzo Pozza and Gabriele Villa, as well as the common representative of the savings shareholders, were connected remotely;
- on March 29, 2021 the Company opted to disclose in advance of the meeting date the answers to the questions asked, pursuant to art. 127-ter of the TUF, by several shareholders. They were attached to the meeting minutes. Moreover, with a view to transparency, the additional clarifications provided by the Company to requests made by shareholders after the deadline were attached to the minutes of the meeting.

with respect to the June 24, 2021 meeting:

- the meeting was chaired, on designation of the same meeting, by the Chief Executive Officer Nicola Monti, and the Chairwoman of the Board of Statutory Auditors Serenella Rossi and the Standing Auditors Lorenzo Pozza and Gabriele Villa, as well as the common representative of the savings shareholders, were connected remotely;
- also in this case, the Company opted to publish in advance of the meeting date the answers to the questions asked, pursuant to art. 127-ter of the TUF, by one shareholder. Those deemed by the Company to be relevant to the agenda item were therefore published on June 21, 2021. They were attached to the meeting minutes.

Meeting of Savings Shareholders

In 2021, a Meeting of the savings shareholders was held on April 12, 2021, which resolved on: the appointment of the common representative, confirmed as Luciano Castelli, for a duration of three years and therefore until the Shareholders' Meeting called to approve the financial statements for the year 2023, establishing the related compensation, as well as the approval of the account of the fund set up for the expenses necessary to protect the common interests and the replenishment of the same fund.

For the same reasons mentioned above, this Shareholders' Meeting was also held, as in 2020, behind closed doors and with remote connections. In particular, participation in

the Shareholders' Meeting and exercise of the voting right by entitled parties was carried out exclusively via the conferral of a proxy to the representative designated by Edison, identified as Computershare S.p.A. The possibility to participate remotely concerned not only shareholders through the designated representative, but also the minute-taking secretary, as well as the common representative of savings shareholders.

Additional Shareholders' Rights and Methods of Exercise

The Company By-laws do not convey to the shareholders any rights beyond those provided to them pursuant to law nor do they provide methods of exercise that are different from those set forth in the applicable laws and regulations.

However, the Company reserved the right to consider the possibility of introducing in its By-laws the options allowed by Legislative Decree No. 27/2010 concerning the exercise of actions and prerogatives provided for the protection of minority shareholders once the case law has become established. The developments that affected the control structure and, more specifically, the Edison common shares, as described in the Issuer Profile, rendered this issue no longer relevant. Similar considerations were developed regarding the additional options available under subsequently enacted legislation. For the same reasons, the Board of Directors considered that there was no need to propose changes to the current governance structure to the Shareholders' Meeting, as suggested by the Code. For further details, refer to "Definition of Corporate Governance and the Group's Structure" section.

In addition to the rights reserved to them by law, savings shares are entitled to the rights set forth in the Company's By-laws, which are referred to in the Section entitled "Rights of the Classes of Shares."

Additional corporate governance practices

Nothing to report beyond the information provided in this Report.

Changes since the close of the reporting year

Nothing to report beyond the information provided in this Report.

Considerations on the letter of december 3, 2021 of the chairman of the corporate governance committee

The recommendations contained in the December 3, 2021 letter from the Chairman of the Corporate Governance Committee regarding corporate governance (received by the Company when the Board of Directors self-assessment process was in progress) were brought to the attention of the Board of Directors when it reviewed the results of the self-assessment on February 16, 2022. These were submitted to the Board of Statutory Auditors, which examined them at the same time as the review of the Corporate Governance Report.

With regard to the areas for improvement identified by the committee, the Boards of Directors made the following considerations, which were shared, insofar as they were relevant, by the Board of Statutory Auditors:

- integration of sustainability into strategies, the control system and compensation: as already outlined in the previous Governance Report, for many years, Edison's Board of Directors has viewed the issue of sustainability as an integral and fundamental part of

the definition of business strategies and has been engaged for some time in a process of transformation capable of involving its business models, governance and strategies. In particular, the Company has defined specific measurable objectives related to sustainability in its strategies, which it has integrated into its business actions and which it constantly monitors. In 2020, the Company also launched a process to integrate sustainability more systematically in the internal control and risk management system, identifying the non-financial risks and, in particular, those linked to the ESG objectives. On this point, reference should be made in particular to the sections "Definition of Strategies, Examination and Approval of the Plans of the Company" and "Internal Control and Risk Management System". Compensation policies also take these aspects into account, as highlighted below;

- promotion of dialogue with significant shareholders and stakeholders: Edison's Board of Directors decided not to adopt a policy for managing dialogue with shareholders, considering the structure of the shareholder base, the fact that only savings shares are listed and their relative weight compared with the entire share capital (2.8%), and the presence of a common representative. Nevertheless, Edison maintains an active dialogue with the market and, in particular, with the representative of the savings shareholders, also through its representatives.

