



# **CORPORATE GOVERNANCE AND OWNERSHIP STRUCTURE REPORT**

**FY 2025**

**IN ACCORDANCE WITH ARTICLE 123-BIS OF THE CFA  
AND 89-BIS OF THE  
CONSOB ISSUERS' REGULATION**

(traditional administration and control model)

Issuer: Avio S.p.A.

website: [www.avio.com](http://www.avio.com)

**Report approval date:** March 12, 2026

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## GLOSSARY

The main terms used in the Report are presented below.

These terms, except where otherwise specified, are defined as follows:

<b>Shareholders' Meeting</b>	The Shareholders' Meeting of the Issuer
<b>Borsa Italiana</b>	Borsa Italiana S.p.A., a <i>London Stock Exchange</i> Group company, with registered office at Piazza degli Affari No. 6, Milan.
<b>Civil Code</b>	Italian Civil Code - Royal Decree 262 of March 16, 1942 and subsequent amendments and supplements.
<b>Code or CG Code or Corporate Governance Code</b>	The Corporate Governance Code for listed companies approved in January 2020 by the Corporate Governance Committee.
<b>Inside Information Processing Policy</b>	The Inside Information Processing Policy aimed at regulating, in accordance with Regulation (EU) No. 596/2014 of the European Parliament and of the Council of April 16, 2014, market abuse conduct and related delegated and executive regulations. The Code was last updated and approved at the September 9, 2022 Board meeting.
<b>Board of Statutory Auditors</b>	The Board of Statutory Auditors of the Issuer.
<b>CG Committee or Corporate Governance Committee</b>	The Italian Committee for the Corporate Governance of listed companies, promoted by Borsa Italiana S.p.A., ABI, ANIA, Assogestioni, Assonime and Confindustria.
<b>Control and Risks Committee</b>	Internal committee to the Board of Directors set up in accordance with Article 6 of the Corporate Governance Code.
<b>Appointments and Remuneration Committee</b>	Internal committee to the Board of Directors set up in accordance with Articles 4 & 5 of the Corporate Governance Code.
<b>Board or Board of Directors</b>	The Board of Directors of the Issuer.
<b>Sustainability Committee</b>	Internal committee to the Board of Directors set up in accordance with Article 6 of the Corporate Governance Code.
<b>Consob</b>	The National Commission for Companies and the Stock Exchange, with registered office in Rome, Via G.B. Martini No. 3.

<b>Effective Merger Date</b>	April 10, 2017.
<b>Listing Date</b>	The trading commencement date of ordinary shares and warrants of Space2 on the MIV professional segment, i.e. July 31, 2015.
<b>Sustainability Statement</b>	The Sustainability Statement, as required by Legislative Decree No. 125/2024, prepared by the Issuer for the purpose of reporting on the Group's performance for the year ended December 31, 2025.
<b>Issuer, Avio or Company</b>	Avio S.p.A., with registered office at via Leonida Bissolati No. 76, Rome, enrolled at the Rome Companies Registration Office No. 27 and Tax No. 09105940960.
<b>ESA</b>	European Space Agency.
<b>Year</b>	The fiscal year 2025.
<b>ESRS</b>	The principles for sustainability reporting defined in Commission Delegated Regulation (EU) 2023/2772 of July 31, 2023.
<b>EXM (STAR segment)</b>	The Euronext Milan market, STAR segment, in which the shares of mid-cap companies are traded which fulfil particular disclosure and corporate governance requirements. STAR stands for Segmento Titoli con Alti Requisiti (Securities with High Requirements Segment).
<b>DPCM 24/11/2016</b>	Prime Ministerial Decree of November 24, 2016 on the exercise of special powers for the defence and national security system with respect to the significant transaction regarding the merger between Space2 and Avio, approved by Space2's Shareholders' Meeting on December 1, 2016.
<b>Merger</b>	The merger by incorporation of the Incorporated Company into Space2, approved by the Extraordinary Shareholders' Meeting of Space2 and that of the Incorporated Company on December 1, 2016, and completed on the Effective Merger Date.
<b>Avio Group or Group</b>	Collectively, Avio S.p.A. and its subsidiaries pursuant to Article 2359 of the Civil Code and Article 93 of the Consolidated Finance Act and IFRS 10 – Consolidated Financial Statements.
<b>In Orbit</b>	In Orbit S.p.A., with registered office at via Latina SP 600 Ariana Km 5.2 SNC, Colleferro (Rome), Rome Companies Registration Office No. 14029441004.
<b>Stock Exchange Instruction Regulation</b>	The Instructions to the Regulation for Markets organised and managed by Borsa Italiana, in force at the reporting date.
<b>Leonardo</b>	Leonardo S.p.A., a joint-stock company governed by Italian law, with registered office at Piazza Monte Grappa No. 4, Rome.
<b>Golden Power Regulation</b>	Refers to Decree-Law No. 21 of March 15, 2012, converted

<b>or Decree-Law 21/2012</b>	with Italian Law No. 56 of May 11, 2012 setting forth “ <i>Provisions on special powers concerning the ownership structure of companies in the defence and national security sectors, as well as strategic activities in the energy, transport and communications sector</i> ” and relative implementing provisions as amended.
<b>Transaction</b>	The significant transaction approved by the Shareholders' Meeting on December 1, 2016, principally the Merger.
<b>SME</b>	Small and medium-sized issuers of listed shares pursuant to Article 1, paragraph 1, letter w- <i>quater</i> ), of the CFA.
<b>Shareholder Engagement Policy</b>	The Policy approved - upon proposal of the Chairperson in agreement with the Chief Executive Officer, as well as subject to the favourable opinion of the Control and Risks Committee - by the Issuer's Board of Directors on March 3, 2022, also taking into account the commitment policies adopted and notified to the public by institutional investors and active managers and in line with Recommendation No. 3 of the CG Code.
<b>Policy on qualitative and quantitative criteria</b>	The Policy on qualitative and quantitative criteria for assessing the independence requirements of Directors and Statutory Auditors, adopted by the Issuer on March 14, 2022, pursuant to Recommendation 7, first sentence, points c) and d) of Article 2 of the CG Code.
<b>Sustainability Policy</b>	The sustainability policy approved by Avio's Board on July 22, 2021, to ensure the Company's business strategies comply with the sustainability parameters required by national and European regulations.
<b>RPT Policy</b>	The Related Party Transactions Policy adopted by the Issuer in compliance with the provisions of Article 2391- <i>bis</i> of the Civil Code and the Related Parties Regulation.
<b>Stock Exchange Regulation</b>	The Regulation of Markets organised and managed by Borsa Italiana, approved by the Borsa Italiana Board of Directors, in force at the reporting date.
<b>Issuers' Regulation</b>	The enacting regulation of the CFA concerning the governance of issuers, adopted by Consob with motion No. 11971 of May 14, 1999 and subsequent amendments and supplements.
<b>MAR Regulation</b>	Regulation (EU) No. 596/2014 of the European Parliament and Council of April 16, 2014 on market abuse which nullifies Directive 2003/6/EC of the European Parliament and Council and Directives 2003/124/EC, 2003/125/EC and 2004/72/EC of the Commission as amended.

<b>Consob Market Regulation</b>	The Market Regulation issued by Consob Resolution No. 20249 of December 28, 2017 as amended.
<b>RPT Regulation</b>	The regulation incorporates the related party transactions provisions adopted by Consob Resolution No. 17221 of March 12, 2010 (as subsequently amended and supplemented).
<b>Report</b>	This Corporate Governance and Ownership Structure Report, prepared in accordance with Article 123- <i>bis</i> of the CFA.
<b>Remuneration Report</b>	The Remuneration Policy and Report that companies are required to prepare and publish in accordance with Article 123- <i>ter</i> of the CFA and Article 84- <i>quater</i> of the Consob Issuers' Regulation.
<b>Subsidiary Companies</b>	The companies directly or indirectly controlled by the Company pursuant to Article 93 of the CFA. “ <b>Control</b> ” and “ <b>to control</b> ” have the corresponding meanings.
<b>Independent Audit Firm</b>	The independent audit firm listed in the special register of independent audit firm managed by the Ministry for the Economy and Finance, pursuant to Legislative Decree No. 39 of January 27 2010, tasked with the independent audit of the Issuers' accounts.
<b>Incorporated Company</b>	Avio S.p.A., with registered office at via Leonida Bissolati No. 76, Rome, operating office at SP Ariana Km 5.2, Colleferro (RM), Tax, VAT and Rome Companies Office Registration No. 05515080967, REA No. 1177979.
<b>Space2</b>	Space2 S.p.A., with registered office in Milan, Via Mauro Macchi, No. 27, Milan Companies Registration Office and Tax No. 09105940960.
<b>Space Holding S.r.l.</b>	Space Holding S.r.l., with registered office at Piazza Cavour No. 1, Milan, the Company establishing Space2 as sole shareholder on May 28, 2015, promoting its listing on the MIV.
<b>By-Laws</b>	The By-Laws of the Company in force in 2025.
<b>CFA</b>	The “Consolidated Finance Act”, adopted under Legislative Decree No. 58 of February 24, 1998, as subsequently amended and supplemented.

## INTRODUCTION

This Report was approved by the Board of Directors on March 12, 2026 and describes the corporate governance structure ("**Corporate Governance**") and ownership structure of the Issuer at that date. The Report is prepared in accordance with Article 123-*bis* of the CFA, taking into account the recommendations of the Code and the "Format for Corporate Governance and Ownership Structure Reports" (10<sup>th</sup> edition, December 2024) prepared by Borsa Italiana. The information contained in the Report refers to financial year 2025 and has been updated, with respect to some specific elements, up to the date of the Board of Directors meeting that approved its contents (i.e. March 12, 2026).

On April 10, 2017, the Merger became effective - i.e. the merger by incorporation of the Incorporated Company into Space2 (now Avio S.p.A.), as a result of which Space2 (now Avio S.p.A.), assumed all rights and obligations of the Incorporated Company and was renamed "Avio S.p.A.". The definitions "**Company**", "**Avio**" and "**Issuer**" refer in this Report to the Company resulting from the Merger.

On March 29, 2017, Borsa Italiana approved, effective as of April 10, 2017, the listing of ordinary Avio shares on the EXM market, STAR Segment (formerly "Mercato Telematico Azionario"), with the simultaneous discontinuation of trading on the MIV market.

\* \* \*

## 1. ISSUER PROFILE

The Avio Group is the leader in the manufacturing and development of solid and liquid propulsion systems for launchers, acting as sub-contractor and prime contractor for the Ariane and Vega space programmes, both funded by the ESA. These space programs seek to develop and manufacture launchers to position useful loads in geostationary and low orbit, respectively.

Avio intends to contribute to clearly define ESG - Environmental, Social and Governance - objectives through a progressive improvement of its performance - correlated to business objectives and in line with the SDGs.

In this regard, Avio approved the Sustainability Policy on FY 2021, initiating a concrete path to strengthen and implement the values of ethics, integrity and responsibility in respect of people, the environment and society as a whole, and in order to integrate sustainability in the strategy and management of its business, defining with the different Company departments, the Sustainability Committee and the Board of Directors, the objectives to be enhanced in a Sustainability Plan aligned to the Strategic Plan and the Audit Plan. Based on the aforementioned Sustainability Policy, the Sustainability Plan was prepared, founded upon qualitative and quantitative ESG indicators to be developed over a five-year timeframe, subject to monitoring by the relevant corporate owners, who report at least semi-annually to the Sustainability Committee.

Moreover, Avio is committed to managing dialogue with all its shareholders through fair, transparent and differentiated forms of engagement, believing that establishing and maintaining a constant and ongoing relationship with all the main stakeholders is in its own specific interest, as well as a duty towards the market.

In this sense, on March 3, 2022, Avio's Board of Directors approved an ad hoc policy in order to conform the rules of corporate governance and the management of the dialogue with the Shareholders to the principles established by the Corporate Governance Code. In fact, the Policy intends to pursue the objective of raising the level of transparency and involvement of investors, as promoted by the Shareholder Rights Directive II with reference to institutional investors and asset managers, as a functional instrument to guarantee the sustainable success of Avio, which is substantiated by the creation of long-term value to the benefit of Shareholders, taking into account the interests of all other stakeholders and the impacts that its operations may have at an environmental, social and economic level.

Pursuant to Legislative Decree No. 125/2024, the Company published the 2025 Sustainability Statement included in the Directors' Report of Avio's Annual Financial Report (available at [www.avio.com](http://www.avio.com)).

Pursuant to the provisions of Article 1, paragraph 1, letter w-*quater*.1) of the CFA and Article 2-*ter* of the Issuers' Regulation, the Company qualified as an SME since 2015 and as of the date of this Report.

Pursuant to Article 1, paragraph 1, letter w-*quater*.1) of the CFA, "SMEs" are: "*without prejudice to the provisions of other legal provisions, small and medium-sized enterprises, issuers of listed shares, with a market capitalization of less than Euro 1 billion. Listed issuers who have exceeded both these thresholds for three consecutive years are not considered SMEs*".

The existence of the requisites to qualify as an SME, as required by the CFA, are confirmed on the basis of the unweighted average of the daily capitalisations calculated with reference to the official price, and recorded during the financial year.

The Issuer's market capitalisation in 2023, 2024, and 2025 was approximately Euro 240 million, approximately Euro 300 million, and approximately Euro 800 million, respectively.

In view of the above, the Issuer falls within the aforementioned definition of "SME" under current regulations.

Pursuant to Article 2-ter, paragraph 4 of the Issuers' Regulation, market capitalisation data will be published on the website of Consob which also publishes the list of SME issuers of listed shares.

The Company does not fall within the Corporate Governance Code definitions of "large company" (as the Company's capitalisation did not exceed Euro 1 billion on the last open market day of each of the previous three calendar years), or of "concentrated ownership company" (i.e. companies in which one or more shareholders participating in a shareholder agreement hold, directly or indirectly (through subsidiaries, trustees or nominees), the majority of the votes that can be exercised at the Ordinary Shareholders' Meeting).

Avio's corporate governance system is structured according to a traditional management and control model and consists of the following bodies:

- the Shareholders' Meeting;
- Board of Directors, and
- Board of Statutory Auditors.

Avio's Governance also consists of the following internal Board committees: (i) the Control and Risks Committee; (ii) the Sustainability Committee; and (iii) the Appointments and Remuneration Committee.

Accounting control activities are carried out, as per the applicable regulations, by an independent audit firm enrolled in Consob's special register.

In accordance with Legislative Decree No. 231/2001, a Supervisory Board was also appointed to oversee the correct functioning of the Organisation, Management and Control Model of the Company, pursuant to Legislative Decree No. 231/2001 and subsequent amendments.

Avio implements and complies with the Corporate Governance Code, approved by the Corporate Governance Committee of Borsa Italiana in January 2020, with the supplements and adjustments for Groups with the features indicated in this report (available on Borsa Italiana's website: <https://www.borsaitaliana.it>).

## 2. DISCLOSURES ON SHAREHOLDERS (AS PER ARTICLE 123-BIS, PARAGRAPH 1 OF THE CFA)

### a) Share capital structure (as per Article 123-bis, paragraph 1, letter a) CFA

At the Report approval date, Avio's share capital - following the conclusion of the share capital increase transaction approved by the Extraordinary Shareholders' Meeting on October 23, 2025 - amounted to Euro **158,506,882.70**, consisting of 46,789,543 ordinary shares without par value. At the date of this Report, Avio holds 985,747 ordinary shares with no voting rights pursuant to Article 2357-ter of the Civil Code, equal to approximately 2.11% of the share capital. The shares are listed on Euronext Milan, STAR Segment, organised and managed by Borsa Italiana.

SHARE CAPITAL STRUCTURE				
CLASS of SHARES	NO. OF SHARES	% OF SHARE CAPITAL	LISTING MARKET	RIGHTS AND OBLIGATIONS
Ordinary shares	46,789,543	100%	Italian Stock Exchange - Euronext STAR Milan	The ordinary shares are registered, indivisible, freely transferable and confer to the owners equal rights. In particular, each ordinary share attributes the right to one vote at the Ordinary and Extraordinary Shareholders' Meeting of the Company, as well as additional equity and administrative rights pursuant to the By-Laws and statutory law.
Multi-votes shares	-	-	-	-
Shares with limited voting rights	-	-	-	-
Shares without voting rights	-	-	-	-
Other	-	-	-	-

At the Report approval date, no financial instruments that grant the right to subscribe newly issued Avio ordinary shares had been issued.

For the sake of completeness, the shareholder Space Holding S.r.l. ("Space Holding") held 800,000 Sponsor Warrants, convertible by April 10, 2027 into Avio ordinary shares, in the ratio of one share for each warrant exercised, provided that the share price reached Euro 13.00 and upon payment of an exercise price of Euro 13.00 for each share subscribed.

Following the increase in the capitalisation and the price of Avio shares, on May 28, 2025 Space Holding requested full conversion of the warrants held. On June 2, 2025, 800,000 ordinary Avio shares were therefore issued to Space Holding upon full payment of the exercise price of Euro 13.00 per share, for a total amount of Euro 10.4 million.

Avio S.p.A. shares are issued in de-materialised form pursuant to Articles 83-*bis* and subs. of the CFA.

**b) Restrictions on the transfer of shares (as per Article 123-*bis*, paragraph 1, letter b), CFA)**

At the Report approval date, there were no restrictions to the free transfer of Avio ordinary shares imposed by statutory clauses or conditions of issue.

There are no limits to holding shares of the Company, nor any clauses to restrict becoming a shareholder.

**c) Significant share holdings (pursuant to Article 123-*bis*, paragraph 1, letter c), CFA)**

The ordinary shares of the Company are traded within the management system authorised pursuant to the CFA.

At the Report approval date, the Company is an SME; therefore, pursuant to Article 120, paragraph 2 of the CFA, the significance threshold for the purposes of the communication obligations of significant shareholdings is equal to 5% of the voting share capital.

Based on the communications received as per Article 120 of the CFA, the shareholders who, at the Report approval date, have holdings of above 5% of the voting share capital of the Issuer, directly or indirectly, including through nominees, trusts and subsidiaries, are reported in the table below:

## SIGNIFICANT SHAREHOLDINGS

Shareholder	% of ordinary share capital	% of voting share capital
Leonardo S.p.A.	19.30	19.30

### d) Shares conferring special rights (pursuant to Article 123-bis, paragraph 1, letter d), CFA)

The Company has not issued shares which confer special controlling rights. The By-Laws of the Company do not provide for shares with the right to more than one vote.

Article 5.5 of the Company's By-Laws provides that *"Pursuant to Article 1, paragraph 5, of Decree-Law no. 21 of March 15, 2012, converted into law, with amendments, by Law no. 56 of May 11, 2012 and its implementing provisions (as amended, the "Golden Power Legislation"), anyone who comes to hold a stake in the Company's share capital that exceeds the thresholds identified under current regulations must notify the Presidency of the Council of Ministers of said transaction, within the timeframes and in the manner established by the Golden Power Legislation, where applicable, to allow for any special powers to be exercised"*.

### e) Employee shareholdings: voting mechanism (pursuant to Article 123-bis, paragraph 1, letter e), CFA)

At the Report approval date, the Company has not adopted any general shareholding plans involving the employee base in relation to which they do not directly exercise voting rights.

For details of existing share-based incentive plans, see the 2025 Remuneration Policy and Report.

### f) Voting rights restrictions (as per Article 123-bis, paragraph 1, letter f), CFA)

Each ordinary share attributes voting rights without limitations.

### g) Shareholder agreements (as per Article 123-bis, paragraph 1, letter g), CFA)

Pursuant to Article of the 122 CFA and Article 130 of Consob Issuers' Regulation, at the date of approval of this Report, the Company is aware of a shareholder agreement - considered relevant pursuant to Article 122, paragraphs 1 and 5, letters a) and b) of the CFA - signed by Leonardo S.p.A, In Orbit S.p.A. and RBC Holding S.r.l. on February 24, 2026. This agreement aims to define and regulate the parties' mutual commitments in relation to: (i) the exercise of voting rights at the Extraordinary Shareholders' Meeting held on March 3, 2026 to approve draft amendments to the By-Laws, as described in the explanatory report prepared pursuant to Article 125-ter of the CFA and Article 72 of the Issuers' Regulation, according to Schedule No. 3 of Annex 3A of the Issuers' Regulation, published on February 9, 2026; (ii) the joint formation and presentation of slates of candidates for the appointment of Avio's Board of Directors and Board of Statutory Auditors, respectively; and (iii) the exercise of voting rights at Avio's Shareholders' Meeting to be called on April 28, 2026, as per Avio's current financial calendar, to renew its corporate bodies.

The agreement was published in compliance with current regulations. The excerpt of the agreement and essential information related to it can be found on the company's website [www.avio.com](http://www.avio.com).

### h) Change of control clause (as per Article 123-bis, paragraph 1, letter h), CFA) and statutory provisions concerning Public Purchase Offers (Article 104, paragraph 1-ter and 104-bis, paragraph 1, CFA)

*Change of control clauses*

At the Report approval date, various agreements on the space programmes in which the Avio Group operates as sub-contractor and prime contractor were in place.

Some of the aforementioned agreements entered into by Avio and other Avio Group companies with the European Space Agency, the Italian Space Agency and launcher market operators may include, *inter alia*, provisions governing the effects of a change in Avio's ownership structure (so-called "change of control" clauses), based on which (i) Avio may be required to notify a change in its ownership structure to its counterparties and (ii) contractual counterparties may be entitled to amend certain contractual rights and/or terminate the relevant agreements and/or request the transfer of specific know-how.

#### Statutory provisions in relation to Public Purchase Offers

Pursuant to Article 14 of the By-Laws, if Avio's shares are subject to a takeover/change of control bid, the Board of Directors reserves the right to resolve, with no need for Shareholders' Meetings' authorisation, on (i) the performance of any action or transaction, including looking for higher and competitive bids and/or (ii) the implementation of decisions adopted before the publication of the notice pursuant to Article 102 of the CFA and not yet fully or partly implemented, also where the activities referred to under points (i) and (ii) above may result in the frustration of the objective of the bid.

#### **i) Powers to increase share capital and authorisation to purchase treasury shares (as per Article 123-*bis*, paragraph 1, letter m), CFA)**

##### ***Share capital increases***

In compliance with Article 5 of the By-Laws as applicable during the period before the Shareholders' Meeting resolution granting power to increase the share capital, the Board of Directors was granted - pursuant to Article 2443, paragraph 1, of the Civil Code - for the maximum period of five years from the date of registration of the By-Laws on the Companies' Registry which occurred in April 2017, powers to increase the share capital in a non-divisible manner, against payment and with exclusion of the pre-emption right, in accordance with Article 2441, paragraph 4, clause one, of the Civil Code, for a maximum amount of Euro 9,076,167, through the issue in one or more tranches of a maximum number of ordinary or preferential shares or, in any case, with rights other than those enshrined in already issued shares or shares and financial instruments provided for by Article 2349 of the Civil Code, equal to 2,316,391, with rights, reserved, (i) in the case of hostile public bids or bids initiated by competitors of the Company, only to entities in which the Italian State directly or indirectly holds at least 20% of the share capital or (ii) in all other cases, to entities identified by the Board of Directors with the favourable vote of at least all Directors in office less one. The unit price of the aforementioned shares (including any premium) shall not be lower than the market value of the shares. The Board resolutions on the exercise of the power of attorney shall identify the entities to which the options to subscribe the share capital increase/s shall be assigned, shall set the subscription price based on the market value of the shares and a specific deadline for the subscription and shall provide, pursuant to Article 2439, second paragraph, of the Civil Code, that, when the resolved increase is not subscribed by the deadline set, the share capital shall be increased by an amount (excluding any premium) equal to the subscriptions received up to such deadline.

As of the expiry date stipulated in Article 2443, paragraph 1 of the Civil Code, the Board has not implemented this power, even partially.