In view of its role as a responsible operator and leader in the energy transition that the Company intends to assume, Edison has long fostered dialogue with its stakeholders at national, European and regional level (employees and associates, labour unions, suppliers, customers, commercial agencies and intermediaries, institutions and public administrations, trade associations, consumer associations, regulatory authorities, schools and universities, local entities and territories), which represent valuable counterparties for the definition of the various business policies. These activities are an integral part of Edison's Sustainability Policy, as described in detail in the Non-Financial Disclosure, to which reference should be made;

- classification of the Company: with regard to Edison's classification, based on the criteria set forth in the Code, as a Company subject to Concentrated Ownership which is not a Large Company, and the flexibility options provided by the Code for the categories to which it belongs, please see the section entitled "Adoption of Corporate Governance Codes";
- application of the independence requirement when adopting the Guidelines of Operation, the Board of Directors defined ex ante the qualitative criteria to be used as a basis for identifying any significant links, as specified in the section "Independent Directors" and confirmed the choice of not defining quantitative criteria. This is because the assessment must be done on an individual basis, giving precedence of substance over form, and considering that the questionnaire, filled in once a year, contains sufficiently analytical questions that do not give the individual Director the "judgement" as to his or her suitability to be considered independent. In fact, the Board of Directors is made aware - where existing - of the relationships existing between the company and the individual Director and therefore has the opportunity - even though it has decided not to identify a priori thresholds of quantitative relevance - to carry out documented assessments;
- pre-meeting disclosure: on the deadlines set for the prior submission of documents to the Directors and members of the Board Committees, and their adequacy and observance of them during 2021, reference should be made to the section "Meetings, Directors' reports and minute-taking" and the chapter "Internal Committees of the Board of Directors";
- Director appointment and succession: the recommendations on appointment do not apply to companies subject to concentrated ownership which are not large companies, like Edison. On this point, reference is made to the section entitled "Election of Directors". With regard to succession plans for executive Directors and Top

management, the adoption of which is recommended by the Code only for companies that are Large Companies, reference should be made to the information provided in the Compensation Report in the "Succession plans" section;

- gender equality: diversity policies are applied in relation to the composition of the Board of Directors and the Board of Statutory Auditors, as well as the Top management, and the topic is considered covered as, with respect to the corporate bodies, gender balance is ensured by observing provisions of law on the matter. Compared to the current situation, during the appointment of the next Board of Directors by the Shareholders' Meeting that will approve the 2021 financial statements, the new gender "proportions" set forth in the 2020 Budget Law must be observed, according to which the less represented gender must account for at least two-fifths (and no longer one-third). The composition of the Board of Directors is adequately diversified also in terms of age, educational and professional background, nationality and seniority in office, as can be seen in the curricula attached to this Report.

As for the Board of Statutory Auditors, the composition of the control body is sufficiently diversified, not only because of the provisions of current law concerning gender balance, but also in terms of the requirements, including professional, imposed by law and Edison's By-laws. Failure to comply with such provisions entails inter alia the Statutory Auditor's removal from office.

Also in light of this, the Board of Directors did not consider it necessary to formalise the approval of a diversity policy, preferring to provide indications in its report to the Shareholders' Meeting called to resolve on the appointment of the corporate bodies.

With respect to the management, the company, through the Chief Executive Officer, with the support of the Advisory People Development Committee, defines the general policies and systems for the development and management of people, and carries out specific inclusion and diversity programmes, and reports on the main performance trends in the Non-Financial Disclosure;

- compensation policies: the compensation policies adopted by Edison take into account the recommendation to adequately consider the consistency of the parameters identified for variable compensation with the Company's strategic objectives and the pursuit of sustainable success. Proof of this is the fact that - with regard to strengthening the link between variable compensation and non-financial parameters tied to sustainability objectives - the Board of Directors has for some time now also been identifying targets with environmental and social impacts, which are measurable and predetermined, associated with ESG matters and consistent with Edison's Strategic Guidelines, which is increasingly oriented towards sustainable development. These objectives form the basis of the annual variable compensation, and are renewed annually to ensure their continuous implementation, and also constitute a reference point for the LTI programmes, confirming the constant attention paid by the Company to these issues. All of the above is more fully explained in the section "Compensation of Directors and Top Management", in the Compensation Reports and in the NFD.

As a result of the above, the Board of Directors deemed it appropriate not to undertake any further initiatives in the areas considered by the recommendations made by the Corporate Governance Committee for 2022 and to continue with the implementations already under way to ensure compliance with those recommendations with a view to pursuing good corporate governance.

Milan, February 16, 2022

The Board of Directors
Chief Executive Officer
by: Nicola Monti

Annexes

Board of Directors

Overview of the Structure of the Board of Directors and Board Committees

Board of Directors								Control and Risk Committee		Compensation Committee		Related-Party Transaction Committee		
Post held	Member	Year of birth	Executive	Non-executive	Independent	Board of Directors (1)	Shareholders' Meetings (1)	(2)	(1)	(2)	(1)	(2)	(1)	No. of other posts held (3)
<i>Directors in office at December 31, 2021</i>														
Chairman	Marc Benayoun (a)	08.26.1966		X		11/11	0							2
Chief Executive Officer	Nicola Monti (b)	07.06.1962	X			11/11	2/2							2
Director	Béatrice Bigois (c)	01.20.1969		X		9/11	0	M	3/4					8
Director	Paolo Di Benedetto (c)	10.21.1947		X	X (f)	11/11	0	M	5/5	C	3/3	C	9/9	3
Director	Fabio Gallia (c)	08.20.1963		X	X (f)	10/11	0	C	5/5			M	9/9	2
Director	Angela Gamba (d)	08.15.1970		X	X (f)	9/11	1/2			M	3/3	M	9/9	1
Director	Xavier Girre (c)	02.20.1969		X		4/11	0	M	0/1					8
Director	Jean-Bernard Lévy (e)	03.18.1955		X		2/11	0							7
Director	Florence Schreiber (d)	10.03.1962		X		10/11	0			M	3/3			5

Number of meetings held in 2021

Board of Directors: 11

Control and Risk Committee: 5

Compensation Committee: 3

Related-Party Transaction Committee: 9

Quorum needed to file of candidatures for the election of Directors:

not applicable

(1) This column shows the attendance of each director at meetings of the Board of Directors, Committees and Shareholders' Meeting respectively.

(2) This column indicates that the listed Director is a member of the Committee: C (chairman), M (member).

(3) This column shows the number of other companies with shares traded in regulated markets in Italy or abroad, as well as financial, banking or insurance companies or companies of significant size of which the party in question is a Director or Statutory Auditor. In the table that follows, these positions are listed in detail.

(a) Confirmed as Director by the Shareholders' Meeting on April 2, 2019 and as Chief Executive Officer by the Board of Directors on the same day; the position was renounced effective as of July 1, 2019. Elected to the position of Chairman by the Board of Directors on June 19, 2019, effective as of July 1, 2019 after Jean-Bernard Lévy renounced the position.

(b) Confirmed as Director by the Shareholders' Meeting on April 28, 2020 and as Chief Executive Officer by the Board of Directors on the same day. Coopted, previously to the position of Chief Executive Officer by the Board of Directors on June 19, 2019, effective as of July 1, 2019 after Marc Benayoun renounced the position.

(c) Elected by the Shareholders' Meeting of April 2, 2019 for a three-year period ending with the Shareholders' Meeting convened to approve the 2021 annual financial statements.

(d) Elected by the Shareholders' Meeting of April 28, 2020.

(e) Confirmed as Director and Chairman by the Shareholders' Meeting on April 2, 2019; this latter position was renounced effective as of July 1, 2019.

(f) I Meets the independence requirements pursuant to law (TUF) and the Code.