The Extraordinary Shareholders' Meeting held on October 23, 2025 resolved 1) to increase the paid-in share capital for a maximum total amount of Euro 400 million (four hundred million) including any share premium, to be executed within 12 months from the date of the Shareholders' Meeting resolution, in divisible form, by issuing ordinary shares with regular dividend

entitlement, to be offered as a rights issue to shareholders, pursuant to Article 2441 of the Civil Code, providing that if the capital increase is not fully subscribed within the 12 month timeframe from the date of the Shareholders' Meeting resolution permitting its subscription, the share capital shall be deemed to be increased by an amount equal to the subscriptions received as of that date; 2) to grant the Board of Directors all broader powers to: (i) determine, in compliance with the above terms, the timing of the offer, and to undertake its filing in the Companies' Register; (ii) determine close to the beginning of the rights offer period relating to the capital increase the number of shares to be issued, the option ratio and the issue price, taking into account, among other matters, for the purposes of determining the issue price, including the determination of the portion to be charged to capital and the portion charged to share premium, to the market conditions in general and the performance of the stock, as well as the Company's operating, equity and financial performance and its development prospects and considering the market practice for similar transactions and without prejudice to the provisions of Article 2346, paragraph 5 of the Civil Code. The issue price would be determined, close to the beginning of the rights offer period of the capital increase, by applying, in accordance with market practices for similar transactions, a discount on the Theoretical Ex Right Price ("TERP") of the ordinary shares, calculated in accordance with current methodologies, based on the official stock market price on the trading day prior to this determination date; (iii) establish the final amount of the capital increase within the maximum limit herein resolved; (iv) determine any other elements necessary for the above purposes" (the "**Capital Increase**");

The Extraordinary Shareholders' Meeting held on October 23, 2025 also resolved to approve amendments to Article 5.1 of the By-Laws in the following wording: "*Article 5: 5.1 The share capital amounts to Euro 91,764,212.90, comprising 27,159,346 ordinary shares without nominal value. The Extraordinary Shareholders' Meeting held on October 23, 2025 resolved to increase the paid-in share capital for a maximum total amount of Euro 400 million (four hundred million) including any share premium, to be executed within 12 months from the date of the Shareholders' Meeting resolution, in divisible form, by issuing ordinary shares with regular dividend entitlement, to be offered as a rights issue to shareholders, pursuant to Article 2441 of the Civil Code, providing that if the capital increase is not fully subscribed within the 12 month timeframe from the date of the Shareholders' Meeting resolution permitting its subscription, the share capital shall be deemed to be increased by an amount equal to the subscriptions received as of that date. The same Extraordinary Shareholders' Meeting also resolved to grant the Board of Directors all broader powers to: (i) determine, in compliance with the above terms, the timing of the offer, and to undertake its filing in the Companies' Register; (ii) determine close to the beginning of the rights offer period relating to the capital increase the number of shares to be issued, the option ratio and the issue price, taking into account, among other matters, for the purposes of determining the issue price, the market conditions in general and the performance of the stock, as well as the Company's operating, equity and financial performance and its development prospects and considering the market practice for similar transactions and without prejudice to the provisions of Article 2346, paragraph 5 of the Civil Code. The issue price will be determined, close to the beginning of the rights offer period of the capital increase, by applying, in accordance with market practices for similar transactions, a discount on the Theoretical Ex Right Price ("TERP") of the ordinary shares, calculated in accordance with current methodologies, based on the official stock market price on the trading day prior to this determination date; (iii) establish the final amount of the capital increase within the maximum limit herein resolved; (iv) determine any other elements necessary for the above purposes";*

to also grant the Chairperson of the Board of Directors and the Chief Executive Officer, jointly and severally, with the power to sub-delegate, within the limits of the law, any and all powers and authority to take whatever action is necessary or even merely useful to enact, fully and in each and every part, the resolutions adopted. This also includes the power to introduce to the resolution itself - respecting its content and any and all amendments - additions or deletions deemed necessary or even merely useful or that may be required by the competent authorities in the course of authorization and registration. They are also empowered to carry out the necessary formalities to ensure that all resolutions adopted today obtain the approvals required by law and, in general, to do all that is necessary for the complete execution of these resolutions, with any and all powers necessary and appropriate for this purpose, none excluded and without exception. This includes the power to apply for the listing of the shares to be issued and to file and publish the certificate provided for under Article 2444 of the Civil Code and the power to file, as

necessary, with the Companies Register, pursuant to Article 2436 of the Civil Code, the text of the By-Laws as amended in relation to the value of the share capital and the number of shares.

The Extraordinary Shareholders' Meeting of October 23, 2025 also resolved, to “grant the Board of Directors, pursuant to Article 2443 of the Civil Code, according to the terms and conditions set forth in the Report and the amendment to the By-Laws as per the following point, a power to be exercised by October 23, 2030, to increase the share capital, paid-in and in divisible form and with the exclusion of pre-emptive rights, pursuant to Article 2441, fourth paragraph, second section of the Civil Code, through the issue, on one or more occasions, of ordinary shares with regular dividend entitlement, the same 15 characteristics as the ordinary shares in circulation on the issue date and to be admitted to trading on the regulated Euronext Milan market organised and managed by Borsa Italiana S.p.A, within the limits of 10% of the pre-existing share capital at the date of exercise of the power (excluding any share premium), as well as within the limits of 10% of the total number of shares of the Company pre-existing at the date of exercise of the power, and also at the service of warrants, for (i) the promotion of hostile public tender offers or those in any case made by parties competing with the Company, exclusively to parties directly or indirectly owned by the Italian State to an extent of at least 20% of the share capital, or (ii) financial investors and/or industrial partners and/or entities engaged in activities similar, related, synergistic and/or instrumental to those of the Company and/or those with a similar or related purpose to that of the Company, as identified by the Board of Directors, with the vote in favour of at least all Directors in office less one, or else (iii) to service share-based incentive plans; 2. to amend Article 5.4 of the By-Laws as indicated in the Report; 3. without prejudice to the collegial nature of the resolution to exercise the proxy, to empower the Chairperson and the Chief Executive Officer, severally, with all the broadest powers to enable them, including through special attorneys and with the power to sub-delegate, within the limits of the law, to carry out all acts and transactions necessary or appropriate to implement the resolutions passed, and - specifically, in the event of the exercise of the proxy to increase the share capital - to: (i) file and publish, in accordance with the law, the updated text of the By-Laws as amended by the resolution and subsequent execution of the capital increase; and (ii) to prepare, amend and submit to the competent Authorities any application, petition, document that may be appropriate or required, including the fulfilment of the formalities needed to admit the newly issued shares resulting from the capital increase for trading on the Euronext Milan, organised and managed by Borsa Italiana S.p.A.; 4. to confer upon the Chairperson and the Chief Executive Officer, severally, all the broadest powers to allow them, including through special attorneys and with the power to sub-delegate, within the limits of the law, to take any and all action that is necessary or appropriate to register this resolution. This includes the act of making to the resolutions any non-substantial amendments, corrections or additions required for registration with the Companies Registration Office, or which may in any case be required by the competent authorities, and in general carrying out all actions required to fully enact the aforementioned resolutions, with all necessary and useful powers for this purpose, none excluded or excepted.”.

On October 30, 2025, the Company's Board of Directors determined the final terms and conditions of the rights offer, resolving to issue a maximum of 19,630,197 new ordinary shares (the "**New Shares**"), to be offered to shareholders at a ratio of 3 New Shares for every 4 shares held. The option rights were traded on the Euronext Milan market, STAR Segment, between November 3 and November 11, 2025. The exercise of these rights, under penalty of forfeiture, was required to take place by November 17, 2025.

As disclosed to the market, on November 17, 2025, the offering period of the New Shares to Avio shareholders ended. During the rights offer period, 19,400,448 New Shares were subscribed, accounting for approximately 98.83% of the total number of New Shares offered. These New Shares had a total value of Euro 395,187,125.76 and corresponded to 25,867,264 option rights. The remaining 306,332 option rights that were unexercised during the offer period (the "Unoptioned Rights") - which entailed the right to subscribe for a maximum of 229,749 New Shares or approximately 1.17% of the total New Shares offered, for a total value of Euro 4,679,987.13 - were offered on the Stock Exchange by Avio, pursuant to Article 2441, paragraph 3, of the Civil Code, during the trading sessions of November 19, 2025 and November 20, 2025.

During the first session of the offering on the Euronext Milan market on November 19, 2025, all 306,332 Unoptioned Rights were sold.

As communicated to the market, on November 20, 2025, following the sale of all 306,332 Unoptioned Rights during the November 19, 2025 trading session, the share capital increase was concluded with the full subscription of 19,630,197 shares, for a total value of Euro 399,867,112.89, obviating the need for intervention by the underwriting consortium.

Subsequently, within the terms and in the manner prescribed by law and regulations in force, the certificate of full subscription of the capital increase, specifying the new share capital, was filed with the Companies Registration Office, and the new text of the By-Laws, amended following the conclusion of the aforementioned capital increase transaction, was filed.

The current wording of Article 5, paragraphs 1 and 4 of the By-Laws is given below:

*“5.1 The share capital amounts to Euro 158,506,882.70, comprising 46,789,543 ordinary shares without nominal value.*

[...]

*5.4 The Board of Directors is granted, pursuant to Article 2443, first paragraph, of the Civil Code, the power, to be exercised by October 23, 2030, to increase the paid-in share capital, in divisible form and with the exclusion of option rights, pursuant to Article 2441, fourth paragraph, second section of the Civil Code, by issuing, on one or more occasions, ordinary shares, with regular dividend rights and the same characteristics as the ordinary shares in circulation on the issue date and to be admitted to trading on the regulated Euronext Milan market, organised and managed by Borsa Italiana S.p.A., within the limits of 10% of the Company's pre-existing share capital at the date of exercise of the power (excluding any share premium), as well as within the limit of 10% of the total number of shares of the Company pre-existing at the date of exercise of the power, including for the service of warrants, reserved (i) in the event of the promotion of hostile public tender offers or otherwise made by parties competing with the Company, exclusively to parties directly or indirectly owned by the Italian State to an extent of at least 20% of the share capital, or (ii) to financial investors and/or industrial partners and/or parties that carry out activities that are similar, connected, synergistic and/or instrumental to those of the Company and/or have a purpose similar to that of the Company, identified by the Board of Directors, with the favourable vote of at least all Directors in office less one, or (iii) to service share incentive plans. The unit price of the aforementioned shares (including any premium) shall not be lower than the market value of the shares. The resolutions of the Board of Directors to exercise the delegated power will set the subscription price as indicated above, as well as a specific deadline for the subscription and shall provide, pursuant to Article 2439, second paragraph, of the Civil Code, that, when the resolved increase is not subscribed by the deadline set, the share capital shall be increased by an amount (excluding any premium) equal to the subscriptions received up to such deadline. The Board of Directors is vested with all powers to exercise the aforementioned functions, issue the new shares, and make the consequential amendments to this Article of the By-Laws.”*

### ***Treasury shares***

At the Report approval date, the Shareholders' Meeting of the Company, held on April 29, 2019, April 29, 2021 and most recently April 23, 2024, had resolved to authorise, pursuant to Articles 2357 and 2357-ter of the Civil Code, the purchase of treasury shares of the Company, in one or more tranches, to an extent freely determinable by the Board of Directors for a total maximum value of 10% of the share capital and disposals, to be carried out in one or more tranches, of the shares in portfolio.

The purchase authorisation was issued for a period of 18 months from the date of the Shareholders' Meeting resolution.

As of the date of approval of this Report, the Board of Directors has not begun the treasury share purchase program to execute the above resolution.

Thus, the total number of treasury shares held by Avio as of the date of approval of this Report,

on the basis of the programmes authorised and initiated, is 985,747 ordinary shares, equal to 2.11 % of the share capital.

**j) Management and co-ordination activities (as per Article 2497 of the Civil Code)**

At the Report approval date, the Company was not subject to management and co-ordination.

At the Report approval date, the Company was not controlled by any entity pursuant to Article 2359 and subsequent of the Civil Code or Article 93 of the CFA.

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The disclosures required by Article 123-*bis*, paragraph 1, letter i) of the CFA “*the agreements between the company and directors (.....) which provide indemnity in the case of resignation or dismissal from office without just cause or termination of employment following a public purchase offer*” are illustrated in the dedicated section of the Remuneration Policy and Report, published as per Article 123-*ter* of the CFA.

The disclosures required by Article 123-*bis*, paragraph 1, letter l), first part, of the CFA) relating to the “*applicable regulations concerning the appointment and replacement of Directors (...), if differing from applicable law and regulations*” are illustrated in the section of this Report concerning the Board of Directors (Section 4).

The disclosures required by Article 123-*bis*, paragraph 1, letter l), first part, of the CFA relating to “*applicable regulations (...) concerning the amendment of the By-Laws if differing from applicable law and regulations*” are illustrated in the section of this report concerning Shareholders’ Meetings (Section 16).

### 3. COMPLIANCE (AS PER ARTICLE 123-BIS, PARAGRAPH 2, LETTER A), CFA)

Avio has formally adopted the Corporate Governance Code, which is accessible to the public on the website of the Corporate Governance Committee at <https://www.borsaitaliana.it/comitato-corporate-governance/codice/2020.pdf>.

Compliance with the principles contained in the Code entailed adapting Avio's governance system to regulatory requirements.

With respect to the non-adoption of one or more recommendations of the Code, see the detail of the various sections of this Report.

The Issuer and its strategic subsidiaries are not subject to non-Italian legal provisions that influence the Issuer's corporate governance structure.

### 4. BOARD OF DIRECTORS

#### 4.1 Role of the Board of Directors

In accordance with current regulations for companies with listed shares on regulated markets and as per the recommendations of the Corporate Governance Code, the Board of Directors plays a central role within the governance system.

Avio intends to contribute to clearly define ESG - Environmental, Social and Governance - objectives through a progressive improvement of its performance, correlated to business objectives.

In this regard, during the year 2021, Avio started up a process for the definition of a sustainability policy with the objective of strengthening and implementing the values of ethics, integrity and responsibility in respect of people, the environment and society as a whole, in order to integrate sustainability into the strategy and management of its business, defining with the different company departments the objectives to be enhanced in a sustainability plan aligned to a Group business plan. Based on the aforementioned Sustainability Policy, the Sustainability Plan was prepared, founded upon qualitative and quantitative ESG indicators to be developed over a five-year timeframe, subject to monitoring by the relevant corporate owners, who report at least semi-annually to the Sustainability Committee.

Moreover, it is committed to managing dialogue with all its shareholders through fair, transparent and differentiated forms of engagement, believing that establishing and maintaining a constant and ongoing relationship with all the main stakeholders is in its own specific interest, as well as a duty towards the market.

In this sense, on March 3, 2022, Avio's Board of Directors approved an ad hoc policy in order to conform the rules of corporate governance and the management of the dialogue with the Shareholders to the principles established by the Corporate Governance Code. In fact, the Policy intends to pursue the objective of raising the level of transparency and involvement of investors, as promoted by the Shareholder Rights Directive II with reference to institutional investors and asset managers, as a functional instrument to guarantee the sustainable success of Avio, which is substantiated by the creation of long-term value to the benefit of Shareholders, taking into account the interests of all other stakeholders and the impacts that its operations may have at an environmental, social and economic level. Please refer to Chapter 15 of this Report for the management of communications with Shareholders.

Article 14 of By-Laws establishes that the Board shall have the widest powers of ordinary and extraordinary administration of the Company, with the power to carry out all acts it deems appropriate for attaining the corporate purpose, with the sole exception of those attributed

exclusively by law to the Shareholders' Meeting. The Board of Directors, in accordance with Article 2365, paragraph 2 of the Civil Code is also empowered to pass the following resolutions, without prejudice to the concurrent competence of the Shareholders' Meeting: (i) the opening and closing of secondary offices; (ii) the reduction of the share capital as a result of a return of shares; (iii) updating the By-Laws in accordance with the law; (iv) transfer of the registered office within Italy; (v) merger or spin-off of the company in the cases provided for under the law; (vi) the indication of which Directors may represent the Company.

As per Article 11.1 of the By-Laws, the Board of Directors shall appoint a Chairperson from its membership, if the Ordinary Shareholders' Meeting has not already done so. The Board is also entitled to appoint a Secretary, who may also be external to the Company, upon a proposal from the individual chairing the meeting.

Under Article 12.2 of the By-Laws, within the limits of the Law and the By-Laws, the Board of Directors may delegate part of its powers to an Executive Committee, determining the limits of such mandate as well as the number of members of the committee and its operating procedures. The Board may appoint one or more Chief Executive Officers, granting them the relevant powers. Moreover, the Board of Directors may also establish one or more committees with advisory, investigating, proposing or control functions, vested with the powers set out by the Board of Directors. The Board of Directors may also appoint General Managers, defining their powers and granting power of attorney to third parties for certain acts or categories of acts.

Pursuant to Article 12.1 of the By-Laws, the matters and strategic activities on which the Italian Government has a right to object pursuant to the Golden Power Regulation fall under the exclusive remit of the Board of Directors and may not be delegated, and the related Board of Directors' resolutions shall be adopted and executed in compliance with the provisions of the Golden Power Regulation.

#### **4.1 Appointment and replacement (as per Article 123-*bis*, paragraph 2, letter l), CFA)**

As per Article 11 of the By-Laws applicable during FY 2025, Avio is managed by a Board of Directors consisting of nine members or 11 members, as decided by the Shareholders' Meeting. The Directors remain in office for three years, unless a lesser term is set out by the appointment motion, with the term concluding on the date of the Shareholders' Meeting called to approve the financial statements pertaining to the last financial year of their term, and may be reappointed.

All Directors shall possess the eligibility and standing requirements provided for by law and other applicable provisions, as well as the integrity requirements provided for by Italian Ministerial Decree No. 162 of March 30, 2000 and the applicable legislation in force. Pursuant to Article 147-*ter*, paragraph 4 of the CFA, at least two Directors must also possess the independence requirements set out therein.

As per applicable legislative and regulatory provisions for listed companies, Article 11 of the By-Laws establishes that the Shareholders' Meeting appoints the Board of Directors on the basis of slates presented by the outgoing Board of Directors or by the shareholders, in accordance with the procedure outlined below, except where otherwise established by obligatory laws or regulations.

Shareholders can present a slate for the appointment of Directors, in addition to the departing Board of Directors, who, alone or together with other presenting shareholders, have a shareholding at least equal to that determined by Consob in accordance with applicable provisions and regulations. Ownership of the minimum shareholding is determined according to the shares that are registered in favour of the shareholder on the day in which the slates are filed with the issuer; certification can also be made subsequent to the filing provided that it is within the deadline for the publication of the slates. The slates are filed at the registered office, and

subsequently published, in accordance with the methods and the deadlines provided for by applicable law.

The slates provide for a number of candidates of no fewer than two and not exceeding the number of Directors to be appointed, each linked to a progressive number. Each slate shall contain and expressly indicate at least two Directors considered as independent as per applicable laws and the Corporate Governance Code. The slates containing three or more candidates may not be composed of candidates only from the same gender (male or female); these slates should include a number of candidates of the under-represented gender to guarantee the composition of the Board of Directors in accordance with legal and regulatory provisions in relation to gender equality (male or female) rules, rounded upwards.

Each slate must include as an attachment, at the risk of ineligibility: (i) the curriculum vitae of the candidates; (ii) a declaration in which all the candidates accept the candidature, and attest, under their own responsibility, that no grounds for ineligibility and incompatibility exist, as well as the existence of the requirements prescribed by applicable law and the By-Laws for the office of Director of the Company and including the declaration on the possession of the independence requirements; (iii) the identity of the shareholders who have submitted the slates and the total percentage of shares held; (iv) any additional or differing declaration, information, and/or documents provided for by applicable law and regulations.

Each Shareholder may not - even through a nominee or a trust - submit, or contribute to submitting, more than one slate or vote upon different slates. Moreover, each candidate may be included only in one slate, under penalty of ineligibility.

Following the vote, candidates will be elected from the two slates that have obtained the highest number of votes, with the following criteria: (i) from the slate obtaining the majority of votes cast (the “**Majority Slate**”), a number of Directors equal to the total number of the members to be appointed less 3 shall be taken; and (ii) from the slate obtaining the second highest number of votes cast (the “**Minority Slate**”) and not linked even indirectly with the Shareholders that submitted or voted the slate that achieved the highest number of votes, 3 Directors shall be taken, including at least one Independent Director, according to the numerical order of the candidates on the slate.

If the Majority Slate, or the Minority Slate, depending on the case, does not contain a sufficient number of candidates in order to appoint the number of Directors required for each of them based on the aforementioned criteria, the remaining Directors to be elected shall be taken from the other slate, i.e. either the Minority or the Majority Slate depending on the case - in the progressive order in which they appear.

Consideration is not taken of the slates which have not obtained at least half of the votes required for the presentation of slates.

Should two slates receive the same number of votes, a second vote of the Shareholders’ Meeting shall decide by considering only the slates receiving the same number of votes.

If, at the end of the vote, the legal and regulatory provisions applicable from time to time on (male and female) gender parity (including rounding up to the next whole number if the implementation of gender quotas does not result in a whole number), the replacement mechanisms detailed below shall apply.

A) The last of the candidates that would have been elected from the Majority Slate and belonging to the over-represented gender shall be replaced with the first of the non-elected candidates taken from the same slate and belonging to the under-represented gender;

B) Where the replacement under letter A) above does not allow the achievement of the minimum threshold set out by legal and regulatory provisions applicable from time to time to gender parity

(including rounding up to the next whole number if the implementation of gender quotas does not result in a whole number), the last of the candidates that would have been elected in the Minority Slate and belonging to the over-represented gender shall be replaced with the first non-elected candidate taken from the same slate belonging to the under-represented gender;

C) Where the replacements under letters A) and B) above do not allow the achievement of the minimum threshold set out by legal and statutory regulations applicable from time to time on gender parity (including rounding up to the next whole number if the application of gender quotas does not result in a whole number), the second-last candidate that would have been elected from the Majority Slate and belonging to the over-represented gender shall also be replaced, and so on, from the bottom of the ranking, considering only the candidates that would have been elected taken from the aforementioned slate.

Where, as a result of the mechanism detailed above, no Independent Director is appointed from the Majority Slate, the last non-independent candidate elected from the Majority Slate shall be replaced by the first independent candidate not elected from the aforementioned slate, in progressive order, without prejudice in any case to the compliance with the gender parity provided for by legal and/or regulatory provisions as applicable. If, based on the aforementioned mechanism, no Independent Director is appointed from the Minority Slate, the same procedure shall be followed, *mutatis mutandis*.

Where only one slate is presented, the Shareholders' Meeting will vote on that slate and, where this slate receives the majority of the votes, all the members of the Board of Directors will be taken from this slate in accordance with applicable law and regulations, including gender equality regulations (rounded upwards where resulting in a fraction).

In the absence of slates, or if only one slate is presented and this does not obtain the majority of votes, or if the number of elected directors on the basis of slates presented is lower than the number of members to be elected, or if the entire Board of Directors is not to be renewed, or if it is not possible for any reason to elect the Board of Directors in the manner provided for in this Article, the members of the Board of Directors will be elected by the Shareholders' Meeting by statutory majority, without the application of slate voting, save for the obligation to maintain the minimum number of Independent Directors established by law and in accordance with the applicable law and regulations in terms of gender equality quotas.

In the event that, for whatever reason, one or more Directors are no longer sitting, the Board of Directors will proceed with co-option, where possible, from among the non-elected candidates from the slate from which the Director leaving office had been elected, according to the progressive numbering of the slate, while maintaining the obligation of a minimum number of Independent Directors as established by law and these By-Laws and in accordance with the applicable law and regulations on gender equality quotas.

In the event of termination of office, for any reason, of more than half of the Directors elected by the Shareholders' Meeting, the entire Board shall be deemed to lapse with effect from the moment in which the Board of Directors has been renewed and the Directors still in office will urgently call the Shareholders' Meeting for the election of the new Board of Directors.

The number of Board members and the manner of their nomination and appointment through the slate voting mechanism, along with the manner in which the outgoing Board of Directors shall submit its slate, were amended by the Company's Extraordinary Shareholders' Meeting on March 3, 2026. Accepting the proposal made by the Board of Directors on January 29, 2026, the Meeting resolved on the consequent amendments to Articles 11 and 12 of the By-Laws.

On February 28, 2020, the Board of Directors, on the proposal of the Appointments and Remuneration Committee, approved a succession plan for the Executive Director.

Avio maintains that the succession plan is an instrument to ensure the consistent management

of risk, business continuity and the long-term sustainability of the Company, by governing the process of replacing the Executive Director in the potential situation of early conclusion of office.

In addition, the existence of a succession plan ensures continuity and certainty in business operations as well as the selection of the best possible candidates for the office of Executive Director in order to avoid decisions being taken without the support of a structured process.

The By-Laws do not include any additional independence requirements beyond those set forth in Article 148, paragraph 3, of the CFA, which is applicable to members of the Board of Directors on the basis of Article 147-ter, paragraph 4, of the CFA.

Concerning independence specifically, Recommendation No. 7, paragraph 1, of Article 2 of the Corporate Governance Code for listed companies adopted by the Corporate Governance Committee in January 2020 (the “Code”), in which Avio includes among the circumstances that compromise, or appear to compromise, the independence of a Director or Statutory Auditor the following:

- *“c) if, directly or indirectly (for example through subsidiary companies or where they are an Executive Director, or as partner of a professional advisory firm or a consultancy company), has, or has had in the three previous years, a significant commercial, financial or professional relationship:*
  - *with the Company or its subsidiaries, or its Executive Directors or Top Management;*
  - *with a party that, also together with others through a shareholder agreement, controls the Company; or if the Parent is a company or corporation, with the relevant Executive Directors or Senior Management; and*
- *“d) if he/she receives, or has received in the previous three years, from the Company, one of its subsidiaries or the Parent Company, significant additional remuneration with respect to the fixed remuneration for the office and the remuneration provided for participation in the committees recommended by the Code or provided for by the applicable regulations”.*

In order to apply the aforementioned provisions, Recommendation No. 7, second paragraph, of the Code requires the Board of Directors to define, at least at the beginning of its term of office and, in any case, prior to the assessment of the independence of Directors and Statutory Auditors, the quantitative and qualitative criteria for assessing the significance of the relationships referred to in letters c) and d) of Recommendation 7, first paragraph, of the Code.

In relation to this, the Recommendation indicates that “In the case of a Director who is also a partner in a professional firm or consulting firm, the Board of Directors assesses the significance of any professional relationships that may affect his/her position and role within the firm or consulting firm, or that otherwise relate to significant transactions of the firm and its group, regardless of the quantitative parameters”.

On March 14, 2022, the Board of Directors, with the assistance of the Appointments and Remuneration Committee, approved, for the purposes of assessing the independence of Directors and Statutory Auditors, a Policy containing qualitative and quantitative criteria aimed at pre-determining the significance of the relationships referred to in Article 2, Recommendation 7, letters c) and d), of the Corporate Governance Code.

The aforementioned document illustrates the quantitative and qualitative criteria approved by Avio's Board of Directors, with the assistance of the Appointments and Remuneration Committee, to assess the significance of relationships, including economic, that may compromise the independence of Directors/Statutory Auditors (the "**Quantitative and Qualitative Criteria**" or the "**Criteria**").