Post held by Directors at December 31, 2021

Director	Post held at other companies	EDF Group companies
Marc Benayoun	Director of EDF Trading Ltd	X
	Chairman of Transalpina di Energia Spa	X
Nicola Monti	Chairman of Edison Energia Spa	X
	Chairman of Fenice Spa	X
Béatrice Bigois	Director and Chief Executive Officer of EDF Trading Ltd, member of the Audit Committee and Compensation Committee	X
	Director of EDF Trading Bionergy Limited	X
	Director and Chairwoman of EDF Trading Holding LLC	X
	Director of EDF Trading Markets Limited	X
	Director of EDF Trading Markets (Ireland) Limited	X
	Director of EDF Inc.	X
	Director of JERA Global Markets PTE. Ltd and member of the Audit Committee and Compensation Committee	X
	Director of JERA Global Markets PTE. Ltd (London Branch)	X
Paolo Di Benedetto	Director of Cementir Holding Spa (*), Lead Independent Director, member of the Control and Risk Committee and of the Compensation Committee	
	Chairman of National Guarantee Fund	
	Director of Generali Spa (*), Chairman of the Related-Party Transaction Committee and member of the Corporate Governance, social and environmental Sustainability Committee	
Fabio Gallia	General Manager of Fincantieri Spa (*)	
	Director of SisalPay	
Angela Gamba	Director of Mediobanca Spa (*), Chairman of the Control and Risk Committee and of the Related-Party Transaction Committee and member of the Corporate Social Responsibility Committee	
Xavier Girre	Director of Dalkia Sa and Chairman of the Audit Committee	X
	Director of EDF Energy Holdings Ltd	X
	Director of EDF Renewables Sa	X
	Chairman of EDF Trading Ltd	X
	Member of the Supervisory Board of ENEDIS	X
	Chairman of the Supervisory Board of RTE	X
	Director of FDJ (*) and Chairman of the Audit Committee	
	Director of CNIM Group (*), Chairman of the Audit Committee, of the member of Strategic Committee and Compensation Committee	
Jean-Bernard Lévy	Director of Dalkia Sa	X
	Chairman and Chief Executive Officer of EDF Sa (*)	X
	Director of EDF Energy Holdings Ltd	X
	Director of EDF Renewables Sa	X
	Chairman of Fondation d'Enterprise EDF	X
	Chairman of the Supervisory Board of Framatome	X
	Director of Faurecia (*)	
Florence Schreiber	Director of Citelum Sa and member of the Compensation Committee	X
	Director of Dalkia Sa and member of the Compensation Committee	X
	Director of DF Renewables Sa and Chairman of the Appointments and Compensation Committee	X
	Director of Luminus Sa and member of the Compensation Committee	X
	Director of UTE Norte Fluminense Sa and member of the Compensation Committee	X

(*) Company with shares traded in regulated markets

Curricula¹ of the Directors in Office at December 31, 2021

Marc Benayoun

Born in Tarbes, France, on August 26, 1966.

He is graduated of Ecole Supérieure des Sciences Economiques et Commerciales (Paris, 1989).

He currently serves EDF Group as Senior Executive Vice-President in charge of Customers, Services and Regional Action.

Professional Experience

- In 1989 he began his career at the Paribas Group.
- In 1993 he joined the Boston Consulting Group, where he became associate director at the Paris office in 2001 and at the Moscow office in 2008. During the years in Boston Consulting Group he took on several roles including the development of expertise in the natural gas sector.
- In 2009 he joined the EDF Group as Director of the economic department for tariffs and prices. In 2012 he became Sales Director of Business and Market Professionals segment in charge of the sale of electricity, as and services. During last years he has led the project related to the end of regulated electricity prices for companies and local authorities (over 400 000 sites in total 120 TWh of electricity consumption), with the goal of maintaining a leading position in the new competitive environment.
- On December the 8th 2015 he has been appointed as Director of the Board of Edison and Chief Executive Officer from January the 1st 2016.
- From July 1st 2019 he serves EDF Group as Senior Executive Vice President in charge of Customers, Services and Regional Action and he is also Chairman of the Board of Edison.

Nicola Monti

Born in Varese (Italy), on July 6, 1962.

Graduated in Hydraulic-Civil Engineering from the Polytechnic of Milan in 1989.