More specifically, with particular reference to quantitative criteria, any commercial, financial or professional relationship that the Director or Statutory Auditor - whose independence is subject to assessment - has or has had during the financial year in which the declaration of independence is made, or in the three financial years prior to the date on which the declaration is made, with the following significant parties are relevant:

- (i) the Company or its subsidiaries, or its Executive Directors or Top Management;
- (ii) the party that, also together with others through a shareholder agreement, controls the Company; or if the parent is a company or corporation, with the relevant Executive Directors or Senior Management.

For the purposes of Recommendation 7, paragraph one, letter c) of the Corporate Governance Code "significant" is to be deemed:

a relationship of, commercial, financial or professional nature with relevant persons if the total annual consideration for such relationships exceeds 50% of the total amount of the fixed annual remuneration received by the Relevant Person for the office or for participation in committees.

It should be underlined that, for the purposes of the above, also the relationships with the relevant persons held by close family members are taken into account, i.e.: (i) parents, (ii) children, (iii) the spouse who is not legally separated and (iv) cohabitants.

The "additional remuneration" to be considered in evaluating the independence of a member of the Board of Directors includes the sum of any additional remuneration paid by Avio, one of its subsidiaries or the parent company, even indirectly, with respect to the "fixed remuneration for the office" and "the remuneration for participation in the committees recommended by the Code or by the laws in force".

To this end, the remuneration received in the form of participation in incentive plans linked to company performance is also included.

Additional remuneration is normally to be considered significant - and therefore capable of compromising the independence of the Relevant Person concerned - if the total annual consideration for such relationships exceeds 50% of the total amount of the fixed annual remuneration received by the Relevant Person for the office or for participation in committees.

Even if these quantitative parameters are not exceeded, a relationship of a commercial, financial or professional nature shall be deemed "significant" for the purposes of Recommendation 7, first paragraph, letter c) of the Code if it is deemed by the Board of Directors to be capable of affecting the autonomy of judgement and independence of a Director of Avio in their duties.

Therefore, purely by way of example, in the event that the party is also a partner of a professional firm or consulting company, the Avio Board of Directors - independently of the aforementioned quantitative parameters - may consider as "significant" the professional relations of the firm and/or consulting company with the relevant persons who:

- (i) may have an effect on the Director's position and/or role in the firm; and/or
- (ii) pertain to important operations of the Company and the Group it heads.

The significance of the aforementioned relationships is assessed taking into account the overall professional activity normally carried out by the party, the tasks normally assigned to them, as well as the importance that these relationships may have for the party in terms of reputation within his own organisation.

The information required by Article 123-*bis*, paragraph 1, letter l) of the CFA relating to the

“applicable regulations concerning the appointment and replacement of Directors (...), in addition to the amendment of the By-Laws if differing from applicable law and regulations” is illustrated in the Board of Directors section (Section 4).

## 4.2 Composition (as per Article 123-bis, paragraph 2, letter d) of the CFA)

### 4.2.1 Members of the Board of Directors

The Shareholders' Meeting of Avio S.p.A. called on April 28, 2023 appointed the Board of Directors, having first resolved on the number of members, their term of office and remuneration. In particular, the Shareholders' Meeting of Avio S.p.A. set the number of the members of the Board of Directors as eleven, establishing their term in office. Subsequently, by implementing the slate voting system provided for by Article 11 of the By-Laws, the Shareholders' Meeting appointed the Board of Directors of Avio with effect from the date of the Shareholders' Meeting appointment (April 28, 2023) until the approval of the Financial Statements at December 31, 2025.

Following the resignation submitted on April 30, 2025 by Director Luigi Pasquali (appointed by the Shareholders' Meeting of April 28, 2023 and taken from the slate presented by the outgoing Board of Directors), on May 15, 2025, the Company's Board of Directors, having consulted with the Appointments and Remuneration Committee and the Board of Statutory Auditors, resolved to appoint by co-option, pursuant to Article 2386, paragraph 1 of the Civil Code and Article 11.15 of the By-Laws - there being no further candidates remaining in the aforementioned slate submitted by the outgoing Board of Directors - Carmen Milena Antonella Lerario as Non-Executive Director of the Company, to replace the resigning Director Dr. Luigi Pasquali. Her term of office, in accordance with the law and the By-Laws, was set until the next Shareholders' Meeting. The following Shareholders' Meeting of Avio S.p.A., held on October 23, 2025, resolved to appoint Carmen Milena Antonella Lerario as Non-Executive Director of the Company, with the same term of office as the other Directors in office and, therefore, expiring on the date of the Shareholders' Meeting called to approve the financial statements for the year ended December 31, 2025.

As better specified in the table at the end of section 4.2.1 of this Report, Avio's Board of Directors is made up of 11 members, of which (i) 1 executive member; and (ii) 6 independent members.

The members of Avio's Board of Directors in office on the Report approval date are listed in the table below.

Name	Place and date of birth	Date of appointment
Giovanni Soccodato	Rome, October 31, 1961	April 28, 2023
Raffaele Cappiello (*)	Rome, September 17, 1968	April 28, 2023
Letizia Colucci	Foggia, August 6, 1962	April 28, 2023
Giovanni Gorno Tempini (*)	Brescia, February 18, 1962	April 28, 2023
Donatella Isaia (*)	Turin, December 21, 1974	April 28, 2023
Roberto Italia	Rome, July 5, 1966	April 28, 2023
Marcella Elvira A. Logli (*)	Milan, October 14, 1964	April 28, 2023
Carmen Milena Antonella Lerario	Tricarico (MT), June 13, 1980	Co-opted by the Board on May 15, 2025 and

		subsequently confirmed by the Shareholders' Meeting on October 23, 2025
Elena Pisonero Ruiz (*)	Madrid (Spain), January 17, 1963	April 28, 2023
Giulio Ranzo	Rome, January 29, 1971	April 28, 2023
Donatella Sciuto (*)	Varese, January 5, 1962	April 28, 2023

(\*) Independent Director pursuant to Article 148 of the CFA and Article 2 of the Corporate Governance Code

It should be noted that:

- (i) Mr. Roberto Italia holds the office of Chairperson of the Board of the Issuer;
- (ii) Mr. Giovanni Gorno Tempini holds the office of Vice-Chairperson of the Board of the Issuer;
- (iii) Mr. Giulio Ranzo holds the office of Chief Executive Officer and General Manager of Avio;
- (iv) Mr. Giorgio Martellino holds the office of Secretary of the Board of Directors of Avio.

The members of Avio's Board of Directors declared themselves in possession of the standing requirements set out for control members with regulation of the Italian Ministry of Justice pursuant to Article 148, paragraph 4, of the CFA.

In addition, the Board of Directors has appointed a Sustainability Committee responsible for supporting them in overseeing sustainability activities. The Committee is intentionally constituted of members with established experience in sustainability concerns, and for greater integration across issues the Chairperson of the Board of Directors is also a member.

A short *curriculum vitae* of each Director of Avio, detailing the relevant business management skills and experience, is provided below.

### ***Raffaele Cappiello***

Born in Rome on September 17, 1968. He graduated in Law at the University La Sapienza of Rome with honours. Since 1992, he has been providing legal assistance and consultancy, including representation in court, on corporate, banking, financial and insolvency matters at the legal firm of Prof. Libonati in Rome, also as a partner of the legal firm "Libonati-Jaeger", until 2010 when he founded his own firm in Rome. He is a lecturer in Commercial Law at the School of Specialization for the Legal Profession of the University of Rome La Sapienza (2013/2019) and in Bankruptcy Law for the Master in Bankruptcy Curator at the University of Studies Niccolò Cusano (since 2018). He has been a Member of the Financial Banking Arbitrator College of Rome (2015/2021). He has served and continues to serve as an officer in bankruptcy proceedings on behalf of the Bankruptcy Court, the Ministry for Economic Development and the Bank of Italy, including: Judicial Commissioner of the Consorzio Venezia Nuova Preventive Arrangement (implementation of the Mose Venice project) and the Consorzio Costruzioni Mose Arsenale Preventive Arrangement; Extraordinary Administrator of Stefanel s.p.a. in A.S., of Gruppo Cotorossi in A.S., of Gruppo Cogolo in A.S., of Gruppo Altiforni e Ferriere di Servola in A.S., of Cavarinvest s.p.a. in A.S. and as Liquidator of Il Manifesto soc coop in lca and Judicial Commissioner of the Preventive Arrangement of Acqua Marcia RE S.p.A. He has held positions as an Independent Director in financial and listed companies. He currently holds the following positions: Independent Director, appointed by the minority shareholders, of B&C Speakers S.p.A., listed on the Milan Stock Exchange; Independent Director, appointed by the minority shareholders, of AVIO S.p.A., listed on the Milan Stock Exchange; Member of the Advisory Committee of Fondo Tessalo - Alternative Real Estate Closed Reserved Fund - managed by DeA Capital Real Estate SGR S.p.A. Director of the company Pagano Lighting Holding S.r.l., appointed by Azimut Libera Impresa SGR S.p.A.; Member of the Investment Committee of the Alpha Real Estate Closed Reserved Fund - managed by DeA Capital Real Estate SGR SpA.

### ***Letizia Colucci***

Born in Foggia on August 6, 1962, she has consolidated over 30 years of professional experience in the Defence and Space sectors of the Leonardo Group. Graduated in Law from the University Federico II of Naples, she has held positions of responsibility in various companies of the Group. Specifically, she was Head of Corporate Affairs of Alenia Difesa - a branch of Finmeccanica and in this role she was in charge of the establishment of the Joint Venture Alenia Marconi Systems, in which the Civil and Military Radar Systems and the Missile Systems of Alenia Difesa were merged. Subsequently, she assumed the position of Legal and Corporate Management of Alenia Marconi Systems. In the same period, she was entrusted with the responsibility of the due diligence process and of the contribution activities aimed at setting up the MBDA missile Joint Venture. Thereafter she became General Affairs Director of MBDA Italy with responsibility for Legal and Corporate Affairs, Safety and Licensing, Purchasing, Plant Management and

Institutional Relations. In 2005, she joined Selex Sistemi Integrati as General Affairs Manager. She was then appointed Deputy General Manager and in the same period she also had responsibility for the project of rationalisation of electronic activities for defence of the Leonardo Group. In 2010, she assumed the role of Co-General Manager with responsibility for all of the Company's central support departments. In 2013, she was appointed Secretary General of the company Telespazio, with responsibility for various central support functions. From 2019 to 2022, she served as Chairperson of MBDA Italia S.p.A. She is currently General Manager of Med-Or Foundation and Director of Avio.

### ***Giovanni Gorno Tempini***

Giovanni Gorno Tempini has been Chairperson of the Board of Directors of Cassa Depositi e Prestiti S.p.A. since October 24, 2019, Chairperson of CDP Reti S.p.A. since November 28, 2019, Chairperson of CDP Equity S.p.A. since April 2, 2020 and Chairperson of Fondazione CDP since November 11, 2021. Since August 2019 he has chaired the Board of Directors of F.I.L.A. - Fabbrica Italiana Lapis ed Affini - and since 2017 has been a member of the Board of Directors of Avio S.p.A., both listed on the Star segment of the Italian Stock Exchange. On April 28, 2023, he assumed the Vice-Chair of Avio. On March 31, 2021, he joined the Board of Directors of TIM S.p.A. On May 15, 2025, he joined the Board of Directors of Società per Azioni Villa d'Este, and since May 22, 2025, he has been a member of the Board of Directors of Fontana Finanziaria S.p.A.

Since December 2024, he has been a members of the Corporate Governance Committee formed by business associations (ABI, ANIA, Assonime, Confindustria) and professional investors (Assogestioni) and Borsa Italiana. He is a member of the Scientific Committee of the Aristide Merloni Foundation, of the Board of Assonime, of the General Council of AIFI (Italian Association of Private Equity and Venture Capital), the General Council of ISPI (Institute for International Policy Studies) and the Supervisory Board of the Marguerite Fund (2020 European Fund for Energy, Climate Change and Infrastructure). He is an adjunct professor of the course "Long term investments and public private partnerships" at the L. Bocconi University of Milan and teaches on the MBA Programme at the SDA Bocconi School of Management. He has also been a lecturer at the LIUC University of Castellanza (Varese) and the Ca' Foscari University of Venice. He has served as a member of the Scientific Committee of the Ca' Foscari International College and of the Strategic Board of Fondazione Ca' Foscari. He has worked with Intercultura for many years and in various roles and has been appointed member of the Advisory Board of H-FARM Education. In April 2020, he was appointed as a member of the Committee of Experts on Economic and Social Matters (so-called Colao Committee established by Prime Ministerial Decree of April 10, 2020) at the Presidency of the Council of Ministers. The Committee, convened in order to elaborate the measures and initiatives necessary to face the COVID-19 epidemiological emergency, has drawn up the report "Initiatives for the relaunch of Italy 2020-2022". Previously, he was Chairperson of Fondazione Fiera Milano and Director at LUISS University (July 2016-July 2019). He was on the Board of Intesa Sanpaolo S.p.A. and Willis Towers Watson S.p.A. (April 2016-November 2019), and also on the Board of FIRC - AIRC, Italian Cancer Research Foundation and Association (May 2016-April 2020). He was a member of the Board of Directors of the Collegio San Carlo in Milan.

He served as Industry Advisor for Italy for Permira Private Equity Fund and Senior Advisor of Partners S.p.A. From May 2010 until July 2015, he served as Chief Executive Officer of Cassa Depositi e Prestiti S.p.A. and CDP Reti S.p.A. (December 2014-July 2015). He was also Chairperson of Fondo Strategico Italiano S.p.A., later renamed CDP Equity S.p.A. (August 2011-July 2015 and April 2020-October 2025). During his professional career he has also been General Manager and Board Member of the Mittel Group, Vice-Chairperson of Sorin S.p.A., Chairperson of Hopa S.p.A. and Director of A2A S.p.A. Between 2001 and 2007, he held various roles within the Intesa San Paolo Group, in particular, from 2001 to 2005, the position of Head of Investment Banking and Structured Finance and Chief Executive Officer of Banca Caboto - now Banca IMI) and, from 2006 to 2007, Head of Group Finance and Treasury. Over the years he has served as Chairperson of the "Technical Commission for Finance" of ABI-Associazione Bancaria Italiana and as Director of Borsa Italiana S.p.A., MTS- European Bond Exchange, EuroMTS, ISDA-International Swaps and Derivatives Association and AIFI-Associazione Italiana Private Equity and Venture Capital. He started his career at JP Morgan in 1987, in the Global Markets sector, holding various Executive roles in Milan and London, with responsibility for Italy and EMEA. Giovanni Gorno Tempini graduated in Business Administration from the Luigi Bocconi University in Milan in 1987. On April 21, 2021, he was awarded the honour of Grand Officer of the Order of Merit of the Italian Republic. On May 30, 2022, he was knighted "Cavaliere del Lavoro". On November 21, 2023, he was awarded the Parete Prize, an award given to entrepreneurs, bearing witness to the value of knowledge, showing the centrality of education as a commitment to ourselves and to Society.

### ***Donatella Isaia***

Born in Turin on December 21, 1974. Donatella Isaia has a degree in Education Sciences; she has been a member of the Organising Committee for the XX Olympic Winter Games in Turin. She developed most of her professional experience in Vodafone where she held roles of increasing responsibility within the Human Resources function. She has operated in multiple locations including the UK, India, Romania, Egypt and Hungary, among others; she has been part of the Ghana Telecom integration and start-up operations in Qatar. From 2015 to 2019, she was HR & Organisation Director at Vodafone Italia leading the HR strategic agenda and digital transformation.

Since January 2021, she has been a member of the TeamSystem Group leadership team in the role of Chief People and Culture Officer. She is Chairperson of the Board of Directors of Mondora S.r.l. benefit company. She joined the Board of Directors of Avio S.p.A. in 2020.

From 2016 to 2022 she was a member of the Board of Directors of the Vodafone Italia Foundation and from 2016 to 2019 she was a member of the Board of Directors of AssTel.

### ***Roberto Italia***

Born in Rome on July 5, 1966, Roberto Italia graduated in Economics and Commerce magna cum laude from the LUISS, Rome in 1990 and began working with the STET/Telecom Italia group. After achieving an MBA With Distinction in 1994 from INSEAD, Fontainebleau, he began working in the alternative equity sector, firstly with Warburg Pincus, thereafter with Henderson Private Capital and following that with the European group Cinven. He is a founding partner and Director of Red Black Capital and Space Holding S.r.l. and Chief Executive Officer of the Verlinvest S.A. Group. He is also a Director at many Italian and overseas companies (Avio USA Inc., Clewor S.r.l., Billy's Sp. Zoo).

### ***Carmen Milena Antonella Lerario***

Born in Tricarico (MT) on June 13, 1980, she holds a degree in Aerospace Engineering with specialisation in Aerodynamics from the University of Pisa. Her career in Space and Aerospace/Defense has developed at the international level, first through 16 years at the Airbus Group and later with e-GEOS, part of Leonardo Space.

She began her career in 2008 in Hamburg at Industrie Hansa GmbH, working on the A380 vertical tailplane repair campaign for Airbus Deutschland. She later worked on the production, certification and assembly of the A350XWB wings in Germany, Spain and England.

Over the years, she has held managerial positions in a variety of functions, including Senior Corporate Operations Auditor - in Corporate Audit - and Human Resources manager for contingent workforce outplacement and diversity at Airbus' headquarters in Toulouse, France.

She was also Head of Space Production (satellites, launchers etc.) for Airbus Defence & Space in Spain, transforming and optimising processes focusing on increasing innovation and digitalization.

The cross-disciplinary experience she gained internationally saw Ms. Lerario return to Italy in 2022 as Chief Executive Officer of Airbus Italy, where she led the transformation from a service company to a manufacturing company, interfacing with the board of the Airbus Defence & Space Group.

Since September 2024, she has been Chief Executive Officer of e-GEOS (a company 80% owned by Telespazio and 20% owned by ASI), Senior Vice President of Telespazio's Geo Information Business Line, and Head of Space Division Level Services at Leonardo. She has been a Director at Avio since May 2025.

### ***Marcella Elvira A. Logli***

Born in Milan in 1964, one of the first women to graduate in Computer Science (1989) at the University of Milan, she has always been attracted by technological innovation. She began her career at Apple Computer S.p.A., covering various roles in marketing, communication, new business and development of new services, specializing in digital media, Internet technologies and ICT.

She then joined Olivetti Telemedia, where in 1994 she launched the first ISP in Italy, "Italia Online".

She continued in the TELECOMITALIA Group as Dir. Mktg "TIN.it", launching in 1997 the leading ISP, and the first Virgilio portal.

During her 20 years with the Group, she has held numerous positions, both in the Business field - Dir. Directory System, Dir. Mktg Sanità, Dir. Mktg &Comm. Top Client&Public Sector - and in the Institutional field as EVP - Dir. Institutional Communication and External Relations, Director of the Corporate Shared Value Function (ex CSR) and General Manager of Fondazione TIM.

From 2018 to 2020 she was Chief Digital Officer at Gruppo San Donato, a leader in Italy in the healthcare market.

She currently holds the position of Head of Public Engagement and Communication at the Polytechnic University of Milan.

She has held numerous positions as a member of the councils of Associations and Foundations such as: member of the Council of ValoreD, member of the Council of Anima, member of the National Council of WWF, member of the Board of Directors of the Olivetti Historical Archives Association, member of the Council of the Mangini Bonomi Museum Foundation.

From 2017 to 2021, she served as an Independent Director at Isagro S.p.A.

She is currently a member of the Board of Directors of Avio S.p.A. and Buzzi S.p.A.

### ***Giulio Ranzo***

Born in Rome on January 29, 1971, he graduated in Civil Engineering from the La Sapienza University of Rome in 1995, while in 2000 completing a joint Research Doctorate with the University of California San Diego (USA), at which he was a Graduate Research Assistant between 1996 and 1999.

He has been Chief Executive Officer and General Manager of Avio since October 2, 2015, positions later confirmed in the years following the Company's listing. He sits on the Board of Directors of Europropulsion SA (a joint venture between Safran and Avio for space propulsion) and Regulus SA. He is also a Director of Technology for Propulsion and Innovation S.p.A., a member of the Board of Directors of Avio USA Inc. and a member of the Strategic Committee of FSI SGR S.p.A.

Previously, he was the Strategies, Marketing and Government Affairs Director at Avio Aero. He joined Avio in 2011, holding various positions such as Group Strategy Manager (2011-2013), Investor Relations Director (2012) and Board member (2013). He in addition managed Avio's Stock Exchange listing preparation in 2011-2012, the disposal to General Electric Aviation in 2013 and the post-merger integration in 2014. Between 2007 and 2011, he was the Finance Director and General Co-Manager of Italian operations at Cementir Holding, the construction materials enterprise. He began his career at Booz Allen Hamilton, a leading Aerospace and Defence strategic consultancy firm, acting as Associate, Senior Associate and Principal between 2000 and 2007. During these years, he developed strategic projects for leading European Groups operating in the Civil Aerospace and Military, Technologies and Space Launchers, Defence Electronics, Business Jets and General Aviation sectors.

### ***Elena Pisonero Ruiz***

Born in Madrid on January 17, 1963. An economist and executive with 39 years of international experience, providing a broad, strategic and transformative vision, she believes in people-centered leadership and lifelong learning. With this in mind, she has taken part in several post-graduate executive courses in digitalisation, sustainability and corporate governance in the best global business schools. She has held senior roles in both the public and the private sectors. She was Secretary of State for Trade, Tourism and SMEs and Spanish Ambassador at the OECD in Paris. She worked as an analyst at Siemens and was a KPMG partner.

She has been in the space sector for the last 13 years, in both the business and defence areas, as Chairperson of Hispasat and a Director at Hisdesat (satellite operators).

She has been a board member in other listed companies in various sectors (PRISA, Solaria, Bruegel) and is a member of several advisory committees (RIE, Ethic, EOI, Fundación Reformismo 21, ACENTO Public

Affairs, LetterOne).

In 2018 she founded Taldig, a strategic consulting firm, and Relathia, a knowledge platform focused on action in the face of the challenges of the 21<sup>st</sup> century (proposing a systematic vision for a change of paradigm organised around four aspects: geopolitics and leadership, together with digital and sustainable transformation).

She is currently Independent Director of AVIO S.p.A. and Independent Director of the Andalusia Public Tourism and Sports Company (EPGTDA).

### ***Donatella Sciuto***

Donatella Sciuto is Rector of the Polytechnic University of Milan, where she is Full Professor of Information Processing Systems. Having graduated in Electrical Engineering from the same university, she received her PhD in Electrical and Computer Engineering from the University of Colorado, Boulder (USA) and her master's in Business and Administration from Bocconi University. She is a member of the Board of Directors of the Bank of Italy and also sits on the Boards of Directors of Dassault Systèmes, Avio and Fila. She participates in the Scientific Committees of Enel Foundation and Terna Foundation and serves on the Boards of Directors of Corriere della Sera Foundation and TIM Foundation. She is co-author of more than 400 scientific articles and four international patents. She has been Chairperson of the IEEE Council of Electronic Design Automation, an international scientific society. She is a member of the Academia Europaea.

She has also been named IEEE Fellow, IBM Women Leader in Artificial Intelligence and Inspiring Fifty Italy.

### ***Giovanni Soccodato***

Born in Rome, on October 31, 1961, he graduated in information technology at the University of Pisa in 1985 with a 110/110 mark and honours [a first-class honours degree]. He went on to work for highly prominent companies in the aerospace and defence industry: Alenia Spazio, Finmeccanica S.p.A., Alenia Marconi, Leonardo S.p.A., holding various positions including program management, business development and business and strategy manager. From June 2023 to March 2025 he held the position of Executive Group Director Sales and Business Development at the MBDA group and is Chief Executive Officer of MBDA Italia.

He has also been a member of the Board of Directors of A.I.A.D. (the Italian Federation for Aerospace, Defence and Security).

He was previously a member of the BoD of numerous other companies that are very well known on the market: Alenia Aeronautica S.p.A, Alenia Aermacchi S.p.A., Selex Sistemi Integrati S.p.A., Ansaldo Energia S.p.A., Elsag Datamat s.r.l., Superject International, Eurotech S.p.A, Telespazio S.p.A., Thales Alenia Space, GEM Elettronica, and Hensoldt.

## STRUCTURE OF THE BOARD OF DIRECTORS AND COMMITTEES AT THE END OF THE YEAR

Board of Directors														Control and Risks Committee		Appointments and Remuneration Committee		Sustainability Committee	
Office	Member	Year of birth	Date first appointment *	In office from ^	In office until	Slate **	Slate (m/M) ***	Exec.	Non - exec .	Ind. Code	Ind. CFA	No. other offices ****	(*)	(*)	(**)	(*)	(**)	(*)	(**)
Chairperson	Roberto Italia	1966	10.04.2017 α	28.04.2023	Approv. 2025 Accounts	Outgoing Board of Directors	M		X			-	11/11					5/5	C
Chief Executive Officer	Giulio Ranzo•	1971	10.04.2017 α	28.04.2023	Approv. 2025 Accounts	Outgoing Board of Directors	M	X				-	11/11						
Director	Raffaele Cappiello	1968	6.5.2020	28.04.2023	Approv. 2025 Accounts	Shareholders	m			X	X	1	11/11	11/11	C	10/10	C		
Director	Letizia Colucci	1962	6.5.2020	28.04.2023	Approv. 2025 Accounts	Outgoing Board of Directors	M		X			-	11/11	11/11	C				
Director and Vice-Chairperson of the Board of Directors	Giovanni Gorno Tempini	1962	10.04.2017 α	28.04.2023	Approv. 2025 Accounts	Outgoing Board of Directors	M			X	X	3	10/11	1/11 (§)		N/A		N/A	
Director	Donatella Isaia	1974	6.5.2020	28.04.2023	Approv. 2025 Accounts	Shareholders	m			X	X	-	10/11			9/10	C		
Director	Marcella Elvira A. Logli	1964	21.12.2021	28.04.2023	Approv. 2025 Accounts	Shareholders	m			X	X	1	10/11					5/5	C
Director	Carmen Milena Antonella Lerario	1980	15.05.2025	23.10.2025	Approv. 2025 Accounts	Outgoing Board of Directors	N/A#		X			-	8/8	N/A		N/A		N/A	
Director	Elena Pisonero Ruiz	1963	6.5.2020	28.04.2023	Approv. 2025 Accounts	Outgoing Board of Directors	M			X	X	-	11/11					5/5	C
Director	Donatella Sciuto	1962	10.04.2017 α	28.04.2023	Approv. 2025 Accounts	Outgoing Board of Directors	M			X	X	2	8/11	11/11	C				
Director	Giovanni Soccodato	1961	28.4.2023	28.04.2023	Approv. 2025 Accounts	Outgoing Board of Directors	M		X			-	10/11			10/10	C		

## Directors leaving office during the year

Director	Luigi Pasquali	1957	1.12.2016	28.04.2023	Approv. 2025 Accounts	Outgoing Board of Directors	M		X			N/A	3/3 <input type="checkbox"/>	N/A		N/A		N/A	
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**Quorum required for the presentation of slates by minority shareholders for the election of one or more members (as per Article 147-ter CFA): 4.5% (year of appointment: 2023)**

## NOTES

The following symbols must be indicated in the “Office” column:

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

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

\* The first appointment of each Director refers to the date on which the Director was appointed for the first time to the Board of the Issuer.

α The Shareholders' Meeting of Space 2 held on December 1, 2016 resolved to appoint Messrs. Sciuto, Ranzo, Italia and Gorno Tempini as Directors of Avio S.p.A. effective as of the date of Avio's merger by incorporation into Space2.

^ "In office from" refers to the date last appointed by the Shareholders' Meeting.

(\*\*) This column indicates whether the slate from which each Director is selected was presented by shareholders (indicating “Shareholders”) or by the BoD (indicating “BoD”).

(\*\*\*) This column indicates whether the slate from which each Director is selected is a “majority” slate (indicating “M”), or a “minority” slate (indicating “m”) based on the number of votes received, regardless of who (Board/Shareholders) submitted the slate.

\*\*\* This column indicates the number of directorships or Statutory Auditor positions held by the person concerned at other companies listed on regulated markets (including foreign markets) and at issuers of financial instruments listed on regulated markets, in addition to the positions held at Avio and Avio Group companies, based on the criteria defined by the Board of Directors. This Corporate Governance Report indicates all offices held. For further details on the most significant positions held by the members of Avio's Board of Directors, see the biographies in Section 4.2.1.

(\*) This column indicates the percentage of attendance of the Director in relation to the number of BoD and Committee meetings (indicates the number of meetings attended compared to the amount they could have attended; e.g. 6/8; 8/8 etc.). The meetings of the Control and Risks Committee also include two meetings (held on February 13 and November 14, 2025) of that committee as the Related Parties Committee.

(§) Mr. Giovanni Gorno Tempini participated in a CRSC meeting acting as the Related Parties Committee, in application of the “Equivalent Safeguards” criteria set forth in Avio's RPT procedure.

(\*\*) This column indicates the position of the Director on the Committee: “C”: Chairperson; “M”: member;

# Director Lerario was co-opted by the BoD on May 15, 2025, following the resignation of Director Luigi Pasquali (taken from the slate presented by the outgoing BoD) effective April 30, 2025, there being no further candidates available in the aforementioned slate presented by the outgoing BoD. Director Lerario was confirmed by the Shareholders' Meeting held on October 23, 2025 until the conclusion of the Directors' term in office. The attendance figure for Board of Directors meetings refers to meetings held by the Board of Directors since the Director's co-option date.

□ Director Pasquali resigned from the Board of Directors effective April 30, 2025. The attendance figure for Board of Directors meetings refers to meetings held by the Board of Directors until the Director left office.

#### 4.2.2 Diversity policies

National and European Law ensure and promote diversity in age, gender and nationality, and expertise among the members of company administrative boards.

Specifically, the national framework is now defined by Article 123-*bis*, paragraph 2, letter d-*bis*) of the CFA, the current version of which derives from the amendments introduced by Legislative Decree No. 125 of September 6, 2024. This standard, which implements Directive (EU) 2022/2464 (CSRD), requires that the Corporate Governance and Ownership Structure Report contain: "a description of the diversity policies applied to the composition of the governing and supervisory bodies regarding aspects such as age, gender composition, disability, or educational and professional background, and a description of the targets, application methods, and results of such policies".

In addition, pursuant to Article 147-*ter*, paragraph 1-*ter* of the CFA (introduced by Law No. 120 of July 12, 2011 and recently amended with Law No. 160 of December 27, 2019), the by-laws of listed companies must provide that, for six consecutive mandates, Directors are elected on the basis of a criterion which ensures gender balance.

Consequently, in accordance with the provisions of Principle VII of the Corporate Governance Code, Avio has applied diversity criteria, including gender criteria, to the composition of the Board of Directors, in line with the priority objective of ensuring sufficient skills and professionalism in its members.

Pursuant to Article 11.6 of Avio's By-Laws and Recommendation 8, Article 2 of the Corporate Governance Code, slates containing three or more candidates may not be composed of candidates only from the same gender (male or female); these slates should include a number of candidates of the under-represented gender to guarantee the composition of the Board of Directors in accordance with legal and regulatory provisions in relation to gender equality (male and female), provided that should the application of the gender equality quota not result in a full number, this should be rounded up to the next unit.

Recommendation 22 of the Corporate Governance Code recommends that a self-evaluation of the functioning of the Board and its Committees be conducted at least every three years in preparation for the renewal of the Board, taking into account the following general principles regarding diversity with respect to its composition: (i) age, length of service and international experience; (ii) gender parity; (iii) diversity of professional and managerial skills and recommends, in large companies other than those with concentrated ownership that the self-evaluation be conducted annually. Although Avio does not fall into the category of large companies, the self-evaluation is conducted on an annual basis.

It should also be noted that, in order to implement the provisions of applicable law, the Board of Directors of March 15, 2018, approved the "Diversity Policies". These Policies were subsequently updated with Board of Directors' motion in the meetings of March 14, 2019, February 28, 2020, March 19, 2021 and latterly on March 14, 2022.

The Policies are targeted at (i) guaranteeing a better knowledge of the needs and requests of stakeholders; (ii) reducing the risk of homologation of the opinions of the members of the corporate bodies; (iii) making the decision-making process more effective and thorough; (iv) enriching the discussion within the corporate bodies thanks to expertise, of a general strategic or specific technical nature, formed outside Avio; (v) nurturing dialogue, a distinctive prerequisite

for a well-considered and conscious decision; (vi) allowing the members of the corporate bodies to constructively question the decisions of management as well as (vii) encouraging turnover within the corporate bodies.

In any case it should be noted that Avio closely focuses on the issues of diversity and inclusion irrespective of that set out in the primary regulation.

Copies of the Codes are available on the website [www.avio.com](http://www.avio.com), “Corporate Governance” section.

Avio has obtained certification related to gender equality.

Gender equality certification attests to a company’s commitment to promoting policies and practices aimed at reducing the gender gap in the workplace. The launch of this project marks the beginning of a company plan to consciously promote gender equality.

It assesses various aspects, including equal pay, access to leadership roles, work-life balance and professional development opportunities for both men and women. In this regard, we note that Avio has appointed a Gender Equality Steering Committee, comprising: The Chairperson of the Board of Directors, members of the Sustainability Committee, the HR Director, General Counsel and the Sustainability Director, and has approved the Gender Equality Policy.

Avio S.p.A.’s Gender Equality Policy is based on the following fundamental principles:

(i) impartiality, inclusivity and fairness (ii) ethics, integrity and transparency (iii) enhancement of human capital in line with the principle of equal opportunities (iv) protection of employees’ physical well-being and (v) zero tolerance of any form of violence or discrimination.

In addition, the company has implemented a management system dedicated to Gender Equality.

#### ***4.2.3 Maximum number of offices permitted in other companies***

The Board of Directors believes that having time available to dedicate to the duties of Avio Director is a fundamental requirement, one which Directors must be able to ensure for the diligent performance of the relevant duties.

At the Shareholders’ Meeting of April 28, 2023 called to renew the corporate bodies, the Board of Directors defined the criteria relating to the maximum number of offices of administration and control in other companies that may be considered compatible with the proper carrying out of their duties as Directors of Avio.

In this regard, in accordance with the principles set forth in the Corporate Governance Code - with which the Company complies - members of the Board of Directors should accept the position of Director only if they believe they will be able to dedicate the necessary time to the diligent performance of their duties, also taking into account the commitment related to their additional work and professional activities and the number of positions as Director or Statutory Auditor they hold at other listed or large companies.

Every member of the Board of Directors must also to disclose whether s/he holds directorships or Statutory Auditor positions in other companies.

If Directors believe that they cannot devote the necessary time to the diligent performance of their duties, they shall promptly inform the Board of Directors, which shall evaluate the situation in light of the specific case and/or the Company's interest. As a result of these assessments, the Board of Directors calls upon the Director to take the ensuing decisions, subject to the power of this Board to agree to any justified waivers.

Specifically, in assessing the number of Director positions compatible with effective performance of the office of Director of Avio, positions held in companies listed on regulated markets, including foreign ones (Relevant Companies), are taken into consideration.

For the effective performance of the role of Chairperson of the Board of Directors, the Board considers it appropriate to hold no more than two non-executive or Statutory Auditor positions in Relevant Companies other than Avio. For the effective performance of the role of Executive Director of Avio, the Board considers it appropriate to hold no more than one non-executive or Statutory Auditor positions in Relevant Companies other than Avio. The following positions are considered compatible with effective performance as a Non-Executive Director of Avio: a) no more than one Executive Director position in Relevant Companies other than Avio; b) no more than four Non-Executive Director or Statutory Auditor positions in Relevant Companies other than Avio.

Positions held by Avio Directors in companies which, directly and/or indirectly, are controlled by Avio or in which Avio has a holding, and those which control Avio or are subject to common control, are excluded from the above limits. Likewise, offices held in companies in the same Group of Relevant Companies are excluded from the calculation of the accumulation of offices.

The Board's self-evaluation process for 2025 confirmed the positive assessment in terms of the functioning of the Board, also with regards to this aspect.

The table below provides information on the offices held by the Issuer's Directors in office at the Report approval date in companies listed on regulated markets (including foreign markets), or - by means of substantial assimilation to the aforementioned - in issuers of financial instruments listed on regulated markets, other than the Issuer and not part of the Avio Group.

Name and Surname	Company	Assignment	
Giovanni Gorno Tempini	Cassa Depositi e Prestiti S.p.A. CDP Reti S.p.A.*	Chairman of the Board of Directors	In office
	F.I.L.A. - Fabbrica Italiana Lapis ed Affini S.P.A.	Chairman of the Board of Directors	In office
	TIM S.p.A.	Member of the Board of Directors	In office
Donatella Sciuto	F.I.L.A. - Fabbrica Italiana Lapis ed Affini S.P.A.	Member of the Board of Directors	In office
	Dassault Systèmes	Member of the Board of Directors	In office
Marcella Elvira A. Logli	Buzzi S.p.A.	Member of the Board of Directors (Independent Director)	In office
Raffaele Cappiello	B&C Speakers SpA	Member of the Board of Directors (Independent Director)	In office
<p><i>* Although CDP is not listed on regulated markets, the position held in it is reported considering the significance and asset size criteria in addition to its nature as an issuer of financial instruments listed on regulated markets. Based on the Board's criteria, the Director's additional position at CDP Reti is not counted for the purposes of accumulation, as this is a company in the CDP Group and subject to its management and co-ordination.</i></p>			

#### 4.2.4 *Induction Programme*

The Directors received an induction that enabled them to acquire adequate knowledge of the sector in which the Issuer operates, of corporate dynamics, of the principles of correct risk management, as well as of the regulatory and governance reference framework, in compliance with Recommendation 12(d) at Article 3 of the Corporate Governance Code.

#### 4.3 **Role of the Board of Directors (as per Article 123-*bis*, paragraph 2, letter d), of the CFA)**

As per Article 13 of the By-Laws, the Board of Directors shall meet either at the Company's registered office or at another location, as long as in Italy.

The Board of Directors is called by the Chairperson or, in his/her absence, by the Vice-Chairperson if appointed, or whenever the Chief Executive Officer submits a relevant written request, detailing the issues on the Agenda, with notice to be sent - by registered letter, telegram, fax or e-mail with acknowledgement of receipt - to the domicile of each Director and Statutory Auditor at least five days before the date set for the meeting; in the event of urgency, the Board of Directors can be called on the date prior to that set for the meeting. The meetings of the Board of Directors and its motions are valid, even without formal calling, where all the Directors and Statutory Auditors in office are present. In the absence of the Chairperson, the meeting shall be chaired by the eldest Vice-Chairperson, if appointed, or, in his/her absence, by the eldest Chief Executive Officer, where appointed or, in his/her absence, by the Director appointed by the majority of attendees.

The call notice may stipulate that the meeting of the Board of Directors may be held - including exclusively - by means of remote communication through the use of audiovisual and/or telephone connection systems without the need for the Chairperson and the person taking the minutes to be physically in the same place, provided that: (i) it is possible for the Chairperson of the meeting, including by means of his or her presiding officer or special appointees, to ascertain the identity of those in attendance, regulate the conduct of the meeting, and ascertain and proclaim the results of the vote; (ii) it is possible for the person taking the minutes to adequately perceive the events of the meeting being recorded; and (iii) attendees may participate in the discussions and vote simultaneously on the matters on the Agenda; Where the Board meeting is held exclusively by means of remote telecommunications using audiovisual and/or telephonic connection systems, the physical location of the meeting shall be omitted from the call notice.

In addition to the powers expressly reserved to the Board of Directors pursuant to the law and the By-Laws, the Board Regulation applicable on approval date of this Report provides that the Board of Directors shall:

- a) examines and approves the strategic, business and financial plan of the Company and the Group it heads, also on the basis of an analysis of the issues that are important for the generation of long-term value, carried out with the possible support of a committee whose composition and functions are determined by the Board of Directors;
- b) periodically monitors the implementation of the business plan and assesses the general operating performance, periodically comparing the results achieved with those planned;
- c) defines the nature and level of risk compatible with the strategic objectives of the Company, including in its assessments of all risks considered significant with regard to

- the sustainability success of the Company;
- d) defines the Company's corporate governance system and the structure of the Group it heads, evaluating the adequacy of the Company's organisational, administration and accounting system and that of its strategically significant subsidiaries, with particular reference to the Internal Control and Risk Management System;
  - e) resolves on the Company's transactions and those of its subsidiaries when the aforementioned transactions have particular strategic, economic, asset or financial relevance for the Company; to this end, lay down general criteria for the identification of significant transactions;
  - f) in order to ensure the correct management of corporate information and in compliance with the prescriptions contained in the Decree of the President of the Council of Ministers of November 24, 2016 (by which the Presidency of the Council of Ministers deemed the merger operation of Avio S.p.A. into Space2 S.p.A. suitable with respect to the protection of the strategic interests of the State, imposing some implementing measures), adopts, on the proposal of the Chief Executive Officer or the Chairperson of the Board of Directors, a procedure for the internal management and external communication of documents and information concerning the Company, with particular reference to inside information;
  - g) appoints, if the requirements are met, an Independent Director as Lead Independent Director to represent a point of reference and coordination for the contributions of the Non-Executive Directors and, in particular, of the Independent Directors; and coordinates the meetings of the Independent Directors;
  - h) sets up internal Committees with investigative, proposal and advisory functions on appointments, remuneration and control and risks, and distributing them separately or combining them, and defines their duties and responsibilities;
  - i) ensures that the Executive Officer for Financial Reporting has adequate powers and means to perform the tasks assigned, and that the administrative and accounting procedures are effectively complied with;
  - j) assesses the appropriateness of adopting measures to ensure the effectiveness and impartiality of judgement of the other corporate functions involved in the audits, verifying that they possess adequate levels of professionalism and resources;
  - k) assesses the independence of each Non-Executive Director, immediately after appointment and during the term of office when circumstances relevant to independence occur and, in any case, at least once a year;
  - l) sets, at least at the beginning of its term of office, quantitative and qualitative criteria for assessing the significance of the relationships referred to in letters c) and d) of Recommendation 7 in Article 2 of the CG Code;
  - m) carries out, at least every three years, in view of the renewal of the Board of Directors, a

- board evaluation on its functioning and that of its Committees, and also in relation to its size and composition, taking account also of the professional qualifications, experience - also of a managerial nature - and the gender balance of its members, in addition to their years of service. If the Board relies on the services of external consultants for such self-evaluation, the report on corporate governance shall provide information about the identity of the aforementioned consultants and the other services they provide to the Company or to companies controlled by it;
- n) subject to the provisions of Article 11.3 of the By-Laws, with respect to the possibility of submitting a slate for the appointment of the members of the Board of Directors, taking into account the findings of the assessment under letter m) above, it may provide to the Shareholders, before the appointment of the new Board, guidelines about the managerial and professional profiles whose presence in the Board is deemed appropriate;
  - o) describes, in the Corporate Governance Report, the main features of the Internal Control and Risk Management System and the methods of coordination between the parties involved, indicating the models and national and international reference best practices, expressing its overall assessment of the adequacy of the system and outlining the choices made in relation to the composition of the Supervisory Board;
  - p) in the Corporate Governance Report, it provides information about: (i) its composition, indicating, for each member their relevant category (executive, non-executive, independent), the role performed within the Board, the key professional characteristics, as well as the length in service since first appointment; (ii) the implementation methods of Article 1, 2 and 3 of the CG Code and, in particular, on the number and average duration of the meetings of the Board, of the Executive Committee (if established) and of Board committees held during the financial year, as well as on the relevant attendance percentage for each Director; (iii) the methods for carrying out the assessment process under letter m) above;
  - q) adopts, upon the proposal of the Chairperson of the Board of Directors, in agreement with the Chief Executive Officer, a Shareholder Engagement Policy, also taking into account the engagement policies adopted by institutional investors and asset managers;
  - r) Provides guidelines on the maximum number of Director or Statutory Auditor positions held in other companies listed on regulated markets (including foreign ones) and banking, insurance, financial or large enterprises that may be considered compatible with the effective performance of the duty of Director of Avio, considering the Directors' participation at Board committees. General criteria are set out by the Board based on the commitment related to each role (Executive Director, non-Executive or independent), also in relation to the nature and to the size of the companies as well as whether belonging to the Company;
  - s) expresses, in view of each renewal, an orientation on the quantitative and qualitative composition considered optimal, also taking into account the self-evaluation results;
  - t) if deemed necessary in order to define a better corporate governance system for the Company's needs, draws up justified proposals to be submitted to the Shareholders' Meeting with regard to the following issues: (i) choice and characteristics of the corporate model (traditional, one-tier, two-tier); (ii) size, composition and appointment of the board and duration in office of its members; (iii) allocation of administrative and property rights of the shares; (iv) percentages for the protection of minorities;
  - u) assesses whether to implement a succession plan for Executive Directors;
  - v) defines the Company's remuneration policy for Directors and Senior Executives, in compliance with the recommendations of the CG Code;
  - w) chooses from within its ranks one or more Directors tasked with developing and maintaining an effective Internal Control and Risk Management System ("ICRMS"); it appoints, upon proposal of the Director in charge of the ICRMS and with the prior favourable opinion of the Control and Risks Committee, having heard the Board of Statutory Auditors, the Internal Audit Manager; it defines the guidelines for the internal control and risk management system and performs all the other tasks that the Corporate Governance Code recommends to be attributed to the Board of Directors with respect

- to the ICRMS;
- x) approves, at least annually, the work plan drawn up by the Internal Audit Manager, after consultation with the Board of Statutory Auditors and the Chief Executive Officer;
  - y) adopts the organisation, management and control model and appoints the relevant Supervisory Board pursuant to Italian Legislative Decree No. 231/2001;
  - z) in compliance with the provisions of the Stock Exchange Regulation of Borsa Italiana S.p.A., approves a calendar of the main corporate events each year, to be published without delay and at least within thirty days from the end of the previous financial year.

The Board of Directors carries out the aforementioned tasks, as well as the other tasks assigned by the Corporate Governance Code, by making use - where envisaged by the Corporate Governance Code and/or by the respective organisational regulations - of the support of the committees set up.

In implementation of the above, the Board of Directors, among other actions:

- positively assessed the suitability of the organisational, administrative and general accounting structure of the Company and of the subsidiaries with strategic importance (which have been identified by principally referring to dimensional criteria (turnover) or by considering the particularity of the market where the subsidiary operates, in Spacelab S.p.A. (formerly ELV S.p.A.), Regulus sa, Secosvim S.r.l. and Avio Guyane Société par actions simplifiée à associé unique, with particular reference to the internal control and risk management system; this assessment was carried out on the basis of information and evidence gathered with the support of the preliminary activity performed by the Control and Risks Committee and with the contribution of the Company's management and the Internal Audit Manager.
- assessed the general operating performance, taking into account, in particular, the information received from the Chief Executive Officer, as well as periodically comparing the results with that budgeted.
- approved the 2025-2035 Business Plan and 2025 budget.

The Board also passed resolutions during the year on the most significant transactions in the exercise of its powers.

In 2025, the Board of Directors met 11 times, with meetings lasting an average of approximately 2 hours and 40 minutes, on the following dates: January 28, 2025, March 7, 2025, March 13, 2025, May 15, 2025, July 30, 2025, August 20, 2025, September 11, 2025, October 27, 2025, October 30, 2025, November 17, 2025, December 18, 2025.

In the current financial year, as of March 12, 2026, two meetings have been held, including the meeting on that date. Four more meetings are planned by the end of the financial year.

Each Director's participation at the meetings of the Board and its committees are presented in the table at the bottom of Table 4.2.1.

The timeliness and completeness of pre-meeting information is ensured by the Chairperson through the distribution to Directors of documentation relating to items placed on the Agenda in the days immediately prior to the date scheduled for the Board meeting and, in particular, generally at the same time as the call notice in accordance with the Board of Directors' Regulation. This deadline of sending documents three days before the meeting, as set out in the Regulation of the Board of Directors, has almost always been respected. On a limited number of occasions, for reasons of confidentiality and urgency, it was only possible to provide documentation on some items on the Agenda close to or during the Board meeting itself. On these occasions, the items were still discussed preliminarily within the spheres of responsibility of the committees established by the Board and in any case, the Chairperson ensured that adequate insights were

provided during the Board sessions.

In order to provide appropriate insights on the items on the Agenda, participants at Board meetings during 2025 included, among others: the Chief Financial Officer, the General Counsel, the Internal Audit Manager, the Chief Commercial Officer, the Strategy and Business Development Manager, the Investor Relations Manager, the Chairperson of the Supervisory Board as well as the functions and consultants identified in the minutes of the Board's meetings with reference to specific items on the Agenda.

#### 4.4 Self-evaluation

On February 12, 2026, the Board concluded the annual self-evaluation process on the adequacy of the Board and that of its Committees in terms of composition and functioning. The self-evaluation process was performed using the BoardClic digital platform and the results of it were presented to the Board at its meeting on March 12, 2026.

In order to comply with the provisions of Recommendations 21 and 22 of Article 4 of the Corporate Governance Code, the Board of Directors made a positive assessment on the activities carried out in 2025, on the size, composition and functioning of the Board and its Committees, based on the results of the report prepared by the consulting firm BoardClic.

In addition to analysing the activities of the Board of Directors and of its Committees undertaken in 2025, the evaluation also provided deeper insight into potential areas for improvement. The results of the 2025 self-evaluation, which was conducted on an anonymous and aggregate basis, revealed an overall score of 83 out of 100, down 2% from the 2024 self-evaluation but in line with BoardClic's benchmark value (hereinafter the "Benchmark"). This was determined on the basis of aggregate data on customers using the platform provided by the same provider.

Among the significant aspects that emerged from the board evaluation was the positive view of the qualitative-quantitative profile of the Board of Directors. A review of the self-evaluation report also shows that the Board of Directors, as a whole, contributes to the Company's strategy. The areas in which the Company excels, i.e. where the results of the self-evaluation exceed the Benchmark, are specifically: (i) the Chairperson's adequacy in leading the Board - the Directors consider him to be competent, balanced, and professional, providing a facilitating role and a good balance between control activities and strategic issues; (ii) the functioning of internal financial controls; (iii) the adequacy of procedures to monitor business risks; (iv) the adequacy of the whistleblowing procedure; (v) the added value of sustainability activities; (vi) the management of emergency situations. The results of the self-evaluation also showed broad satisfaction among Directors regarding: (i) the composition and functioning of the Committees, with satisfaction high regarding the composition and work of the Sustainability Committee, the Appointments and Remuneration Committee (the latter up sharply [12%]) and the Control and Risks Committee; (ii) the perception that the Company is in line with the value creation plan; (iii) positive alignment between the Board and management on key strategic priorities and confidence in the CEO's executive capabilities; (iv) good Director integrity; (v) the sufficient sectoral expertise of the Board as a whole; (vi) the active contribution of all Board members in promoting group discussion. The majority of Directors believe that the Board's efficiency increased compared to the previous year, with greater effectiveness in addressing and solving potential problems in advance, greater expertise gained regarding Avio's business, and a well-organized and focused agenda. The majority of the Directors (8 of 11) agree that the Company has a functioning organizational structure that enables the strategies approved by the Board to be enacted.