Professional Experience

- He held various positions from 1989 to 1996 in the International Development department of Snam Spa.
- From 1991 to 1993 he was project manager for the tenders for privatisation of the Argentinian gas networks and responsible for the development of the Argentina-Chile gas interconnection project.
- From 1994 to 1995 he was project manager of a technical assistance programme financed by the EU and implemented through a JV with Gazprom for the assessment of the reliability of the Russia-Europe gas transportation system.
- Between 1996 and 1998 he was sales manager for South-East Asia at Ansaldo Energia and, from 1997 to 1998 Regional Manager in Indonesia and Thailand.
- In 1999, at Pirelli Cavi e Sistemi, oversaw the project for the integration of the international sales network of the cables division of Siemens, acquired by it.
- Joined Edison in 1999, as head of international development, and oversees Edison's entry to the electricity generation market in Greece, the development of gas interconnections with Algeria and Greece and the start-up of gas import and sale activities in Spain. In 2007, he became head of development of the Exploration and Production division and, in 2009, following the acquisition of the Abu Qir gas field in Egypt, he came Head of Operations in North Africa and Middle East. In 2012 became Executive Vice President of the Exploration and Production division and member of the Executive Committee of Edison Spa. In 2017, he also assumed the position of Executive Vice President of EDISON's Power Asset and Engineering Division.
- On June 19th, 2019 he was appointed Director of the Board of Edison and from July 1st 2019 he is also in charge as Edison Chief Executive Officer.

1. Curricula aggiornati alla data del 31 dicembre 2021.

Béatrice Bigois

Born in Talence, France, on May 20, 1969.

1986-89 Scientific preparation for engineering schools.

1989-92 Ecole Polytechnique - Theoretical Physics (2nd year) and Economics (3rd year).

1992-94 Ecole Nationale des Ponts et Chaussées - Economics, Finance and Applied Mathematics.

Professional Background

- Since 1994: EDF.
- Sept. 94 – May 99: EDF, Finance Department, Financial Strategy Division.
Risk analyst: debt management, ALM, country-risk management.
- June 99 – end 02: secondment to London Electricity Plc, Optimisation & Trading Department.
- Power purchaser (06/99 - 06/00): procurement of power for LE customers.
- Head of Energy Risk Management (07/00 - 12/02): in charge of the development and implementation of risk policies and risk controls over the energy trading activities; in charge of credit risk management, demand forecasting methods and systems developments, and energy reporting; secretary to the Market Risk and Credit Risk Committees.
- Jan. 03 – Feb. 06: EDF, Asset Optimisation Department.
Head of Market Operations (01/03 - 08/04): in charge of the development of market based transfer pricing to the Customer Branch and execution of market hedges with EDF Trading.
Head of Portfolio Optimisation and Hedging (09/04 - 02/06): responsible for the optimisation of EDF portfolio of assets in France on the medium term, the nuclear and fossil fuel plants maintenance planning, the management of fossil fuel procurement, the hedging activities and the management of the French VPPs.
- March 06 – Sept. 08: secondment to EDF Trading Markets Ltd, Paris.
Deputy Head, then Head of the Paris Branch of EDFT: set up and management of the branch.
- Oct. 08 – Dec 13: secondment to EDF Trading Ltd, London.
Chief Financial Officer of EDF Trading: in charge of Market Risk, Credit Risk, Finance, Tax, Treasury, Internal Control, Contracts & Settlements and IT.
Member of the Board of Directors of EDF Trading and EDF Trading Markets Ltd.
- Jan 14 – Dec. 19: secondment to EDF Energy. Managing Director, Customers: in charge of wholesale optimisation, B2C & B2B retails activities.
Member of the Board of Directors of EDF Energy Services Limited (2016-2019), EDF Energy Customers Ltd (2014-2019), Hoppy Limited (2017-2019), EDF Pulse Croissance Holding (2017-2019) and Hime Saur (Oct. 2016-Dic. 2018).
- Since Jan 20: Chief Executive Officer, EDF Trading.
Oversees all commodity trading activities of EDF Group.

Paolo Di Benedetto

Born in Rome, on October 21, 1947.

University of Rome, "La Sapienza", Master Degree in Law, Master Degree in Administrative Sciences, *magna cum laude*.

Lawyer.

Academic and Professional Experience

- Banco di Napoli, Naples, 1973-1984: Manager.
- Consob, Rome, 1985-2000: Manager.
- Poste Italiane Group, Rome, 2000-2002: Sim Poste, Managing Director; BancoPosta Fondi SGR, Managing Director.
- Consob, Rome, July 2003 – March 2010: Commissioner.
- Banca Finnat Euroamerica Spa August 2010 – February 2013: Member of the Board, Chairman of the Control and Risk Committee, Member of the Compensation Committee and of the Related Party Transaction Committee.
- Acea Spa, April 2010 – May 2014: Member of the Board, Chairman of the Compensation and Appointment Committee, Member of the Control and Risk Committee and of the Related Party Transaction Committee.
- Istituto Poligrafico Zecca dello Stato Spa, September 2014 – February 2016: Member of the Board and member of the Compensation Committee.
- Author of articles on Security Regulations.
- Professor on contract of Security Regulations at LUISS - the Guido Carli Free International University for Social Studies and after at University of Tor Vergata.

Fabio Gallia

Born, Alessandria - Italy, on August 20, 1963.

Degree in Economics and Business from the University of Turin (1987).

Registered with the Association of Chartered Accountants (1989).

In June 2013, he was awarded the Order for Merit of *Chevalier de l'ordre national de la légion d'honneur République française*.

In May 2015, he was awarded the Order for Merit of *Cavaliere del Lavoro della Repubblica Italiana*.

In February 2019 the University of Rome "La Sapienza" awarded him an honorary doctorate in Management Banking and Commodity Sciences.

Professional Experience

- He began his career in 1988 in Accenture, providing strategic and organizational consulting services.
- In 1990, he was employed by Ersel Asset Management Sgr, an Italian savings management company, belonging to the Giubergia Group, where he covered roles of increasing responsibility, before becoming General Director and Partner from 1999 to 2002.
- In 2002, he joined the Capitalia Group, then Italy's principal banking Group, as Deputy General Manager and Chief Financial Officer (CFO) in charge of the Group's Integrated Finance and Wealth Management. In 2003, he was appointed Joint General Manager for the Group's Business Policies; successively he was appointed Chief Executive Officer of Fineco (sub-holding of Capitalia Group), the same year Fineco was incorporated into Capitalia. From 2005 to 2007, he was appointed Chief Executive Officer of Banca di Roma and Chairman of the Management Committee of the Capitalia Group.
- From 2008 he was Chief Executive Officer and General Director of BNL, BNP Paribas Group and member of the Executive Committee of BNP Paribas. From 2009 he was Chairman of the Board of Directors of Findomestic Banca and, from 2012, he managed the BNP Paribas Group in Italy.
- From 2015 to July 2018, he held the position of Chief Executive Officer and General Director of Cassa Depositi e Prestiti, the Italian National Promotional Institution;

he was Vice-President of the Italian Strategic Fund and Director of the Marguerite European Infrastructure Fund.

- He was member of the Board of Directors of Borsa Italiana, MTS, Coesia (Gruppo Seragnoli), Ariston Thermo (Gruppo Merloni), Manifatture Sigaro Toscano and other insurance and an savings management company.
- He's currently acting as an independent advisor to business groups. He is also a senior advisor to Brookfield Asset Management.
- He is also a member of the Board of Directors of Fondazione Telethon and Fondazione Museo Egizio in Turin.

Angela Gamba

Born in Palazzolo sull'Oglio (Brescia - Italy), on August 15, 1970.

Graduated in Economics (110/110 *Summa cum Laude*) from Bocconi University (Milan, 1994).

Professional Experience

- She begins her professional experience in 1994 in London, as a financial analyst in *Investment Banking* for Salomon Brothers.
- Subsequently, and until 2002, she works in the *Private Equity/Venture Capital* industry, primarily in London and for the internal divisions of Morgan Stanley and Deutsche Bank.
- In 2003 she becomes CFO of ION Trading (London), a privately held software company, where she executes certain strategic acquisitions and supports the owner in managing the organization's expansion.
- In 2007 she moves back to Italy and, since 2010, she becomes Italian portfolio manager for a UK private equity fund with investments in the clean energy sector, until divestment in 2016.
- Since 2016 she is a dedicated single family officer.
- She was independent director on the board of the (then) listed companies Cobra Automotive Technologies Spa (Varese) and Parmalat Spa (Milan), and she currently is Director of Mediobanca SpA since 2017.

Xavier Girre

Born in Rennes, France, on February 20, 1969.

He is a graduate of HEC, Sciences Po Paris and ENA alumni.

He currently serves EDF Group as Senior Executive Vice-President for the Finance.

Professional Experience

- Has over 20 years' experience in Top management positions.
- From 2011 to 2015 he was SVP, CFO of La Poste group and CEO of the XAnge private equity fund.
- He joined EDF in 2015 as CFO of the France division.
- Earlier he spent 12 years within Veolia as Group Chief risk and Audit officer and SVP, CFO of Transportation and Environmental Services.

Jean-Bernard Lévy

Born in Suresnes, France, on March 18, 1955.