In terms of areas for improvement, the evaluation highlighted the following priority areas: (i) in the area of "Agenda and Board Meetings", the timeliness with which preparatory documentation is provided to support Board discussion could be improved. Directors' suggestions included conducting a comprehensive review of the reporting packages and performance review of the

business to consider the challenges of operational start-up in the US. Time spent on business intelligence and market trends could be improved, though the score in this area exceeded the Benchmark. In this regard, the which Directors suggested a structured quarterly review as a specific Agenda item; (ii) in the "Information, Reporting and Risk Management" area, the CEO's sending of relevant information between Board meetings could be improved; (iii) in the area of "Talent and Culture", the report highlighted that the Board should pay closer attention to the framework of rules and procedures to monitor corporate culture, to the succession plan for executive management - which is not yet sufficiently clear - and to the frequency of Board dialogue with key company employees, excluding the Chief Executive Officer. Also highlighted was the need to continue to strengthen a number of functions to support production growth and US operations. In this area, the evaluation noted that investment in the US will create more complexity and require new thinking about talent, organisation and corporate culture; (iv) in the area of "Value Creation and Strategy", the time devoted by the Board to innovation strategy could be improved. The Directors suggested strengthening the Company's positioning in the space sector, highlighting the reasons for doing so and the real risk of falling behind in a rapidly changing competitive scenario. They also suggested adopting a new approach, drawing on new data and new reports, to address the challenge of investing in the US and ensuring greater visibility and focus on operations; (v) in the area of "Board Composition", the Directors felt that the remuneration of Board members is not fully commensurate with the time and responsibilities required. They suggested that this should be increased in light of the complexity of the business and expected challenges. The majority of Directors (5 out of 10) revealed that the time they spent on Board activities was between 101 and 200 hours per year. A proposal was also put forward to add an equity component to the Board's remuneration. Directors suggested acquiring expertise in the US market, international defence, AI and cybersecurity, organisational change, geopolitics, international experience and M&A, engineering and innovation.

As part of the self-evaluation, the main challenges facing the Company over the next two years in enacting the corporate strategy, as noted almost unanimously by Board members, relate to executing the US strategy and strengthening operations at Avio USA. Other challenges reported include (1) finding the right balance between space and defence; (2) developing operations in a new market under unstable political conditions; and (3) planning and managing growth in production volumes. As regards committees, it was suggested that planning be carried out earlier to facilitate the work of newly appointed members and that committees be streamlined. It should be noted that Recommendation 22 of the Corporate Governance Code recommends that the self-evaluation be conducted at least every three years in view of the renewal of the Board of Directors and recommends, in large companies other than those with concentrated ownership that the self-evaluation be conducted annually. Although Avio does not fall into the category of large companies, the self-evaluation is conducted on an annual basis.

#### **4.5 Executive bodies**

As per Article 12.2 of the By-Laws, the Board may delegate part of its powers to an Executive Committee, determining the limits of the powers of attorney as well as the number of the members and the operating methods, appointing one or more Chief Executive Officers and granting relevant powers to them, without prejudice to the fact that the delegated bodies shall report to the Board of Directors and the Board of Statutory Auditors on a quarterly basis. Moreover, the Board of Directors may also establish one or more committees with advisory, investigating, proposing or control functions, vested with the powers set out by the Board of Directors. In these cases, the Board of Directors also sets out the composition and the operating methods of the committees established. The Board of Directors may also appoint General Managers, defining their powers and granting power of attorney to third parties for certain acts or categories of acts.

As per Article 12.3 of the By-Laws and on the favourable opinion of the Strategic Activities Committee, the Board of Directors can appoint an Executive Officer for strategic activities. The Company's Chief Executive Officer, after consultation with the Appointments and

Remuneration Committee, will be responsible for the appointment and revocation of Executives who, according to the Company's organisational structure, report directly to the Chief Executive Officer and for Directors with Executive powers in the Company's subsidiaries.

As per Article 12.4 of the By-Laws, the Chairperson of the Board of Directors and the Vice-Chairperson/s, if appointed, jointly and severally represent the Company before third parties and in legal proceedings (with the power to appoint lawyers and legal representatives in disputes). The Company may also be represented by Directors who have been granted powers by the Board of Directors, as well as by General Managers, proxies and lawyers within the limits of the powers granted to them.

#### **4.5.1 Chief Executive Officer**

On April 28, 2023, the Board approved the appointment of Mr. Giulio Ranzo as Chief Executive Officer of the Issuer - and confirmed his position as General Manager - and granted him the powers described below.

The Chief Executive Officer is the main party responsible for the management of the Issuer.

##### Powers of the Chief Executive Officer

The Chief Executive Officer is granted the following system of powers and proxies, to be exercised severally, without prejudice to the limitations provided for by the Law, the By-Laws and this resolution:

1. to perform all acts that fall within the corporate purpose, save for the limitations provided for by law, the By-Laws and this motion;
2. to promote legal actions in the name of the Company for debt collection, from anyone and for any reason and title claimed by the Company; to file petitions for injunction and precautionary measures, even as a matter of urgency, in the name of the Company; to promote and support legal actions in the name of the Company, both as the plaintiff or the defendant in any judicial, civil, criminal, administrative, tax or arbitral court and at any stage, state and degree of judgment and, therefore, also before the higher courts and any other or special judiciary, as well as in judgments of revocation and third-party opposition, appeal, foreclosure and disposal at any stage and degree of execution, to file civil actions in criminal proceedings in which the Company is the injured party, to appoint and revoke lawyers and defence lawyers including experts; to settle disputes and appoint arbitrators, including out-of-court mediators;
3. to represent the Company, with the broadest powers at law and without any limitation, before Italian, foreign, international and supranational States, ministries, regions, provinces, municipalities, public authorities, organisations and institutions, and central and peripheral financial and tax authorities and offices, as well as before any natural and/or legal person;
4. to make, before any judicial authority and in any court, stage, state and degree of judgment, third-party garnishee and third-party seizure statements, fulfilling all applicable legal provisions, with special reference to the provisions of Article 547 of the Code Civil Procedure *et seq.*;
5. to raise protests and serve injunctions, proceed with conservatory and enforcement measures, intervene in bankruptcy proceedings, lodge claims in these bankruptcy proceedings, sign agreements, demand partial and full repayments, intervene in arrangements with creditors and approve or reject them;
6. to represent the Company in relation to the labour inspectorate, employer and employee organisations and social security, social insurance, insurance and industrial accident

institutions, for all labour relations;

7. up to the amount of Euro 20 million for each individual act and, up to the amount of Euro 20 million in relation to a series of acts carried out under the same transaction, to enter into and sign unilateral deeds and agreements, including of a real estate nature and content, for the fulfilment of any type of infrastructure expenses, in accordance with applicable town-planning and building laws and regulations in respect of the competent authorities, administrations and local authorities, to request and obtain building permits, concessions and authorisations for the construction, extension and renovation of corporate buildings, assuming any consequent obligation, including in relation to the determination, acceptance and payment of indemnities, fees and charges in general, for the purpose of implementing the building construction works in question;
8. up to the amount of Euro 20 million per act, and up to the amount of Euro 20 million for a series of acts carried out as part of the same transaction, to administer real estate owned by the Company or granted to it under rent, lease or loan, with the right to order the execution of works, and enter into, extend and rescind deeds and agreements with any administration, authority and natural and/or legal person;
9. to agree to the reduction and cancellation of mortgages and, in general, of collateral and personal guarantees granted by third parties in the Company's favour, even independently of the redemption of credit;
10. up to the amount of Euro 25 million for each individual act, and up to the amount of Euro 25 million in relation to a series of acts carried out under the same transaction, to obtain sureties, endorsements and guarantees in general, including collateral, and to issue or have issued financial guarantees and other guaranteed loans from institutions, credit companies and financial companies as regards the performance of the Company's activities;
11. to set up joint ventures, and join and participate in consortia and temporary business associations having a value not exceeding Euro 20 million and to withdraw from them;
12. to acquire and/or carry out acts of disposal relating to corporate holdings or other interests held in companies, businesses or business units of a value not exceeding Euro 20 million, excluding, in any case, acts of disposal relating to businesses or business units operating in the defence and national security sector pursuant to the Golden Power Regulation and holdings or other interests possibly held by the Company in subsidiaries, associates or investee companies operating in the same sector;
13. to make investments not already approved during the budget or strategic plan's approval, whose amount does not exceed Euro 10 million for each individual act, Euro 10 million in relation to a series of acts carried out under the same transaction and Euro 15 million overall per year, as regards (i) tangible fixed assets and (ii) intangible fixed assets, including costs for participation in international collaboration programmes;
14. to represent the Company in the Ordinary and Extraordinary Shareholders' Meetings of subsidiary and/or investee companies (by exercising relative rights including the right to vote), with the power of representation and authorisation, to this end, to establish legal and authorised representatives pursuant to law;
15. up to the amount of Euro 20 million for each individual act, and up to the amount of Euro 20 million in relation to a series of acts carried out under the same transaction, to purchase, sell and execute any instrument, for cash and futures, on Italian and foreign transferable securities, including shares, share capital assets and bonds and entering into the relative contracts;

16. up to the amount of Euro 20 million for each individual act, and up to the amount of Euro 20 million in relation to a series of acts carried out under the same transaction, to purchase, sell and execute any instrument on real estate, including rent receivable and payable, even if over nine years, with the right to grant and accept grant and accept mortgage registrations, allow their reduction and cancellation, waive them, releasing the registrars of real estate registers from any liability in this regard;
17. up to the amount of Euro 20 million for each individual act, and up to the amount of Euro 20 million in relation to a series of acts carried out under the same transaction, to purchase, sell and trade machinery, plant, equipment and any other movable asset, by entering into, renewing and rescinding contracts for this purpose, as well as to sign orders and any other deed and document, to provide for the execution of orders and deliveries and to assist with testing;
18. to purchase, sell and trade motor vehicles, sign authorisations to drive vehicles owned by the Company both in Italy and abroad, deal with any associated customs procedures, and carry out any formalities at public automobile registries, prefectures, driver and vehicle licensing authorities and any other office and competent institution for matriculations, transfers, registrations, transcriptions and annotations;
19. within the Company's core operations, to purchase and sell without any amount limits, raw materials, goods, semi-finished products and consumables, and, furthermore, to deal with water and energy supplies, with the right to sign orders and contracts before any entity, company or private individual;
20. within the Company's core operations, to purchase and sell products and services without any amount limits and with the broadest negotiating and signatory power;
21. except as provided for in the preceding points 19 and 20, up to the amount of Euro 20 million for each individual act, and up to the amount of Euro 20 million in relation to a series of acts carried out under the same transaction, to enter into, renew, supersede, rescind and terminate contracts for advertising and services in general, collaboration, consultancy, rent, hire, gratuitous bailment, deposit, loan for use, utilities, procurement, supply and execution of works and services, fire insurance, transport, accidents and any other risk; in the event of a claim, to deal with all the associated procedures, including the filing of complaints and the appointment and removal of experts; to request, process, define and collect damage settlements;
22. up to the amount of Euro 20 million for each individual act, and up to the amount of Euro 20 million in relation to a series of acts carried out under the same transaction, to enter into, renew and rescind collaboration agreements with the right to validly engage the Company, commission studies and - in any form - the execution of works by signing associated contracts and documents, to confer and revoke professional assignments, and enter into, renew and rescind contracts for intellectual property services;
23. to ask for patent certificates and patents for industrial inventions and utility models, extensions and supplements in Italy and abroad, and assert the Company's rights in the field of intellectual property, as well as to request the registration of trademarks, however established in Italy and abroad, by carrying out any consequent requirement;
24. up to the amount of Euro 20 million for each individual act, and up to the amount of Euro 20 million in relation to a series of acts carried out under the same transaction, to purchase trademarks, patents and 'know-how';
25. up to the amount of Euro 15 million for each individual act, and up to the amount of Euro 15 million in relation to a series of acts carried out under the same transaction, to transfer,

sell, grant under licence, create constraints and/or liens of any kind and to perform any other act of disposal concerning trademarks, patents, technological processes, 'know-how' and, in general, any intellectual property held by the Company or any company under its control, provided that, in the defence sector, the Company's intangible assets are excluded regardless of their value;

26. up to the amount of Euro 25 million for each individual act, and up to the amount of Euro 25 million in relation to a series of acts carried out under the same transaction, (i) to negotiate and define credit facilities and financing, usable in any form and currency, including credit facilities and financing usable in current accounts, for portfolio discount, credit facilities including in favour of third parties and in any other form, by signing the corresponding deeds, documents and contracts with banks and credit institutions and any other public or private, Italian, EU or foreign entity; (ii) to make waivers and discharges, as well as to give consent in accordance with the provisions of credit and bank loan contracts to which the Company is a party;
27. up to the amount of Euro 25 million for each individual act, and up to the amount of Euro 25 million in relation to a series of acts carried out under the same transaction, to negotiate, obtain, refine and manage in all their phases – by acting on the banking and non-banking financial system, on special credit institutions as well as on the public administration, ministries and public and private, Italian, EU and foreign entities and institutions – medium/long-term financing transactions at an ordinary or subsidised rate, as well as an interest rate subsidy on capital and expense accounts and defining these transactions by entering into and signing the relative deeds; to provide or have provided guarantees, including collateral securities, for such transactions within the limits set out in points 10 and 31;
28. to open and close bank and post office current accounts, and operate on them, (i) in relation to the execution of contractual obligations assumed in accordance with the preceding and following points, without value limits and (ii) in any other case, up to the amount of Euro 20 million for each individual act, and up to the amount of Euro 20 million in relation to a series of acts carried out under the same transaction, also in overdraft, in Italy and abroad, and in any currency, with the right to arrange the granting and use of credit facilities, and to sign cheques, documents and receipts and order wire transfers;
29. to make payments on the Company's current accounts with the right, to this end, *inter alia*, to negotiate and endorse collection bills (drafts and promissory notes), money orders, cheques, vouchers, warrants, credit instruments and any other title or effect of trade by signing the corresponding documents, endorsements and receipts;
30. to make payments, including in foreign currency and, in general, to perform any act of disposal of sums, values, credits, trade effects and currencies by obtaining a receipt (i) in relation to the execution of contractual obligations assumed in accordance with the preceding and following points, without value limits and (ii) in any other case, up to the amount of Euro 20 million for each individual act, and up to the amount of Euro 20 million in relation to a series of acts carried out under the same transaction;
31. up to the amount of Euro 25 million for each individual act, and up to the amount of Euro 25 million in relation to a series of acts carried out under the same transaction, to provide collateral securities, endorsements and sureties connected with the Company's activity;
32. up to the amount of Euro 20 million for each individual act, and up to the amount of Euro 20 million in relation to a series of acts carried out under the same transaction, to assign receivables with and without recourse;
33. to demand receivables, collect sums and withdraw securities due to the Company from

anyone and for any reason;

34. to receive and set up, repay and withdraw deposits of sums, stocks, securities pledged as a deposit, as a guarantee, as a cautionary deposit, issuing and receiving discharges and receipts, to carry out any transaction in respect of customs offices, the administration of public debt, and with any office of the deposits and loans fund, for obligations and redemptions of stocks and securities;
35. to fulfil the obligations provided for by laws regulating the circulation of equities and the distribution of dividends, with the right to sign statements, communications and certification attestations;
36. to ensure compliance with all administrative and tax regulations and the requirements to which the Company is bound, with the right, to this end, to sign - *inter alia* - statements, declarations, claims, certifications and any act;
37. to make statements to the Chambers of Commerce on resolutions and documents concerning the Company;
38. to open and close the Company's dependent branches and independent offices in Italy and abroad, and make the prescribed statements;
39. with the exclusion of the post of General Manager of the Company, to hire, suspend, dismiss employees, including Executives, determining their remuneration, fees and duties and to enter into, amend and terminate employment contracts. It is understood that the Board of Directors, having consulted with the Appointments and Remuneration Committee, will be responsible for the appointment and revocation of Senior Executives and for establishing their remuneration;
40. with the exclusion of the position of General Manager of the Company, to transfer, set and change duties, qualifications, categories and grades of personnel, including executives;
41. to propose, with the support of the Company's General Counsel, the appointment of Directors of the Company's subsidiaries and/or investees;
42. to appoint and revoke senior managers and general and special attorneys-in-fact, and confer powers to them within the scope of their responsibilities;
43. to delegate, for all consequent legal purposes, the organisation's responsibility and the management of certain sectors of the business with all the necessary powers;
44. to sign the Company's correspondence, confidentiality agreements and documents within the scope and for the exercise of powers conferred;
45. up to the amount of Euro 50,000 for each individual act, and up to the amount of Euro 50,000 in relation to a series of acts carried out under the same transaction, to make charitable donations within the limits of the law.

The Chief Executive Officer, by virtue of his office, is vested with the broadest powers for the protection of health and safety at the workplace (Legislative Decree No. 81/2008), the environment, privacy protection and the processing of personal data, permits, approvals, authorisations, concessions, licences and the like, necessary for the exercise of company activities and, therefore, to deal with the implementation of the resolutions adopted by the Board of Directors on the abovementioned matters, including by appointing special or general attorneys-in-fact.

He/she is vested with the title of "Employer" and "Principal" pursuant to and in accordance with

the Consolidated Law on Safety (Legislative Decree No. 81/2008), with full and effective powers, including:

- (a) the right to identify and designate, taking into account the organisational structure and business operations, and with the objective of promoting efficiency and effectiveness in the management of issues relating to hygiene, and health and safety in the workplace;
  - (i) additional Employers of individual Production Units in accordance with Article 2, paragraph 1, letter b) of the Consolidated Law on Safety, it being understood that in this case these latter shall be exclusively responsible for the production units within their scope, while the Chief Executive Officer will coordinate the Employers so appointed,
  - (ii) one or more delegates in accordance with Article 16 of the Consolidated Law on Safety.
- (b) all powers of initiative and organisation, as well as spending autonomy in line with the annual budget approved by the Board of Directors, to be managed, at his/her sole discretion, to implement all the interventions deemed necessary, with the right to carry out urgent and non-deferable interventions to restore safety conditions in working environments, even beyond the limits of the abovementioned financial availability, and by immediately notifying the Board of Directors
- (c) the authority to freely exercise the powers of hierarchical superior with respect to any other employee of the Company and with the right to assume, at any time, including without any prior consultation with the Board of Directors, any decision, even if not expressly provided for under this appointment, that is useful or necessary for the purposes of full compliance with the mandate.

The Chief Executive Officer is also assigned the following powers and responsibilities:

- a) all powers and responsibilities in environmental matters with all powers of determination and initiative and autonomy of expenditure in line with budgeted sums and any greater sums that may be required if necessary, with the power to carry out urgent and non-deferrable work to restore safety conditions and environmental restoration even beyond the limits of the aforementioned financial availability, giving immediate notice to the Board of Directors;
- b) all powers and responsibilities corresponding to the formal and substantive role of "plant operator" pursuant to Legislative Decree No. 105 of June 26, 2015 and subsequent amendments and supplements (Seveso III), with the express power to reconcile and settle, and with the power to delegate and appoint attorneys-in-fact and representatives and, moreover, to identify "plant operators" as part of the Organisation pursuant to Legislative Decree No. 105/2015 and subsequent amendments and supplements, conferring upon them all the necessary and suitable powers, including the power of expenditure.

The powers attributed to the Chief Executive Officer, in possession of the necessary legal requirements, also encompass the Company's representation in all the obligations envisaged by Law No. 185 of July 9, 1990 and subsequent amendments and additions, which regulates the import, export and transit of military equipment, and the implementing regulation referred to in Ministerial Decree No. 19 of January 7, 2013 including, *inter alia*, but not limited to, the right to sign the following documents:

- communications on the commencement of contractual negotiations referred to in Article 9 of Law No. 185/1990 and subsequent amendments and additions;
- clearance requests according to the provisions of Article 9, paragraph 5 of Law 185/1990

and subsequent amendments and additions;

- authorisation requests to import, export and transit the military equipment referred to in Article 11 of Law 185/1990 and subsequent amendments and additions;
- deeds and documents provided for by Article 3, paragraph 1, of the abovementioned Ministerial Decree No. 19 of January 7, 2013 and subsequent amendments and additions.

The abovementioned powers and rights, all in relation to Law No. 185 of July 9, 1990 and its implementing regulation are solely and exclusively attributed to the Chief Executive Officer, with the right to sub-delegate – through a notarial power of attorney - solely to persons residing in Italy and who are in possession of the necessary legal requirements.

The following matters do not fall within the powers as conferred above to the Chief Executive Officer:

- a. the approval of the budget and the strategic plan;
- b. investments - not included in the budget or the strategic plan - of a value greater than (i) Euro 10 million for property, plant and equipment, and (ii) Euro 10 million for intangible fixed assets and up to Euro 15 million overall per year, as regards (i) property, plant and equipment and (ii) intangible fixed assets, including costs for participation in international collaboration programmes;
- c. acts of disposal relating to holdings or other interests in companies, divisions, businesses or business units of a value greater than Euro 20 million, excluding, in any case, acts of disposal relating to businesses or business units operating in the defence sector and any holdings or other interests held by the Company in subsidiaries, associates or investee companies operating in the same sector;
- d. merger or spin-off transactions of the Company or of any company under its control which, with reference to the individual merged or spun-off company, are of a value greater than Euro 30 million;
- e. the transfer of operational research and development centres abroad;
- f. the transfer, sale, licensing or any other acts of disposal or restrictions on the disposal of production or technological processes, “know-how”, patents, industrial projects and any other intellectual property held by the company or the companies under its control of a value greater than Euro 15 million, provided that, in the defence sector, the company’s intangible assets are excluded regardless of their value;
- g. the transfer, sale, conferment, lease, usufruct, any act of disposal, the creation of constraints and/or liens of any kind of a value greater than Euro 20 million, excluding, in any case, acts of disposal relating to businesses or business units operating in the defence sector and any holdings or other interests held by the Company in subsidiaries, associates or investee companies operating in the same sector

The Chief Executive Officer of Avio is not in an interlocking directorate situation.

#### ***4.5.2 Chairperson of the Board of Directors***

On April 28, 2023, the Board of Directors appointed Mr. Roberto Italia as the Chairperson of Avio’s Board of Directors.

The Chairperson of Avio's Board of Directors is not a controlling shareholder of the Issuer.

#### **4.5.3 Vice-Chairperson of the Board of Directors**

On April 28, 2023, in line with the intentions already expressed in the "*Guidance Opinion on the quantitative and qualitative composition of the Board of Directors of Avio S.p.A. considered optimal for the three-year Period 2023-2025*," issued on November 29, 2022, and in the "*Directors' Explanatory Report to the Shareholders' Meeting of April 28, 2023 prepared pursuant to Article 125-ter of Legislative Decree No. 58 of February 24, 1998, as amended*," issued on March 14, 2023, the Board of Directors appointed Mr. Giovanni Gorno Tempini as Vice-Chairperson of the Avio Board of Directors.

The Vice-Chairperson of Avio's Board of Directors is not a controlling shareholder of the Issuer.

#### **4.5.4 Secretary of the Board of Directors**

On April 28, 2023, the Board of Directors (based on the provisions of Article 11.1 of the By-Laws, according to which "*The Secretary, who may also be external to the Company, shall be appointed by the Board of Directors, upon the proposal of the person presiding over the meeting*"), assigned the position of Secretary of the Board of Avio to Mr. Giorgio Martellino, General Counsel of the Company.

Pursuant to Board of Directors Regulation, the Secretary has appropriate experience in the field of law and corporate governance. Normally the designation will favour the appointment of the Company's Chief Legal Officer if present. Otherwise, the Board of Directors must adequately justify the choice of a person other than the Company's Chief Legal Officer.

The following duties fall to the Secretary:

- a. support the Chairperson of the Board of Directors:
  - (i) in the preparation of Board meetings and related deliberations;
  - (ii) in ensuring that the pre-meeting briefing and additional information provided at meetings is adequate to enable Directors to carry out their roles in an informed manner;
  - (iii) in co-ordinating the activities of the Committees with the activities of the Board of Directors, including support in drafting the Regulations of the Committees and the Board of Directors;
  - (iv) in identifying Executives or consultants whom it is deemed useful to invite to Board meetings;
  - (v) in organising Board induction initiatives;
  - (vi) in organising the Board evaluation process;
- b. support the Chief Executive Officer in relations with the Board of Directors;
- c. oversee the recording of Board meeting minutes;
- d. provide impartial assistance and advice to the Board of Directors on any aspect relevant to the proper functioning of the corporate governance system.

In 2025, the Secretary consistently supported the activities of the Chairperson of the Board and impartially provided assistance, advice and counsel on every aspect relevant to the proper functioning of the Company's corporate governance system.

#### **4.5.5 Executive Committee**

As per Article 12.2 of the By-Laws, the Board may delegate part of its powers to an Executive Committee, determining the limits of the powers of attorney as well as the number of the members and the operating methods, appointing one or more Chief Executive Officers and granting relevant powers to them, without prejudice to the fact that the delegated bodies shall report to the Board of Directors and the Board of Statutory Auditors on a quarterly basis.