He is a graduate of École Polytechnique (class of 1973) and Telecom Paris Tech.

He is an officer of the Légion d'Honneur and of the Ordre National du Mérite.

He currently serves EDF Group as Chairman and CEO.

Professional Experience

- In 1979 he began his career at France Télécom as an engineer in Angers. In 1982 he became responsible for the management of senior executives and budgets at headquarters, and was subsequently promoted Deputy Head of Human Resources.
- From 1986 to 1988 he was advisor to Gérard Longuet, the French Minister for Postal & Telecommunications services.

- From 1988 until 1993 he was General Manager of Matra Espace (Communications Satellites division) which became Matra Marconi Space.
- In 1993 and 1994 he served as Chief of Staff to Gérard Longuet, the French Minister for Industry, Postal Services & Telecommunications, and Foreign Trade.
- From 1995 to 1998, he was appointed Chairman and CEO of Matra Communication.
- From 1998 to 2002, he was Managing Partner, Corporate Finance at Oddo & Cie.
- In the summer of 2002, he joined Vivendi, a global communications and digital media company as Chief Operating Officer and from 2005 as Chief Executive Officer, a position he held until June 2012.
- From December 2012 to November 2014, he served Thales Group a leading electronics and systems industrial Group as Chairman and CEO.
- On 26th November 2014, he was appointed Chairman and Chief Executive Officer of EDF Group.
- On December 12th 2014, he was appointed Chairman of Edison, a position he held until June 30th 2019.

Florence Schreiber

Born in Gaillon, France, on October 3, 1962.

Le Havre Business School: Master of Marketing and Commercial.

She currently serves as EDF's Senior Vice President Senior Executive, Managers Training, Mobility Division.

Professional Experience

- She began her career as Sales Manager for the Manpower Group.
- She joined the EDF Group in 1986 to take in charge the commercial and customer relationship within a «distribution center».
- In 1989, she left for the Personnel and Social Relations Department.
- From 1993, she joined the Production and Engineering Department, in an operational unit, as Human Resources Director.
- She continued her career in the Nuclear Production Division first as Director of Communication and Coordination and then as Human Resources Director.
- In 2005, she joined the HR Group where she was responsible for relations with international subsidiaries on employment and skills issues.
- In 2008, she was appointed Human Resources Director of Engineering Production, and in 2011, she became Executive Director, senior managers and talents as well as R&D.
- In July 2014, she joined Dalkia as Human Resources Director. She is a member of the Executive Committee.
- Since January 1, 2020, she joined the HR Group, as EDF's Senior Vice President Senior Executive, Managers Training, Mobility Division.

Board of Statutory Auditors

Overview of the Structure of the Board of Statutory Auditors

Post held	Member	Year of birth	Date when first elected	Independent pursuant to the Code	Board of Statutory Auditors (*)	Board of Directors (*)	Shareholders' Meeting (*)	Control and Risk Committee (*)	Compensation Committee (*)	Related-Party Transaction Committee (*)	No. of other posts held (**)
<i>Statutory Auditors in office at December 31, 2021 (a)</i>											
Chairman	Serenella Rossi	07.15.1962	03.28.2014	X	13/13	11/11	2/2	5/5	3/3	9/9	1
Statutory Auditor	Lorenzo Pozza	10.11.1966	03.30.2017	X	13/13	11/11	2/2	5/5	1/3	9/9	8
Statutory Auditor	Gabriele Villa	06.18.1964	03.30.2017	X	13/13	10/11	2/2	5/5	1/3	9/9	5

Number of meetings held in 2021: 13

Quorum needed to file of candidatures for the election Statutory Auditors: not applicable

(a) Confirmed by the Shareholders' Meeting of April 28, 2020 for a three year period ending with the Shareholders' Meeting convened to approve the 2022 annual financial statements.

(*) This column shows the attendance of each statutory auditor at meetings of the specified body.

(**) This column shows the number of other companies of which the Statutory Auditor in question is a Director or Statutory Auditor. In the table that follows, these positions are listed in detail.

Post Held by Statutory Auditors at December 31, 2021

Statutory Auditor	Post held at other companies	EDF Group companies
Serenella Rossi	Director of Banca Popolare di Sondrio S.c.p.a (*)	
Lorenzo Pozza	Director of Amplifon Spa (*) Director of Angel Capital Management Spa Director of Ariston Thermo Holding Nv Statutory Auditor Assicurazioni Generali Spa (*) Statutory Auditor Bracco Imaging Spa Statutory Auditor Houlikan Lokey Spa Director of Rudra Statutory Auditor Transalpina di Energia Spa	X
Gabriele Villa	Independent Auditor of Academy Foundation of Arts and Crafts of the Teatro alla Scala Statutory Auditor Italmobiliare Spa (*) Director of Mediobanca Spa (*) Chairman of Spafid Spa Statutory Auditor Transalpina di Energia Spa	X

(*) Company with shares traded in regulated markets

Curricula² of Statutory Auditors in Office at December 31, 2021

Serenella Rossi

Born in L'Aquila, on July 15, 1962.

Law Degree from the University of Milan in 1986.

Academic and Professional Experience

- Attorney at law since 1990.
- From 1992 to 1998, university scholar in commercial law at the University of Milan.
- From 1998 to 2004, Associate Professor of Commercial Law at the Insubria University Law School.
- Since 2004, Tenured Professor of Commercial Law at the Insubria University Law School.
- From 2005 to 2009, member of the Board of the Arbitration Chamber at the Varese Chamber of Commerce.
- From March 2013 to March 2016, Coordinator of the Performance Assessment Unit of Insubria University.
- From March 2014 to March 2017 member of the Bank of Italy's Banking Financial Arbitration Board (Milan District).
- Since April 2016 member of the Board of Banca Popolare di Sondrio s.c.p.a.
- Served on Arbitration Boards both as a member and as Chairperson (in arbitrations involving corporate law, finance law and business contracts).
- Served as consultant in the areas of corporate law and financial markets, bankruptcy law and contracts.
- Research activity in the areas of corporate governance, financial market law, business crisis, competition law and business ethics.
- Participated in project qualified as Projects of Significant National Interest.
- Since 1989, member of the editorial board (and thereafter in the referee's committee) of the magazine "Giurisprudenza commerciale" (Giuffrè).
- Since 2007, member of the editorial board of the magazine "Rivista di diritto societario" (Giappichelli).
- Since 2010, member of "Orizzonti del diritto commerciale" - Italian Association of University Professors of Commercial Law.
- Since 2012, member of the Scientific Committee of the Institute for Corporate Governance.
- Since 2012, member of the Management Committee of the magazine "Osservatorio del diritto civile e commerciale" (Il Mulino).
- Since 2013, member of the Management Committee of the magazine "Orizzonti del diritto commerciale."
- Featured speaker and panelist at various conventions organized by universities, institutions and entities.
- Author of numerous publication on corporate law and markets.
- Foreign languages known: English.

2. Curricula aggiornati alla data del 31 dicembre 2021.

Lorenzo Pozza

Born in Milan on October 11, 1966.

Degree in Business Economics from Milan's Università L. Bocconi in 1990.

Academic and Professional Experience

- Certified Public accountant since 1991. Licensed to exercise this profession having passed the required test at Milan's Università L. Bocconi.
- Independent Auditor since 1995.
- Associate professor of Business Economics at Milan's Università L. Bocconi.
- Lecturer on economic subjects at Milan's Università L. Bocconi.
- Certified Public Accountant and consultant for several companies operating in various business sectors, developed expertise as Director and Statutory Auditors on company boards.
- Author of numerous publications regarding financial statements and the value of business capital.
- Member of the Editorial Board of *Rivista dei Dottori Commercialisti*.
- Member of the Editorial Board of the magazine *La valutazione delle Aziende*.

Gabriele Villa

Born in Milan on June 18, 1964.

Degree in Economics and Business Administration from Milan's Università Cattolica in 1988.

Academic and Professional Experience

- Adjunct professor of Business Economics at the School of Banking, Financial and Insurance Science of Milan's Università Cattolica del Sacro Cuore.
- Tenured professor of Financial Reporting and International Accounting Principles.
- Co-tenured professor of Business Finance (advanced course).
- Certified Public Accountant, Member of the Milan Board of Certified Public Accountants.
- Independent Auditor.
- Partner of Studio Corbella - Villa - Crostarosa - Guicciardi, Milan.
- Developed significant expertise in the valuation of business enterprises and extraordinary corporate transactions, providing support in connection with legal actions filed before judicial authorities or arbitration boards, financial reporting (statutory financial statements, consolidated financial statements and interim reports) and providing expert opinions in civil and criminal venues.