As per Article 2389, paragraph 1 of the Civil Code, the remuneration of the Executive Committee members is to be decided by the Shareholders' Meeting.

At the Report approval date, an Executive Committee had not been established.

#### **4.5.6 Reporting to the Board of Directors**

The Chief Executive Officer reported to the Board at each board meeting, on the activities carried out in accordance with the powers conferred by the Board. In particular, the Chief Executive Officer at each Board meeting and regardless of the time period since the last meeting, briefed upon the activities carried out and the main operations executed by the Company and its subsidiaries within the remit of the powers granted to him.

#### **4.5.7 Other Executive Directors**

At the Report approval date, there were no Executive Directors other than the Chief Executive Officer.

None of the Non-Executive Directors therefore i) hold the office of Chief Executive Officer or Executive Chairperson in a strategic subsidiary of the Issuer or ii) hold management positions at the Issuer, in a strategic subsidiary or in the parent company.

### **4.6 Independent Directors**

On April 28, 2023, the Shareholders' Meeting of Avio S.p.A appointed six Directors considered independent as per Article 148, paragraph 3 of the CFA, in addition to recommendation 7 of the Corporate Governance Code.

In accordance with this criterion, on April 28, 2023, as announced to the market on the same date, the Board assessed the independence as per Article 148, paragraph 3 of the CFA and Article 2 of the Corporate Governance Code of the non-Executive members of the Board of Directors.

Subsequent annual verifications were conducted on March 7, 2025, and most recently on March 12, 2026.

The Board of Statutory Auditors confirmed the correct application of the assessment criteria and procedures adopted by the Board to evaluate the independence of its members.

On April 28, 2023, the Shareholder's Meeting appointed the new Board of Directors of the parent company Avio S.p.A., which in turn, on April 28, 2023, decided upon the internal appointments and the granting of the powers required to complete company operations.

In 2025 (and specifically on March 7, 2025), Avio's Independent Directors met in the absence of the other Directors to consider the following matters:

1. Adequacy of the number of Independent Directors;
2. Considerations on the contribution of the Independent Directors to the work of the Board

of Directors.

The Independent Directors also met on March 12, 2026.

#### 4.7 Lead Independent Director

At the Report approval date, the Board did not appoint any Independent Director as Lead Independent Director pursuant to Recommendation 14 of the Code, given that the circumstances that require his/her appointment pursuant to the Corporate Governance Code did not apply.

### 5 MANAGEMENT OF CORPORATE INFORMATION

The Company has adopted the following procedures: (i) Inside Information Processing Policy Code, as last approved by the Board of Directors on September 9, 2022; and (ii) Internal Dealing Policy, as last updated by approval of the Company's Chief Executive Officer on March 10, 2025, after appropriate briefing of the Company's Control and Risks Committee held on March 10, 2025.

Copies of both codes are available on the website [www.avio.com](http://www.avio.com), "Corporate Governance" section.

The Inside Information Processing Policy governs, in compliance with the Regulation (EU) No. 596/2014 of the European Parliament and Council of April 16, 2014 concerning market abuse and the relative delegative and Executive regulations (the **MAR Regulation**): (i) the management and handling of inside information, as well as the procedures to be complied with, both inside and outside the Company, in order to disclose the aforementioned information; and (ii) the creation and management of the list of individuals who, due to their work or professional activities or duties performed, have access to inside information on an occasional or regular basis ("**Insider Register**").

Moreover, this incorporates certain Consob recommendations concerning the processing of inside information contained in the Guidelines published by Consob on October 13, 2018 and Legislative Decree No. 10/2018 introduced by Legislative Decree No. 107 of August 10, 2018, enacting the "*National Regulation Adjustment Rules to the MAR Regulation provisions*".

On July 14, 2022, the text of Implementing Regulation (EU) 2022/1210 was published in the Official Journal of the European Union. It lays down implementing technical standards for the application of the MAR Regulation with regard to insider lists, repealing and replacing Implementing Regulation (EU) 2016/347.

However, the substantive changes made by EU Regulation 2022/1210 affect only companies listed on SME Growth Markets and may be summarised as follows:

- companies listed on SME growth markets may only compile a list of persons who, due to the nature of their function or position within the issuer, have regular access to inside information (these include, by way of example, Executive Directors, members of management and supervisory bodies, the General Manager, the CFO, the head of the legal department and in-house counsel and related staff functions); thus, the companies do not have to maintain a register for each specific piece of inside information;
- if Member States intend to use the option of requiring issuers listed on SME growth markets to include all persons with access to inside information in their lists by providing a section specific to each piece of inside information, they cannot provide the same level of personal information as is required of companies that do not fall into this category.

As far as Avio is concerned, therefore, the changes made concerned the references to the repealed

EU regulation and the new EU regulations, aligning the text of the Code adopted by Avio with the regulations currently in force and providing for a schedule of meetings of the Inside Information Management Function (IIMF) “in line with needs, instead of quarterly”.

The Internal Dealing Policy regulates disclosure obligations in respect of Consob, the Issuer and the public, and the rules of conduct connected to the execution of transactions involving financial instruments issued by the Issuer, by persons who exercise administrative, control or management functions at the Issuer and by persons closely connected to them (as defined by Article 19 of the MAR Regulation).

The essential elements of the Inside Information Processing Policy and the Internal Dealing Policy, applicable at the Report approval date, are briefly illustrated below.

### **Inside Information Processing Policy**

#### *Definition of inside information*

Inside Information, as per Article 7, paragraph 1, letter a) of the MAR Regulation, is taken to mean information: (i) of a precise nature, namely that (a) such refers to a set of circumstances which exists or may reasonably be expected to come into existence or an event which has occurred or may reasonably be expected to occur, and (b) is specific enough to enable conclusions to be drawn on the possible effect of the set of circumstances or event referred to in subparagraph (a) on the prices of the financial instruments issued by the Company (as identified by the applicable regulation); (ii) that has not been made public; (iii) that directly or indirectly concerns the Issuer or the companies directly or indirectly controlled by the Issuer or the Financial Instruments of the Issuer; and (iv) that, if made public, may have a significant effect on the prices of the Financial Instruments of the Issuer or that a reasonable investor would use as one of the elements on which to base investment decisions.

In this regard, in the case of an extensive process undertaken to achieve, or which results in, a particular circumstance or a particular event, this future circumstance or future event, in addition to the interim steps taken as part of the process linked to the achievement or the occurrence of the circumstance or future event, may be considered as information of a precise nature.

#### *Addressees of the Inside Information Processing Policy*

Those required to comply with the procedures outlined in the Inside Information Processing Policy are: (i) the members of the administrative and control bodies, in addition to employees of the Company and the subsidiaries (ii) any natural or legal persons who, because of their work or professional activities or duties, have access on a regular or occasional basis to significant and/or inside information concerning the Company and its subsidiaries.

#### *Processing of significant information and inside information*

The Policy’s addressees - as identified above - must maintain the complete confidentiality of the significant and/or inside information of which they are aware. All inside information must be processed with the necessary care to ensure that its circulation

within the Company does not threaten its confidential nature, unless such is announced to the market according to the means established by the Policy and the applicable regulation. The same obligation applies to the processing of significant information, until it is disclosed to the public according to the manner prescribed by the Policy and the applicable procedure (as becoming inside information or as considered by the competent bodies of the Company as necessary or appropriate), or until it no longer may be considered as significant. The addressees must also promptly inform the competent functions with regards to information within their respective scope concerning any act, event or omission which may constitute a violation of the Policy.

Subject to Article 184 and subsequent of the CFA, in addition to Articles 14 and 15 of the MAR Regulation, the addressees may not: (a) acquire, sell or otherwise execute operations on Financial Instruments issued by the Company (including the cancellation or amendment of orders where the order has been sent before the interested party came into possession of Inside Information), on their own behalf or on behalf of third parties, directly or indirectly, utilizing Inside Information; (b) advise or induce others, on the basis of Inside Information, to carry out any operations at point (a); (c) communicate to third parties Inside Information outside of the normal exercise of their duties, profession, function or office; in particular it is absolutely prohibited to provide interviews to press organisations or declarations in general which contain inside information concerning the Company and its subsidiaries, not yet communicated to the market as per the Policy. The communication to third parties of advice or inducements as per letter (b) is considered as unlawful communication of Inside Information where the person communicating the advice or inducement knows or should know that such is based on Inside Information.

The Company has set up the Inside Information Management Function (IIMF) in the form of a committee comprising the Chief Executive Officer, the CFO, the Investor Relator, the Head of the organisational function in which the information was generated, the Communications Manager and the Information Contact Person, identified in the person of the General Counsel, responsible for managing and applying the Code.

The Board of Directors, in addition, established the Insider Register and Relevant Information Register (RIL), setting out the policy for the maintenance of these lists and appointing the Information Contact Person as the person responsible for its maintenance and updating in order to ensure easy consultation and the simplified extraction of data.

The RIL is managed according to the means established for the Insider Register, with a number of adjustments (and remaining in the register until the significant information no longer qualifies as Confidential).

### **Internal Dealing Policy**

In accordance with the provisions set forth in the MAR Regulation and the related executive regulations, as well the repeal of Article 114, paragraph 7 of the CFA, enacted by Law No. 21 of March 5, 2024, on measures to support capital competitiveness, the Code was updated on March 10, 2025 by the Chief Executive Officer as he was authorized to make the changes determined by legislative and regulatory provisions pursuant to Article 8.1 of the Code approved on September 13, 2017 by Avio's Board of Directors. The Internal Dealing Policy imposes upon the “Managers” stringent communication obligations to the Issuer and Consob with regards to transactions concerning company shares (or other associated financial instruments (the “**Significant Transactions**”), carried out by, or on behalf of, such persons and/or closely related persons, excluding transactions whose overall amount does not reach Euro 20,000.00 by year-end (the “**Significant Amount**”). Once the Significant Amount is exceeded: managers and closely related persons must report all subsequent transactions by the end of the year.

In accordance with the Internal Dealing Policy: \_

- “**Managers**” are:
  - (a) the members of the Board of Directors and the Board of Statutory Auditors of the Issuer;
  - (b) all Senior Executives of the Company who, although not belonging to the bodies at letter (a) above, have regular access to inside information concerning directly or indirectly the Company and have the power to adopt management decisions which affect the future development and prospects of the Company;

The Managers and the closely related persons are required to communicate to Consob the Significant Transactions carried out by them or on their behalf within 3 working days from the execution of such transactions.

Where the Managers intend to utilise the Company to communicate to Consob the Significant Transactions, they should inform the Company of such within two working days from the execution date of the transaction. The Company communicates to the public the Significant Transactions communicated to them, respectively, within three working days from the transaction's execution.

Finally, the Internal Dealing Policy prohibits Managers from executing - on their own behalf or on behalf of third parties, directly or indirectly, transactions on Avio financial instruments and associated financial instruments in the 30 calendar days before the announcement ("black-out period"): (i) of the preliminary results (or, where the Company does not approve the preliminary results, the statutory financial statements and the consolidated financial statements); (ii) the half-year report; (iii) additional periodic financial disclosure to the annual and half-year financial report.

The Board of Directors approved the appointment of General Counsel Mr. Giorgio Martellino as the Internal Dealing Policy contact person.

## 6 INTERNAL COMMITTEES TO THE BOARD OF DIRECTORS

In accordance with the Corporate Governance Code, which recommends that listed companies appoint internal committees to the Board of Directors, with expertise regarding specific matters, Article 12.2 of the By-Laws assigns the Board of Directors the option to set up internal committees with consultation, advisory, proposal or control functions, in accordance with the applicable legislative and regulatory provisions.

At the Report approval date, a Control and Risks Committee was set up by the Issuer as per Article 6 of the Corporate Governance Code, whose functioning is governed by the regulation adopted with the Board of Directors resolution of June 20, 2023.

At the Report approval date the Issuer had also set up a Sustainability Committee, with oversight of the activities related to sustainability, as well as an Appointments and Remuneration Committee, in compliance with the provisions of Articles 4 and 5 of the CG Code.

In addition, after assessing the Company's organisational needs, its operations and the size of the Board of Directors, the Company deemed it appropriate to set up, on a voluntary basis, the Planning and Scenarios Committee, even though the latter is not among the internal committees of the Board of Directors recommended by the CG Code.

The Board of Directors meeting of May 9, 2023 resolved:

- to appoint as members of the Appointments and Remuneration Committee, until the approval of the 2025 Annual Accounts, Donatella Isaia and Raffaele Cappiello, both Independent Directors, and Giovanni Soccodato, conferring the role of Chairperson to Donatella Isaia;
- to appoint as members of the Control and Risks Committee, until the approval of the 2025 Annual Accounts, Donatella Sciuto and Raffaele Cappiello, both Independent Directors, and Letizia Colucci, conferring the role of Chairperson to Donatella Sciuto;
- to appoint as members of the Sustainability Committee, until the approval of the 2025

Annual Accounts, Elena Pisonero and Marcella Logli, both Independent Directors, and Roberto Italia, conferring the role of Chairperson to Elena Pisonero.

Regulations for internal committees to the Board of Directors provide that meetings are to be minuted, that the committee's Chairperson is to provide information to the next appropriate Board meeting and that, in addition to the Board of Statutory Auditors, other external parties including other members of the Board of Directors or members of Avio's corporate organisation may participate upon invitation in meetings where their presence is deemed useful in relation to individual Agenda items.

At the Report approval date, none of the functions of one or more committees provided for by the Code had been reserved to the Board as a whole, under the co-ordination of the Chairperson (Recommendation 16, Article 3 of the Code).

The main features of the committees comprising Avio's governance structure at the Report approval date are described below.

## **7 APPOINTMENTS AND REMUNERATION COMMITTEE**

On May 14, 2020, the Board of Directors of Avio S.p.A., in accordance with the recommendations of the Corporate Governance Code, resolved to establish the Appointments and Remuneration Committee.

During 2025, 10 meetings were held (average duration of approximately 1 hour and 37 minutes). In 2026, at the reporting date, it has met five times. The meeting attendance of Committee members is reported in the table at the bottom of Section 4.2.1 of this Report.

The Committee has its own regulations governing its operation and duties, most recently updated on June 20, 2023.

The Chief Executive Officer, the General Counsel, the Human Resources Manager, the Chief Financial Officer, members of corporate departments and consultants supporting the Company on specific projects reviewed by the Committee, usually attended the Appointments and Remuneration Committee meetings, on its invitation.

The work of the Appointments and Remuneration Committee was consistently supported by members of the Board of Statutory Auditors.

The Appointments and Remuneration Committee, therefore, was assigned both the duties and functions provided for by Article 4 of the Corporate Governance Code with respect to the appointment of Directors, and the duties and functions pursuant to Article 5 of the Corporate Governance Code with respect to their remuneration.

In accordance with the regulation governing the functioning of the Appointments and Remuneration Committee, it comprises three Non-Executive Directors, the majority of whom independent as per the applicable regulation and the Corporate Governance Code, from among whom the Chairperson is selected.

The following duties are assigned to the Appointments and Remuneration Committee:

- a) assist the Board of Directors in developing remuneration policy;
- b) periodically evaluate the adequacy, the overall compliance and the application of the remuneration policy of Directors and Senior Executives, utilising for this latter issue the information provided by the Chief Executive Officers; draws up for the Board of Directors related proposals;

- c) present proposals or expresses opinions to the Board of Directors on the remuneration of the Executive Directors and Senior Directors in addition to establishing the performance targets related to the variable component of this remuneration;
- d) monitor the application of the decisions adopted by the Board, verifying, in particular, the effective achievement of the performance targets;
- e) support the Chairperson of the Board of Directors in assessing the adequacy and transparency of the Board's self-evaluation process;
- f) pursuant to Recommendation 19 of the Corporate Governance Code, support the Board of Directors (i) in the self-evaluation process of the Board and its committees; (ii) in defining the optimal composition of the Board and its committees; (iii) in identifying the candidates for the office of director in case of co-optation; (iv) in the possible submission of a slate by the outgoing Board to be carried out according to methods that ensure its transparent formation and presentation; (iv) in preparing, updating and implementing the possible succession plan for the Chief Executive Officer and the other Executive Directors;
- g) support the Board of Directors in defining a plan for the succession of the Chief Executive Officer and the Executive Directors that at least identifies the procedures to be followed in the event of early termination of office and in ascertaining that adequate procedures are in place for the succession of top management.

The Committee, in exercising its duties, may access the information and departments necessary to complete their tasks, as well as utilise, at the expense of Avio, of external consultants and to the extent of the budget approved by the Board of Directors. In accordance with the Corporate Governance Code, if the Committee intends to use the services of a consultant in order to obtain information on market practices regarding remuneration policies, the Committee shall verify in advance that the consultant is not in a situation that compromises its independent judgement.

The Committee promptly exchanges information that is relevant for implementing its duties with other bodies and functions of the Company performing important tasks concerning financial and remuneration policy.

The Chairperson of the Committee reports to the next appropriate Board of Directors' meeting on the meetings held by the Committee and on the proposals and guidelines formulated in the most appropriate manner.

## 8 CONTROL AND RISKS COMMITTEE

Pursuant to the Corporate Governance Code and the Control and Risks Committee regulation, the Control and Risks Committee comprises at least three Non-Executive Directors, the majority of whom independent as per the Corporate Governance Code; the Chairperson of the Committee is chosen from among these latter members. Furthermore, at least one member of the Control and Risks Committee must have adequate accounting and financial experience, to be evaluated by the Board of Directors on appointment.

In FY 2025, the Control and Risks Committee (also serving as the Related Party Transactions Committee) met 11 times and the meetings lasted on average approximately one hour and 41 minutes. In 2026, at the reporting date, it has met twice. The meeting attendance of Committee members is reported in the table at the bottom of Section 4.2.1 of this Report.

The Committee has its own regulations governing its operation and duties, most recently updated

on June 20, 2023.

The work of the Control and Risks Committee was consistently supported by members of the Board of Statutory Auditors.

On the invitation of the Committee's Chairperson, non-members participated in certain meetings for individual items on the Agenda, in particular, the Internal Audit Manager, the Director in charge of the Internal Control and Risk Management System, the CFO, representatives of the Independent Audit Firm, the General Counsel, also in his capacity of Risk Manager, the Chairperson of the Supervisory Board and the consultants called into the various meetings for a process of interaction and dialogue.

In accordance with the Control and Risks Committee regulation, the Committee supports the Board of Directors, with appropriate investigative activity, in their assessments and decisions concerning the Internal Control and Risk Management System, and with regards to the approval of the periodic financial reports.

The Control and Risks Committee in accordance with the Corporate Governance Code, in assisting the Board of Directors:

- a) evaluates, together with the Executive Officer for Financial Reporting, following consultation with the auditing firm and the Board of Statutory Auditors, the correct application of the accounting policies and, in the case of groups, their uniformity in the preparation of the consolidated financial statements;
- b) assesses the suitability of periodic financial and non-financial information to correctly represent the Company's business model, strategies, impact of its activities and performance, co-ordinating with any committee as per recommendation 1, letter a) of the Code;
- c) examines the periodic non-financial information relevant to the Internal Control and Risk Management System;
- d) expresses opinions on specific aspects concerning the identification of the main corporate risks;
- e) examines the periodic reports and those of particular relevance prepared by the Internal Audit Function;
- f) monitors the independence, adequacy, efficacy and efficiency of the Internal Audit department;
- g) may request the Internal Audit Manager to carry out verifications on specific operational areas, simultaneously communicating such to the Chairperson of the Board of Statutory Auditors; for co-ordination purposes, communicates to the Chairperson of the Board of Directors and to the Director in charge of the Internal Control and Risk Management System, except where these verifications specifically refer to the activities of these parties;
- h) reports, at least quarterly, on the approval of the annual and half-yearly accounts and of the additional periodic financial information (quarterly reports), to the Board of Directors on the work carried out and on the adequacy of the Internal Control and Risk Management System.
- i) supports, with appropriate investigative activities, the evaluations and decisions of the Board of Directors concerning the management of risks from events which the Board of Directors becomes aware of;
- j) performs any additional tasks assigned to it by the Code or by the Board of Directors.

The Control and Risks Committee also issues a prior opinion to the Board of Directors on the following subjects:

- a) the definition of the guidelines of the Internal Control and Risk Management System, so that the main risks connected to the Company and its subsidiaries are correctly identified, as well as adequately measured, managed and monitored, in addition to determining the criteria of compatibility of these risks in line with the strategic objectives of the company;
- b) the evaluation, at least annually, of the adequacy of the Internal Control and Risk Management

System considering the particular characteristics of the Company and the risk profile assumed, as well as its efficacy;

c) the approval, at least annually, of the work plan prepared by the Internal Audit Manager, without prejudice to the Board of Directors' need to also consult the Board of Statutory Auditors and the Director in charge of the Internal Control and Risk Management System;

d) the description, in the Corporate Governance Report, of the main characteristics of the Internal Control and Risk Management System and the manner of co-ordination between parties involved, expressing its assessment on the overall adequacy;

e) the assessment of the results of the independent audit firm's letter of recommendations and of the report on fundamental questions established during the audit of the accounts, subject to the need for the Board of Directors to consult also the Board of Statutory Auditors;

f) the proposal for the appointment, revocation and establishment, in line with company policies, of the remuneration of the Internal Audit Manager, and with regard to the adequacy of the resources granted to this latter for the execution of their duties;

g) assessment of the potential need to adopt measures to ensure the effectiveness and impartial judgment of the other corporate functions specified in Recommendation 32(e) of the Code (i.e. the other corporate functions involved in controls, such as risk management and legal and non-compliance risk oversight functions), verifying that they are equipped with appropriate professionalism and resources;

(h) assignment to the Supervisory Board or a specially constituted body the supervisory functions under Article 6, paragraph 1, letter b) of Legislative Decree No. 231/2001.

In addition to that stated above, the Control and Risks Committee is also assigned the duties allocated to the competent Related Party Transactions Committee as per the RPT Policy, except with regards to remuneration related matters. Equivalent controls are applied, as provided for by Article 14 of the RPT Policy, in the case of significant related party transactions where the Control and Risks Committee is not composed of at least three Directors considered independent as per the CFA and the Corporate Governance Code.

In executing its functions, the Control and Risks Committee may access all information and departments necessary for the undertaking of its duties and may also utilise external consultants at Avio's expense, within the limits of the budget approved by the Board of Directors, except in the case where it acts as the Related Party Transactions Committee in related party transactions defined as "Significant Transactions" by the RPT Policy. In this case, no expenditure limits are applicable pursuant to the applicable regulations and the RPT Policy.

The Control and Risks Committee promptly exchanges information that is relevant for implementing its duties with other bodies and functions of the Company performing important tasks concerning internal control and risk management.

The Chairperson of the Control and Risks Committee reports to the next appropriate Board of Directors' meeting on the meetings held by this Control and Risks Committee and on the proposals and guidelines formulated in the most appropriate manner.

## **9 SUSTAINABILITY COMMITTEE**

In accordance with the Corporate Governance Code and the Sustainability Committee regulation, the Sustainability Committee comprises at least three Non-Executive Directors, the majority of whom independent as per the Corporate Governance Code; the Chairperson of the Committee is chosen from among these latter members.

The Board of Directors shall appoint and replace the members and Chairperson of the Committee.

The Committee, on the proposal of the Chairperson, appoints a secretary, who may be a non-member, with responsibility to draft the minutes of the meetings. Normally the designation will favour the appointment of the Company's Chief Legal Officer if present.

In 2025, the Sustainability Committee met five times (average duration approximately 1 hour and 8 minutes). In 2026, at the reporting date, it has met twice. The meeting attendance of Committee members is reported in the table at the bottom of Section 4.2.1 of this Report.

The work of the Sustainability Committee was also supported by non-members, namely, the Company's General Counsel, Mr. Giorgio Martellino, the CFO and Executive Officer for Sustainability Reporting, in addition to the Head of Corporate Affairs, Legal Business and Risk Management and the Sustainability Office.

The work of the Sustainability Committee was consistently supported by members of the Board of Statutory Auditors.

The Committee has its own regulations governing its operation and duties, most recently updated on June 20, 2023.

Pursuant to the regulations of the Sustainability Committee and the Code, the Committee assists the Board of Directors with investigative, propositional and advisory functions in the assessments and decisions on sustainability matters falling within the remit of the Board of Directors:

In this regard, the Committee is granted the following powers:

- a. examines and evaluates (a) policies based on the principles of sustainable business, which take into account the evolution of reference scenarios and identify opportunities and create value over time in the medium to long term for stakeholders, such as (i) ethics; (ii) environmental protection, with particular reference to the issue of climate change; (iii) socio-economic progress and the enhancement of the territories where the Company operates; (iv) the creation of economic development based on innovation and responsible industrialization (v) and the health, safety and welfare of people; (vi) the protection of human rights and the enhancement of differences and equality in the treatment of people;
- b. examines the general outline of the Consolidated Non-Financial Statement (hereafter also "NFS") and the articulation of its contents, as well as the completeness and transparency of the information provided through the NFS, providing observations to the Board of Directors called upon to approve this document; examines and monitors the implementation of a Group sustainability plan, which sets out the strategic priorities, commitments, objectives, also of a quantitative nature, for the development of the economic, environmental and social responsibility of the Company, in line with the UN SDGs and the objectives of the business plan and the financial reporting;
- c. examines the implementation of the sustainability policy in the business initiatives, to be also included in the Remuneration Policy and Report, based on the indications of the Board of Directors;
- d. monitors sustainability initiatives and the Company's participation in them, with a view to consolidating the Company's reputation on the international front, also with reference to the development of relations with institutions, organisations and research centres with recognised expertise in sustainability matters;
- e. strengthens the dissemination of the culture of sustainability among employees, shareholders,

business partners, customers and, more generally, stakeholders through the examination and monitoring of a stakeholder engagement plan in line with the defined objectives and targets;

- f. monitors the Company's positioning with respect to the financial markets on sustainability issues, with particular reference to the relationship with ESG rating agencies and participation and inclusion in ethical sustainability indices;
- g. at the Board's request, expresses an opinion on other sustainability issues;
- h. performs any additional tasks assigned to it by the Corporate Governance Code or by the Board of Directors.

The Committee, in the undertaking of their functions may access all information and departments necessary for the undertaking of their duties as well as utilise external consultants, within the terms established by the Board of Directors; the Committee defines an annual expense budget which it submits to the Board of Directors. The Company ensures adequate financial resources to the Committee for the undertaking of their duties within the budget limits approved by the Board.

The Chairperson of the Committee reports to the next appropriate Board of Directors' meeting on the meetings held by the Committee and on the proposals and guidelines formulated in the most appropriate manner.

## 10 REMUNERATION OF DIRECTORS

With regards to the information concerning this section, reference should be made to the relevant parts of the Remuneration Policy and Report published in accordance with Article 123-ter of the CFA on the website [www.avio.com](http://www.avio.com).

## 11 INTERNAL CONTROL AND RISK MANAGEMENT SYSTEM

The Board of Directors, having consulted the Control and Risks Committee:

- defined, in drafting the strategic, business and financial plans, the nature and level of the qualitative risk compatible with the strategic objectives of the issuer, including in their assessments all risks considered significant, including with regard to the sustainability of the medium/long-term operations of the Issuer;
- defined the guidelines of the Internal Control and Risk Management System, so that the main risks connected to the Issuer and its subsidiaries are correctly identified, as well as adequately measured, managed and monitored, in addition to determining the criteria of compatibility of these risks in line with the strategic objectives of the Company;
- evaluated, at least annually, the compliance of the Internal Control and Risk Management System with the particular characteristics of the Company and the risk profile assumed, as well as its efficacy.

For the purposes of the above evaluations, in the year 2025 the Control and Risks Committee particularly examined:

- the results of risk assessment activities performed by the Risk Management office;

- the outcomes of audit activities carried out by the internal audit office, based on a previously examined Audit Plan, after consultation with the Board of Statutory Auditors and the Director in charge of the Internal Control and Risk Management System;
- the results of meetings with the independent audit firm;
- the Supervisory Board's reports on the Organisation, Management and Control Model in relation to the profiles as per Legislative Decree No. 231/2001.

Avio continued the redefinition of its integrated risk management system to provide management, the Board of Directors and corporate bodies in general with a better identification, classification, measurement, management and monitoring of corporate risks. Specifically, the Board of Directors approved the Enterprise Risk Management (hereafter ERM) in the meeting of March 13, 2025, following the positive assessment of the Control and Risks Committee and after having consulted the Board of Statutory Auditors. During 2026, the update of the ERM was submitted to the approval of Avio's Board of Directors, subject to the opinion of the Control and Risks Committee and having consulted the Board of Statutory Auditors.

The Internal Control and Risk Management System of the Avio Group concerns the set of rules, procedures and organisational structures which enable the identification, measurement, management and monitoring of the principal risks. This system is integrated into the more general organisational and corporate governance structures adopted by the issuer and gives due consideration to benchmark models and existing best practices at national and international level. The Internal Control and Risk Management System contributes to conducting business in line with the objectives defined by the Board of Directors, favouring the undertaking of fully knowledgeable decisions. This ensures the safeguarding of company assets, the efficiency and efficacy of the corporate processes, in addition to the reliability of disclosure to the corporate bodies and the market and compliance with law and regulations, the By-Laws and the internal procedures.

In creating its Internal Control and Risk Management System, the Avio Group focused extensively on best practice and international reference standards, particularly the "Enterprise Risk Management-Integrated Framework" ("ERM Integrated Framework") international standard, drawn up and updated by the US "Committee of Sponsoring Organizations of the Treadway Commission" (COSO), known also as the "COSO Report" or "COSO ERM".

The structural elements of the internal control and risk management environment consist of: (i) an organisation, management and control model pursuant to Legislative Decree No. 231/2001, as amended, to prepare a structured and organic system of procedures and control activities in order to reduce the risk of predicate offences being committed; (ii) the Code of Ethics, which defines the founding principles and values of business ethics and the rules of conduct in relation to these principles; (iii) the system of powers and proxies through general and special powers of attorney and internal proxies in line with assigned responsibilities; (iv) the Company's operating procedures; (v) information systems that support both management and production activities and accounting and financial processes; (vi) a control system as per Law 262/2005 for financial disclosure (for further details, reference should be made to that outlined in terms of the "Principal characteristics of the risk management and internal control system in relation to the financial disclosure process").

**Principal characteristics of the risk management and internal control system in place in relation to financial disclosure (as per Article 123-bis, paragraph 2, letter b) of the CFA)**

The Internal Control and Risk Management System of the Company on financial reporting is

defined as the set of activities to identify and evaluate actions or events whose occurrence or absence could partially or totally compromise the achievement of the financial information's objectives of integrity, accuracy, reliability and timeliness. It forms part of the overall Internal Control and Risk Management System.

This system aims to guarantee that the administrative – accounting procedures adopted and their application are adequate to ensure a process capable of producing timely and reliable accounting and financial information, in accordance with applicable accounting standards.

The Internal Control and Risk Management System on financial disclosure was created in line with the reference frameworks, as commonly accepted and issued by the Committee of Sponsoring Organizations of the Treadway Commission – COSO Report. It was supplemented in terms of the IT aspects by the Control Objectives for Information Technology – COBIT, and was periodically assessed and reviewed in terms of the controls put in place to minimise risks to the Company.

The administrative-accounting procedures imply analysis of the risk of errors, whether intentional or unintentional, occurring or existing in the financial disclosure processes. In creating this system, therefore, the areas in which risks compromising the reliability of the financial disclosure could exist or occur were identified and assessed.

On the basis of the identification and the assessment of the risk areas, the components of the internal control system with regards to financial disclosure were analysed through:

- analysis of the Group's major companies, specifically by investigating the reliability of financial disclosure for each of the control components;
- analysis of operational processes relating to financial statement items that are significant for financial disclosure purposes, by means of a correlation matrix between the objectives of these processes and the related controls.

The features of the system adopted, with particular regard to (a) the risk management and internal control phases in relation to the financial disclosure process, and (b) the corporate roles and functions involved and the means for co-ordinating all of the relative parties, are outlined below.

#### *Phases of risk management and internal control in relation to Financial Disclosure*

The internal control system is divided into the following macro-phases:

- a) identification and assessment of risks on financial reporting;
- b) identification of controls for the identified risks;
- c) check on the functioning of the internal control and risk management system;
- d) monitoring and development of the control system.

The breakdown of individual macro-phases is shown below:

- a) Identification and assessment of risks on financial reporting:

Risks are identified with regards to the financial statement declarations (existence and occurrence, completeness, rights and obligations, correctness, valuations and recording, presentation and disclosure) and other control objectives, such as - for example - compliance with the authorisation limits, the segregation of incompatible duties, controls on physical safety and the existence of assets,

the controls on security; documentation and traceability of transactions. The identification of risks includes also the risk of fraudulent activities, i.e. intentional acts undertaken to falsely represent the economic-equity-financial situation at financial statement level or to misappropriate company assets.

b) Identification of the control of identified risks

On the basis of the risk assessment, specific control activities were identified to mitigate risk, broken down into the following macro-categories:

- controls applicable to the entire organisation (Group/Company) which, as common and applicable across the entire organisation subject to assessment, are structural elements of the internal control system on financial disclosure (“Entity Level Controls”);
- specific process level controls (“Process Level Control”);
- controls on the functioning, management and security of the IT systems (“IT General Control”).

c) Check on the functioning of the internal control and risk management system

In order to verify and guarantee the operability of the internal control system on financial disclosure, specific monitoring activities on the operation of controls are in place, both by the “process owners” and by third parties independent of the operability of the processes (Internal Audit). Fraud prevention controls are among the controls monitored.

d) Monitoring and development of the control system

In order to ensure adequate monitoring of the system, the “design” of its components are subject to systematic assessment and, in any case, on the occurrence of significant events. The operability of the controls indicated by the administrative-accounting system procedures is assessed half-yearly through specific tests.

Any deficiencies both in the design and operability of the controls are reported to the process owners and to the Executive Officer for Financial Reporting to plan remedial actions and verify that they are effectively carried out.

The Executive Officer for Financial Reporting, together with the Chief Executive Officer, issues the declaration required by Article 154-*bis*, paragraph 5 of the CFA.

Roles and Functions involved

The Internal Control and Risk Management System involves, each for their specific remit:

- 1) the Board of Directors, which directs and assesses the System’s adequacy, and has identified:
  - (i) the Director in charge of the creation and maintenance of an effective Internal Control and Risk Management System (the “Director in charge of the Internal Control and Risk Management System” or the “Director in Charge”), and
  - (ii) the Control and Risks Committee, with a duty to support, with appropriate investigative activities, the evaluations and decisions of the Board of Directors concerning the Internal Control and Risk Management System, in addition to those concerning the approval of the relative periodic financial reports;

- 2) the Internal Audit Manager, appointed to verify if the Internal Control and Risk Management System is functional and adequate;
- 3) other roles and corporate functions with specific tasks in terms of internal control and risk management;
- 4) the Board of Statutory Auditors, which oversees the efficacy of the internal control and risk management system.

Article 154-*bis* of the CFA envisages the introduction of the “Executive Officer for Financial Reporting” within the corporate organisation of companies with listed shares. Appointed by the Board of Directors in agreement with the Chief Executive Officer, he is responsible for designing, implementing, and approving the Accounting and Administrative Control Model, as well as for assessing its application by issuing a statement concerning the interim, annual and consolidated financial statements.

The Executive Officer for Financial Reporting is also responsible for drawing up suitable administrative and accounting procedures for the preparation of the annual and consolidated financial statements and for providing subsidiaries, considered as relevant for the preparation of the Group’s consolidated report, with instructions for performing appropriate assessments of their own accounting control systems.

### **Principal characteristics of the risk management and internal control systems in relation to non-financial disclosure**

Avio has adopted the Internal Control Model on Sustainability Reporting ("Model"), which applies to all organisational structures of Avio and its subsidiaries falling within the scope of the consolidated financial statements, as well as any additional companies deemed significant and otherwise falling within the consolidation scope of sustainability reporting, as defined by national and international best practices. The adoption of an effective Control Model aims to pursue with reasonable certainty the reliability of sustainability reporting and, most importantly, its compliance with relevant reporting standards. Therefore, this Model means the entire set of documents and individual disclosures communicated to the market and containing both quantitative and qualitative data regarding sustainability aspects prepared on the basis of the new reporting standards. The Model aims to define the principles, process and methodological approach for establishing, evaluating and maintaining an internal control system that oversees the preparation of sustainability reporting. Specifically, the document governs various aspects including the scope of the Avio Group's internal control system for sustainability reporting and the methodological framework, as well as the process of establishing and maintaining the Avio Group's internal control system.

In addition, the Model contains procedures for gathering data for sustainability reporting to ensure the completeness and accuracy of this information. This document also provides for the preparation of statements by certain process owners identified as part of the information gathering.

#### **11.1 Executive Director responsible for the Internal Control and Risk Management System**

In order to ensure compliance with recommendation 32 of the Corporate Governance Code, the Board of Directors appointed, on January 19, 2017, with effect from the Effective Merger Date, Giulio Ranzo as Chief Executive Officer in charge of the creation and maintenance of an effective Internal Control and Risk Management System. This appointment was confirmed by Avio's Board of Directors on April 10, 2017, subsequently on May 7, 2020, and finally on April 28, 2023.

The Director in charge of the Internal Control and Risk Management System, in accordance with

Recommendation 34 of the Corporate Governance Code:

- identified, with the support of the Risk Manager, the main business risks, taking into account the characteristics of the activities undertaken by the Company and its subsidiaries, periodically presenting them for examination to the Board of Directors;
- has implemented the guidelines defined by the Board of Directors by dealing, with the assistance of the Internal Audit Manager and other competent corporate functions, with the design, implementation and management of the Internal Control and Risk Management System, by constantly verifying its suitability and effectiveness, and adapting it to the dynamics of the operating conditions and the legislative and regulatory framework;
- adapted, also with the support of the Internal Audit Manager and other competent functions, the system to the dynamics of the operating conditions and legal and regulatory framework;
- may request the internal audit function to undertake verifications on specific operational areas and on the compliance of internal procedures and rules in the execution of business operations, simultaneously communicating such to the Chairperson of the Board of Directors, the Chairperson of the Control and Risks Committee and the Chairperson of the Board of Statutory Auditors;
- reported promptly to the Control and Risks Committee (or to the Board of Directors) on problems and critical issues that emerged in the performance of his duties or on those which he became aware of, to enable the Control and Risks Committee (or the Board of Directors) to take the appropriate initiatives.

### **11.2 Internal Audit Manager**

On May 9, 2023, the Board of Directors renewed the outsourcing agreement of the Internal Audit Function to the Company Protiviti S.r.l. for the three year period 2023-2025 (until approval of the 2025 Annual Accounts), considering it to suitably possess the requisites of professional standing, independence and organisation, and appointed Francesco Paolucci as Internal Audit Manager for the purposes of performing the activities set out in Recommendation 36 of the Corporate Governance Code. His remuneration was defined in accordance with company policies.

The internal audit function is not connected to any operational area and reports hierarchically to the Board of Directors, and functionally to the Control and Risks Committee.

The duties of the Internal Audit Manager are the following:

- verifies, on an ongoing basis and in relation to specific needs, the operation and suitability of the Internal Control and Risk Management System, through an Audit Plan, approved by the Board of Directors, based on a structured analysis process and prioritisation of the principal risks;
- prepares periodic reports containing sufficient information on activities, on the manner in which risk management is carried out and on compliance with the plans for the containment of such risks. The periodic reports contain an evaluation of the suitability of the Internal Control and Risk Management System;
- prepares in a timely manner reports on significant events;
- sends periodic reports to the Chairpersons of the Board of Statutory Auditors, the Control

and Risks Committee, the Supervisory Board and the Board of Directors, as well as to the Director in charge of the Internal Control and Risk Management System;

- verifies in the audit plan the reliability of the IT accounting systems, including the accounting systems.

For these purposes, the Internal Audit Manager has direct access to all information useful for the execution of office.

In particular, during the year 2025 and the Board of Directors' meetings already held in 2026, the Internal Audit Manager:

- illustrated his office's work plan and organisational structure to the Control and Risks Committee and to the Board of Directors;
- had direct access to all the necessary information to carry out his duties;
- carried out direct and specific control activities, in line with the annual work plan;
- monitored the effective implementation of remedial actions agreed upon during the Audit;
- supported the Company's Supervisory Board in carrying out competence assessments;
- updated the 2026 Audit Plan, which was approved in the Board meeting of March 12, 2026;
- reported on his work and on the results of activities performed to the Control and Risks Committee, to the Company's Board of Statutory Auditors, the Supervisory Board, the Director in charge of the Internal Control System and the Chairperson of the Board of Directors.

### 11.3 Organisational model as per Legislative Decree No. 231 of 2001

At the Report approval date:

- Since November 9, 2015, Avio S.p.A. adopted an organisation, management and control model as per Legislative Decree No. 231/2001 ("**231 Model**"), most recently updated on July 30, 2025;
- In the interests of continuity, the Board of Directors of the Issuer on May 9, 2023 appointed, for the financial years 2023-2025 (until approval of 2025 Annual Accounts) Messrs. Alessandro De Nicola, Raoul Francesco Vitulo and Giorgio Martellino as the Company's Supervisory Board, in accordance with the first paragraph, letter b) and the fourth paragraph of Article 6 of Legislative Decree No. 231/2001, assigning them the duties, lines of reporting and powers indicated in the 231 Model adopted by the Company;
- Avio's Italian subsidiaries, namely Spacelab S.p.A., Temis S.r.l. and SE.CO.SV.IM. adopted their own 231 Models, which were last updated, respectively, on July 30, 2025, July 23, 2025, and July 28, 2025. The Supervisory Boards are represented by (i) a single-member Supervisory Board in the person of Giuseppe Pedrizzi for Spacelab S.p.A, (ii) a single-member Supervisory Board in the person of Carlo Cerreta for Temis S.r.l. and (iii) for SE.CO.SV.IM. S.r.l. a Supervisory Board composed of Maurizio Rubini and Letizia Macri;
- Avio's 231 Model was most recently updated by Board of Directors' resolution on July 30, 2025 in relation to the opening of Avio's French branch (hereinafter the "**Branch**"), taking

into account the risks that Predicate Offences pertaining to the Branch's activities could be committed. The Branch is responsible for the Company's commercial and promotional activities, in France, the EU and in non-EU countries. The previous update was made on January 28, 2025 to adapt the 231 Model to the new organisational provisions issued by the Company in relation to the management ownership of business processes across various functions and recent legal pronouncements.

The 231 Model comprises a General Section and 13 Special Sections.

The General Section essentially concerns the Supervisory Board and the communication of information to this latter, in addition to the reporting of the Supervisory Board to the corporate boards; the training of personnel, circulation of the 231 Model within and outside the Company and the system governing non-compliance with the Model's provisions.

The Special Sections relating to a similar number of offences envisaged in the decree and abstractly applicable to the corporate environment are: *"Offences in relations with Government Departments, Crimes against the Administration of Justice and Organised Crime"*; *"Corporate Offences"*; *"Corruption between private parties"*; *"Crimes for the Purpose of Terrorism or the Subversion of the Democratic Order"*; *"Crimes against Individuals and Crimes relating to Immigration and Alien Status"*; *"Transnational Offences"*; *"Crimes of Manslaughter or Serious Personal Injury or Grievous Bodily Harm committed in violation of the rules on occupational health and safety"*; *Environmental Offences"*; *"Crimes against Industry and Commerce and Copyright Infringement Offences"*; *"Computer Crimes and Unlawful Processing of Data"*; *"Violation of the regulations on the national cybersecurity perimeter"*; *"Self-laundering Crimes"* and *"Administrative market abuse offences and illicit acts"*; *"Fiscal Offences"* and *"Smuggling offences"*.

A presentation of the General Part of the 231 Model adopted by the Company may be viewed on the Company's website [www.avio.com](http://www.avio.com), in the "Corporate Governance" section.

Furthermore, it should be noted that the Company has adopted a special Whistleblowing Policy within the framework of the application of the 231 Model. This policy incorporates legal provisions contained in Law No. 179 of November 30, 2017, implementing the "Provisions for the protection of whistleblowers reporting offences or irregularities that become known to them within the bounds of a private or public employment contract".

Specifically, the policy focuses on the handling of reports through which company employees can report possible fraud, an offence, an unlawful act or any irregular conduct committed by other persons belonging to the Company. The aim of the reporting is to enable the Company to address the reported problem as soon as possible, disclosing risky or harmful situations and contributing toward preventing and counteracting any unlawful acts.

In order to guarantee the anonymity of the reporter, the Company has equipped itself with an IT tool for the transmission of the above mentioned reports.

#### **11.4 Independent Audit Firm**

On June 15, 2017, the Shareholders' Meeting of the Company appointed, for financial years 2017-2025, the Independent Audit Firm Deloitte & Touche S.p.A.

During the year, the Board, having consulted the Board of Statutory Auditors, assessed the results set out by the Independent Auditors.

In order to (i) ensure compliance with the limits introduced by the European Regulation No. 537/2014 to guarantee the independence of the incoming statutory audit firm (the "cooling-in period" provided for under Article 5 of the aforementioned European Regulation and Article 17, paragraph 3-*bis* of Legislative Decree No. 39/2010, pursuant to which the auditor must refrain

from providing certain services, other than the statutory audit, during the fiscal year immediately preceding the first year of the audit) and (ii) enable an efficient transition process between the outgoing auditor and the new appointee, the Company has shared with the Board of Statutory Auditors its decision - as is now common practice among listed companies - the begin in advance the selection procedure to assign the statutory audit engagement for the nine-year period 2026-2034. In this regard, on December 20, 2024, the Company's Shareholders' Meeting appointed the independent audit firm KPMG S.p.A. in advance for the fiscal years 2026-2034. The same independent audit firm was also appointed to certify the compliance of the Sustainability Statement.

The Ordinary Shareholders' Meeting of October 23, 2025 then resolved on the consensual early termination, for the 2026 only, of the engagement related to the attestation of sustainability reporting compliance carried out by Deloitte & Touche S.p.A. Supplementing the resolutions passed at the Shareholders' Meeting of December 20, 2024, the Shareholders' Meeting of October 23, 2025 also resolved that the assignment granted to KPMG S.p.A. at that meeting also includes the assignment to certify the compliance of Avio S.p.A.'s consolidated Sustainability Statement for 2026, 2027, and 2028.

### 11.5 Executive Officer for Financial Reporting

In accordance with Article 16 of the By-Laws, the Board of Directors appoints, upon obligatory approval of the Board of Statutory Auditors, the Executive Officer for Financial Reporting pursuant to Article 154-*bis* of the CFA, providing him/her with adequate means and powers to carry out the role. The Executive Officer for Financial Reporting must be of a professional standard such as to have qualified experience of at least three years in the exercise of administration and control activities, or in Executive or consultancy functions, with listed companies and/or relative groups of companies, or companies, entities and enterprises of large and significant size, including the preparation and control of accounting and corporate documents. The Executive Officer for Financial Reporting must also meet the requirements of good standing as provided for Statutory Auditors by the applicable legal provisions.

On January 19, 2017, the Board of Directors of Avio appointed Alessandro Agosti as the Executive Officer for Financial Reporting in accordance with Article 154-*bis* of the CFA, with effect from the Effective Merger Date. This appointment, having verified the above-stated professional standing requirements, was confirmed by the Board of Directors of the Issuer on April 10, 2017, having received the opinion of the Board of Statutory Auditors.

The office was renewed by the Board of Directors on April 28, 2023.

On May 30, 2025, Mr. Agosti voluntarily resigned from his position as Executive Officer for Financial Reporting and from his role certifying the compliance of the Sustainability Statement, effective September 12, 2025.

On September 12, 2025, the Board of Directors appointed Mr. Roberto Carassai as the new Executive Officer for Financial Reporting and for certifying the compliance of the Sustainability Statement, effective October 1, 2025.

As per Article 154-*bis* of the CFA, the Executive Officer is required to: (i) declare that the deeds and communications of the Company communicated to the market and concerning accounting disclosure (including interim) of the Company corresponds to the underlying accounting records and entries; (ii) prepare appropriate administrative and accounting policies for the drafting of the statutory and consolidated financial statements, in addition to any other communications of a financial nature; and (iii) jointly with the Chief Executive Officer declare through a specific report attached to the statutory financial statements, the condensed half-year financial statements and the consolidated financial statements, among others, the adequacy and effective application of the procedures at point (ii), during the period to which the documents refer and declare, in addition, the correspondence of such to the accounting records and entries and their suitability to provide a true and fair view of the Company financial statements and any companies included

in the consolidation, assigning for this purpose the following powers:

- (a) Full access to all information considered relevant for the execution of duties, both at the Company and at any subsidiary companies;
- (b) attend the meetings of the Board of Directors concerning matters within their scope;
- (c) faculty for dialogue with all administrative and control boards of the Company and the subsidiaries;
- (d) faculty to approve company policies with an impact on the financial statements, on the consolidated financial statements or on other documents requiring certification;
- (e) involvement in the design of IT systems impacting the Company financial statements;
- (f) the possibility to utilise IT systems.

In order to permit the Board of Directors to properly execute its supervisory powers, the Executive Officer for Financial Reporting, in addition, reports at least quarterly to the Board with regards to activities carried out, in addition to any emerging critical issues.

On September 10, 2024, Legislative Decree No. 125 of September 6, 2024 (the "**Decree**") was published in the Official Gazette, which transposes Directive 2022/2464/EU, known as the Corporate Sustainability Reporting Directive ("**CSRD**"), into Italian law. CSRD marks an advance toward greater corporate transparency by imposing reporting requirements on environmental, social and governance (ESG) issues.

Pursuant to Article 12, paragraph 1, letter d) of Legislative Decree No. 125/2024 of the Decree, Article 154-*bis* of the CFA relating to the Executive Officer for Financial Reporting was amended by the insertion of paragraph 5-*ter*, according to which *"If the issuer is subject to the sustainability reporting obligations set forth in the Legislative Decree adopted in implementation of Article 13 of Legislative Decree No. 21 of February 2024, no. 15, the delegated administrative bodies and the Executive Officer for Financial Reporting shall certify in an appropriate report that the sustainability statement included in the Directors' Report has been prepared in accordance with the reporting standards applied pursuant to Directive 2013/34/EU and the Legislative Decree adopted in implementation of Article 13 of Law No. 15 of February 21, 2024, and with the specifications adopted pursuant to Article 8 paragraph 4 of Regulation (EU) 2020/852. The attestation may be made by a manager other than the Executive Officer for Financial Reporting, with specific skills in sustainability reporting, appointed, subject to the mandatory opinion of the supervisory body, in accordance with the procedures and in compliance with the professionalism requirements set out in the By-Laws. The attestation will be issued using the model laid down in the Consob Regulation"*.

Avio has updated the Executive Officer for Financial Reporting Regulation so as to incorporate the changes made to Article 154 of the CFA, highlighting the integration between the duties and responsibilities under Legislative Decree No. 262/2005, concerning attestation of a financial nature, and those under Legislative Decree No. 125/2024, also maintaining the same requirements for the Executive Officer for Financial Reporting. As reported above, on September 11, 2025, the Board of Directors appointed Mr. Roberto Carassai as the new Executive Officer for Financial Reporting and for certifying the compliance of the Sustainability Statement, effective October 1, 2025.

For the sake of full disclosure, the Extraordinary Shareholders' Meeting of the Company, which met on March 3, 2026, accepting the proposal made by the Board of Directors at its meeting on January 29, 2026, resolved to amend Article 16 of the current By-Laws, granting the Board of Directors the power to assign the powers and responsibilities for sustainability reporting to an executive other than the Executive Officer for Financial Reporting who has gained specific

expertise in sustainability reporting over an appropriate period of time.

\* \* \*

At the Report approval date, with reference to the Internal Control and Risk Management System, in addition to the Control and Risks Committee and the Director in charge of the Internal Control and Risk Management System and the Internal Audit Manager, there is also a Risk Manager with specific tasks relating to internal control and risk management.

### **11.6 Co-ordination of the parties involved in the Internal Control and Risk Management System**

The Company specified in detail, in the Avio and Group Internal Control and Risk Management System Guidelines, the roles and duties of those involved in the Internal Control and Risk Management System, in addition to the means for the coordination of those involved.

In this regard, it should be noted that the Company promotes meetings between these different parties for the coordination and exchange of information. In particular, the entire Board of Statutory Auditors is consistently invited to participate at the Control and Risks Committee meetings, and moreover, the Director in charge of the Internal Control and Risk Management System, the Internal Audit Manager, the CFO, the General Counsel and Risk Manager as well as representatives of the Independent Audit Firm and members of the Legal and Corporate Affairs Department participated at some meetings for individual items on the Agenda, on the invitation of the Committee's Chairperson.

With the same purpose of coordination on matters of common interest, the Company's Board of Statutory Auditors, the Control and Risks Committee and the Supervisory Board, as per Legislative Decree No. 231/01, organised and held joint meetings during the financial year.

Finally, the Board of Statutory Auditors periodically meets with the Executive Officer for Financial Reporting, the Independent Audit Firm and the various company functions affected by the processes and procedures that must be specifically audited by the Board of Statutory Auditors, including those relating to the Internal Control and Risk Management System.

## **12 DIRECTORS' INTERESTS AND RELATED PARTY TRANSACTIONS**

At the Report approval date, the Issuer has put in place a Related Parties Transactions Policy adopted, in compliance with Article 2391-*bis* of the Civil Code and the RPT Regulation, by the Board of Directors on January 19, 2017, subsequently updated with Board of Directors' motion of January 26, 2024, having received the favourable opinion of the Control and Risks Committee and the Appointments and Remuneration Committee.

The Related Parties Policy, the full text of which may be viewed on the Company's website [www.avio.com](http://www.avio.com) in the "Corporate Governance" section, defines the guidelines and criteria for identifying Related Party Transactions and outlines roles, responsibilities and operating procedures aimed to ensure suitable reporting transparency and relative procedural and substantive correctness for these transactions.

In particular, the RPT Policy:

- governs transactions executed by Avio directly, or through subsidiaries, with counterparties defined as "Related Parties" in accordance with the RPT Regulation;

- defines “Related Party Transactions” as those involving the transfer of resources, services or obligations between Avio (or its subsidiaries) and Related Parties, regardless of whether a price is charged. This includes: (i) mergers, spin-offs for incorporation or non-proportional spin-offs, where carried out with Related Parties; (ii) all decisions relating to the allocation of remuneration or benefits, in any form, to members of the corporate boards and Senior Executives.
- distinguishes between “Minor Transactions”, “Significant Transactions”, “Less Significant Transactions” and “Ordinary Transactions” as follows:
  - (a) “Minor Transactions”: Related Party Transactions with a maximum amount to be borne by the Issuer of not in excess, for each transaction, (i) Euro 100,000 where the Related Party is a physical person; or (ii) Euro 500,000 where the Related Party is a legal entity;
  - (b) “Significant Transactions”: Transactions where at least one of the thresholds indicated at Annex 3 of the Related Parties Regulation, applicable according to the specific Transaction, is exceeded by more than 5%. Where Avio is controlled by a listed company, the above limit of 5% is reduced to 2.5% for transactions undertaken with a listed parent company or with related parties of this latter which in turn are related to Avio;
  - (c) “Less Significant Transactions”: Related Party Transactions other than Significant Transactions and Minor Transactions.
  - (d) “Ordinary Transactions”: Related Party Transactions that are part of the ordinary business or related financial activities of the Issuer and/or its subsidiaries. The Ordinary Transactions are concluded at market or standard conditions if they are concluded at terms similar to those usually charged to unrelated parties for transactions of a corresponding nature, extent and risk, or based on regulated rates or at fixed prices or those charged to parties with which Avio and/or its subsidiaries are obligated by law to contract at a certain price.

Article 13 of the RPT Policy establishes that it does not apply in the cases of the exemptions established under the RPT Regulation, subject to the conditions set out therein, and, in particular: (i) to the Shareholders' motions referred to in the first paragraph of Article 2389 of the Civil Code, concerning the remuneration of the members of the Board of Directors, or any decisions on the remuneration of the senior Directors included in the total amount previously determined by Avio's Shareholders' Meeting pursuant to Article 2389, third paragraph, of the Civil Code; (ii) to the Shareholders' motions referred to in Article 2402 of the Civil Code pertaining to the remuneration payable to members of the Company's Board of Statutory Auditors; (iii) to Minor Transactions. The provisions of the RPT Policy shall also not apply to transactions resolved by Avio and addressed to all shareholders on equal terms. In addition, subject to the disclosure obligations under the RPT Regulation and the relative circumstances, the Policy does not apply to (a) financial instrument-based remuneration plans approved by the Shareholders' Meeting of the Company in accordance with Article 114-*bis* of the CFA and the relative executory operations; (b) motions, other than those at paragraph (i) above considering the remuneration of Senior Directors, in addition to other Senior Executives (at the conditions established by the RPT Policy), (c) Ordinary Transactions concluded at Market or Standard conditions; and (d) Transactions with or between Subsidiaries, even jointly-held, by the Company, in addition to Transactions with associates of the Company, where other related parties of the Company do not have a significant interest (as defined by the RPT Policy) in the subsidiaries or associates acting as counterparties in the transaction.

With specific regards to the means for the approval and execution of individual categories of Related Party Transactions, the RPT Policy makes a distinction between:

- (a) Significant Transactions, in relation to which the RPT Policy establishes, among other issues,

- that: (i) the approval of these transactions lies within the exclusive competence of the Board of Directors; (ii) the Chief Executive Officer ensures the involvement during negotiations and investigations of a Committee comprising at least 3 Independent Directors, possibly with the same membership of the Control and Risks Committee or the Appointments and Remuneration Committee, according to the type of Related Party Transaction; (iii) the Board of Directors considers the transaction having received a prior favourable reasoned opinion from the above Committee with regards to the interest of the Issuer in completion of the transaction, in addition to the benefit and substantial correctness of the relative conditions, subject to the option for the Board of Directors to approve the Significant Transaction also in the presence of a contrary opinion of the above-stated Committee, on condition that its completion is authorised by the Shareholders' Meeting through the "whitewash" mechanism set out in the RPT Regulation; and
- (b) Less Significant Transactions, in relation to which the RPT Policy establishes, among other issues, that (i) the Board of Directors or the Executive Bodies, depending on the case, approve these transactions following receipt of the reasoned and non-binding opinion of a Committee comprising Directors, the majority of whom independent (possibly with the same membership as the Control and Risks Committee or the Appointments and Remuneration Committee, according to the type of Related Party Transaction); and (ii) the Chief Executive Officer ensures that there is an adequate flow of information to this Committee.

Where, with regards to a certain transaction, the Control and Risks Committee (or, depending on the case, the Appointments and Remuneration Committee) does not satisfy the composition requirements under the RPT Regulation, the equivalent controls under the RPT Policy in line with the RPT Regulation are applied, including the replacement, on the basis of age, with other Directors on the Board and in possession of these requirements.

With regards to related party transactions carried out in 2025, reference should be made to the Company's financial statements.

### **13 APPOINTMENT OF STATUTORY AUDITORS**

As per Article 17 of the By-Laws, the Board of Statutory Auditors is composed of three Statutory Auditors and two Alternate Auditors, elected by the Shareholders' Meeting on the basis of slates presented by shareholders, in accordance with the procedures set out below, subject to any differing and additional provisions provided for by mandatory laws or regulations.

Slates for the election of Statutory Auditors may be presented by shareholders who, at the time of presentation of the slate, hold - alone or together with other shareholders - a shareholding that is at least equal to that determined by Consob in accordance with applicable laws and regulations (equal, at the Report approval date, to 1% of Avio's share capital).

Ownership of the minimum shareholding is determined according to the shares that are registered in favour of the shareholder on the day in which the slates are filed with the issuer; certification can also be made subsequent to the filing provided that it is within the deadline for the publication of the slates.

The slates are filed at the registered office and subsequently published in accordance with the methods and the deadlines provided for by applicable law.

The slates must include the names of one or more candidates for the position of Statutory Auditor and one or more candidates for the position of Alternate Auditor. The names of the candidates are divided between each section (Statutory Auditors section, Alternate Auditors section) by progressive numbering and in any event with a number not exceeding the Board

members to be elected. The slates, if they contain, in both sections, a number of candidates equal to or greater than 3 (three), must contain a number of candidates in both sections to ensure that the composition of the Board of Statutory Auditors, both for Statutory Auditors and Alternate Auditors, complies with the legal and regulatory provisions that are in force in relation to gender equality (male and female).

The following documents must be attached to each slate, or else shall be considered as not presented:

(i) information on the identity of shareholders who have presented them, with an indication of the total percentage of shares held; (ii) a declaration by shareholders other than those who hold, even jointly, a controlling or majority shareholding, attesting to the absence of any relationship with these latter in accordance with applicable law; (iii) detailed information about the personal and professional characteristics of the candidates, as well as a declaration by the candidates certifying that they meet the statutory requirements, and acceptance of the candidature, accompanied by a list of administrative and control positions held with other companies; (iv) any additional or differing declaration, information, and/or documents provided for by applicable law and regulations.

Individual Shareholders, shareholders belonging to the same group or members of a shareholder agreement pursuant to Article 122 of the CFA, may not present or be involved in the presentation, even through nominees or trust companies, of more than one slate or vote on other slates; in addition, each candidate may only be present on one slate, at the risk of being declared ineligible.

In the case where only one slate is filed at the expiry date of the term for presentation of the slates, or slates are only presented by related shareholders pursuant to the applicable directives, slates can be presented up to the third day subsequent to such date. In this case, the percentage threshold established for the presentation of the slate is reduced by half.

The procedure for electing statutory auditors is as follows: (i) from the slate that obtained the largest number of votes (“**Majority Slate**”) taken in the progressive order in which they appear in the slate, two Statutory Auditors and one Alternate Auditor; (ii) from the slate that obtained the second largest number of votes and are not connected, even indirectly, with the shareholders who presented or voted for the Majority Slate in accordance with the applicable provisions and taken in the progressive order in which they appear on the slate, the third statutory auditor will be chosen (“**Minority Statutory Auditor**”), who will chair the Board of Statutory Auditors, and the second alternate auditor (“**Minority Alternate Auditor**”).

In the case of an equal number of votes between one or more slates from which the Board of Statutory Auditors is elected, a fresh ballot shall take place, considering only the slates receiving the same number of votes and, in any case, ensuring compliance with the gender parity regulation (including rounding up to the next full number where application of the gender parity rule does not produce a full number).

Where the result of voting does not satisfy the applicable gender equality law and regulations that are in force (including the rounding up to the next unit if the application of the criterion for the gender equality quota does not result in a full number), the candidate for the office of Statutory or Alternate Auditor from the over-represented gender elected as last in progressive order from the Majority Slate will be excluded and will be replaced by the next candidate for the office of Statutory or Alternate Auditor from the same slate belonging to the other gender.

Where only one slate is presented, the Shareholders’ Meeting will vote on that slate and, where this slate receives the majority of the votes, three Statutory Auditors and two Alternate Auditors will be taken from this slate in accordance with applicable law and regulations, including gender parity regulations, which includes rounding up where necessary in relation to the under-represented gender.

They are appointed for a period of three years (and may be re-elected), which concludes on the date of the Shareholders' Meeting called for the approval of the financial statements relating to the final year in office.

Subject to compliance with the applicable law and regulations in force in relation to gender equality, in cases where, for whatever reason, (i) a statutory auditor from the Majority Slate leaves office, the alternate auditor elected from the Majority Slate will take their place, (ii) a Minority Statutory Auditor leaves office, they will be replaced by the Minority Alternate Auditor who will assume the Chair. Where the replacements made pursuant to this Article do not permit the formation of a Board of Statutory Auditors that complies with the applicable regulations on gender parity, he/she shall be replaced by the alternate auditor from the other slate, where this enables a composition in line with applicable gender parity regulations, provided that the Minority Statutory Auditor may only be replaced by the Minority Alternate Auditor.

In the absence of slates, or where it is not possible for whatever reason to appoint the Board of Statutory Auditors with the procedures provided for in this Article, the three Statutory Auditors and the two Alternate Auditors will be appointed by the Shareholders' Meeting through the majority provided for by law, in accordance with the laws and regulations in force also in relation to the gender equality quota (including the rounding up to the next unit if the application of the criterion for the gender equality quota does not result in a full number).

On March 3, 2026, the extraordinary Shareholders' Meeting of the Company, accepting the proposal made by the Board of Directors on January 29, 2026, resolved to approve certain amendments - chiefly of a formal nature - to Article 17 of the By-Laws, regarding the appointment of members of the control body.

#### **14 COMPOSITION AND FUNCTIONING OF THE BOARD OF STATUTORY AUDITORS**

As per Article 17 of the By-Laws, the Issuer's Board of Statutory Auditors is composed of three Statutory Auditors and two Alternate Auditors, elected by the Shareholders' Meeting on the basis of slates presented by shareholders, in accordance with the procedures set out in the By-Laws, subject to any differing and additional provisions provided for by mandatory laws or regulations.

The Avio S.p.A. Shareholders' Meeting of April 28, 2023 appointed the Board of Statutory Auditors and established the relative remuneration, until the Shareholders' Meeting to be called to approve the 2025 Annual Accounts.

The members of Avio's Board of Statutory Auditors in office at the Report approval date are listed in the table below.

<b>Name</b>	<b>Office</b>	<b>Place and date of birth</b>	<b>Date of appointment</b>
Vito Di Battista	Chairperson	Lecce, January 10, 1952	April 28, 2023
Mario Matteo Busso	Statutory Auditor	Turin, March 1, 1951	April 28, 2023
Michela Zeme	Statutory Auditor	Mede (PV), January 2, 1969	April 28, 2023
Sara Fornasiero	Alternate Auditor	Merate (LC), September 9, 1968	April 28, 2023
Roberto Cassader	Alternate Auditor	Milan, September 16, 1965	April 28, 2023

Pursuant to applicable regulations, Statutory Auditors must possess specific requirements of independence, professionalism and good standing. The Corporate Governance Code, with which

Avio complies, also recommends that all control board members meet the independence requirements pursuant to Recommendation 7 for Directors. The independence assessment is carried out in the timeframe and manner prescribed in Recommendation 6, by the Board of Statutory Auditors based on information provided by each member.

Specifically, the Statutory Auditors in office first declared that they met the requirements regarding independence, good standing and professionalism provided for in the applicable regulations when they were appointed by the Shareholders' Meeting on April 28, 2023. Following their appointment and on an annual basis, the Board of Statutory Auditors verified the continuing existence of these requirements and sent the results of the assessments to the Board of Directors.

As per Article 144-*novies* of the Issuers' Regulation and the Corporate Governance Code, the fulfilment of the above requirements by the members of the Board of Statutory Auditors was assessed, with the outcomes communicated to the Board of Directors who, following appointment, communicate such in a press release and, subsequently, on an annual basis, in the corporate governance report.

Pursuant to applicable regulations, persons holding the same position in five issuers may not serve as members of the supervisory body of an issuer. Unless they serve as a member of the supervisory board in only one issuer, Statutory Auditors may hold other directorships and supervisory positions in corporations within the limits set by Consob in its Regulation.

In the manner and within the time limits prescribed by current regulations, Statutory Auditors are required to notify Consob of positions assumed or departed; Consob publishes the information it receives, making it available on its website.

The Board of Statutory Auditors is composed of members with professional backgrounds that bring value to the Company's sustainability. The Board contributes to and actively participates in the meetings of the Sustainability Committee. Since, however, this is an increasingly complex and evolving subject, the meetings of the Sustainability Committee with the participation of the Board of Statutory Auditors also serve as a mutual enhancement of expertise on the subject, encompassing and seeking to apply best market practices, in addition to activities to bring the company's operations in line with industry regulations, within their scope.

All standing members of the Board of Statutory Auditors are qualified auditors and hold the title of "Sustainability Auditor" in accordance with Legislative Decree No. 39/2010, implementing EU Directive 2022/2464 (CSRD).

A brief *curriculum vitae* of each member of the Board of Statutory Auditors in office at the Report approval date outlining their business management expertise and experience is presented below.

### ***Vito Di Battista***

Born in Lecce on January 10, 1952, Vito Di Battista has a degree in business administration from the Bocconi University. Accountant and Auditor, he provides tax consultancy to industrial and financial companies, including listed companies. In addition to being the Chairperson of Avio's Board of Statutory Auditors, he is currently Chairperson and Chief Executive Officer of Angelini Finanziaria S.p.A. and Angelini Partecipazioni S.p.A., Chairperson of the Board of Directors of IBL Real Estate SRL and Alternate Auditor of Acea S.p.A. He has served as a member of the Supervisory Committee of Banca Popolare Andriese in a.s., Banca di Credito Cooperativo di Pachino in a. s. and Banca di Credito Cooperativo "S. Apollonia" di Ariccia in a. s. He has also served as Chairperson of the Board of Directors of Atlantide S.p.A., Director of Istituto Bancario del Lavoro S.p.A. and Cuki Group S.p.A, as Chairperson of the Board of Statutory Auditors of Bancaperta S.p.A. and Cassa di Risparmio di Fano S.p.A., Statutory Auditor of the supplementary pension fund Fondenergia, Statutory Auditor of Net Holding S.p.A., Net Insurance S.p.A. and Net Insurance Life S.p.A. - Companies subject to the management and coordination of Poste Vita S.p.A. - He has also been a member of the Board of Directors of Ned community.

### ***Mario Matteo Busso***

Holding a degree in economics and commerce and a master's degree in Business Administration, he is a certified accountant, auditor and Independent Director. He began his professional career at Industrial National Bank in the USA, was a Partner at Arthur Andersen, a member of the Andersen Worldwide Advisory Council and the Italian Partner Affair Group. For the Deloitte network, he was the Partner in charge of the FSI Audit Division and a member of the Audit Management Team. He has gained significant experience in auditing and certification of financial statements in multinational companies listed on the main stock exchanges in Italy, USA, UK and Spain.

He holds positions of administration and control in companies of public interest, listed or regulated by the relevant Authorities. In this role, he has extensive experience in Corporate Governance, having refined his knowledge of both the Consolidated Texts of the Consolidated Finance Act and the Consolidated Banking Act, and the Corporate Governance Code adopted by Borsa Italiana.

His participation in the work of the Board of Directors has covered all the typical governance duties: Partner of the independent audit firm, Chairperson of the Board of Statutory Auditors, Independent Director and Chairperson of the internal Board committees.

He currently holds the following positions in listed companies:

Chairperson of the Board of Statutory Auditors of Mediobanca S.p.A., Chairperson of the Board of Statutory Auditors of Terna S.p.A., Statutory Auditor of Avio Spa and of Sanlorenzo S.p.A.;

Chairperson of the Supervisory Board of Mediobanca S.p.A.;

He also serves as Chairperson of the Board of Statutory Auditors of Consorzio Firenze and is a Statutory Auditor of Temis S.r.l., and Sole Statutory Auditor of Terna Plus S.r.l.

He is an Independent Director of the ODCEC Ordine Dottori Commercialisti Turin and Vice-Chairperson of the ANDOC Accademia Dottori Commercialisti.

He has held numerous positions as Statutory Auditor and Director in listed and unlisted companies, including: FCA Bank S.p.A., Saipem S.p.A., CONSORZIO CEPAV 1-2 (Consorzio Eni Alta Velocità), Permico S.p.A., Cubelab S.p.A.

### ***Michela Zeme***

Born in Mede (PV) on January 2, 1969, Michela Zeme graduated in Business Administration at the University Luigi Bocconi in Milan. An expert in corporate governance, she is a certified public accountant and auditor in Milan. She has considerable professional experience in the corporate and tax fields. She is Director of Milan's Order of Chartered Accountants and Chairperson of the related Corporate Governance Commission; she is a member Nedcommunity's Reflection Group "Digital Innovation & Governance". She holds positions on Boards of Directors and Boards of Statutory Auditors of listed companies and financial institutions. She is Independent Director of EQUITA GROUP S.P.A., a listed company, of which she is Chairperson of the Control and Risks Committee and member of the Remuneration Committee, and of EQUITA CAPITAL SGR S.P.A. She is Chairperson of the Board of Statutory Auditors of Epta S.p.A., AREC neprix S.p.A., Abilio S.p.A., Gianvito Rossi S.r.l. and Statutory Auditor of ENGIE S.p.A., Quimmo Agency s.r.l., Nuo S.p.A. and companies in the related Group (Nuo Team S.p.A., Nuo Partners 2024 S.p.A, Nuo Ocean S.p.A.), Luisa Spagnoli S.p.A. and companies in the related Group, Bialetti Industrie S.p.A. and Bialetti Store S.r.l., Sengi Express Italia s.r.l.

She is a member of the Supervisory Board of AREC neprix S.p.A., Abilio S.p.A., and Euregio Plus SGR S.p.A., an investee company of the Autonomous Province of Bolzano and Trento and the

Autonomous Region of Trentino-Alto Adige.

She has also served on the Board of Directors and Board of Statutory Auditors of numerous listed and unlisted companies, including: Sorin, Mittel ed Equita SIM S.p.A., Inwit S.p.A., Telecom Italia Media S.p.A., Pzero S.r.l., Banco di Sicilia S.p.A. and Prelios S.p.A.

### ***Sara Fornasiero***

Born in Merate (LC), September 9, 1968 She has a degree in Economics and Commerce from Cattolica University of Milan. She is an auditor and certified public accountant. She is an advisor in the field of sustainability and corporate governance of leading groups, including listed. Member of the Corporate Governance Commissions of the Order of Chartered Accountants and Accounting Experts of Milan, formerly of the Compliance and Organisational Models and Social Report Commissions. She is Chairperson of the Board of Statutory Auditors and the Supervisory and Control Board of Arnoldo Mondadori Editore S.p.A., and was previously a Statutory Auditor of Leonardo (from 2018 to 2024). She is Chairperson of the Board of Statutory Auditors of Piattaforma Adeo Italia S.p.A., Bricoman Italia S.r.l, Leroy Merlin S.r.l. and Bricocenter S.r.l. and Sole Statutory Auditor of Golilla S.r.l. (Adeo Group), Statutory Auditor of Athora Italia S.p.A., MBDA Italia S.p.A., Leonardo Logistics S.p.A., Chairperson of the Board of Statutory Auditors of Società Editoriale Milano S.p.A. and Rotomail Italia S.p.A.

She currently holds the positions of Lead Independent Director, Chairperson of the Control and Risk and Sustainability Committee and member of the Related Party Transactions Committee at Landi Renzo S.p.A. (a company listed on the STAR Segment), of which she was also Chairperson of the Appointments and Remuneration Committee, and Non-Executive Director of AWorld S.r.l. Benefit Company, among others. She has been a member of several Boards of Statutory Auditors and Supervisory Boards.

Author of “*Sostenibilità per scettici – Come integrare pratiche efficaci in azienda*” [“Sustainability for Sceptics. How to efficiently integrate company practices”] (published by Mondadori, April 2022) with S. De Girolamo and L. Oliva.

She advises companies and Groups of various sizes in the process of strengthening their corporate governance and integrating sustainability into their everyday operations.

She has practised, at the KPMG Network in Italy (1993-2015), statutory audit, Mergers & Acquisitions, forensic accounting, and consulting in the areas of sustainability, Internal Audit, Compliance (L.262/05 and Legislative Decree No. 231/01), and Risk Management.

She has participated in KPMG international sustainability working groups (2001-2013), organises seminars and carries out teaching and training activities on sustainability, corporate governance, risk management, forensic accounting, also in French and English. She is a member of the Italian Business Reporting Foundation and was co-coordinator of the Reflection Group Women, Diversity & Disruption of Nedcommunity, an association of Non-Executive and Independent Directors.

### ***Roberto Cassader***

Born in Milan on September 16, 1965, he graduated in Economics and Business in 1990 at the Cattolica del Sacro Cuore University of Milan. He has been a member of the Monza *Ordine dei Dottori Commercialisti e degli Esperti Contabili* (Italian Accounting Profession) since 1994 and a member of the Register of Auditors since 1999.

He is currently Chairperson of the Board of Statutory Auditors of, among others, Enav S.p.a (listed), A2A Calore & Servizi s.r.l., F2i TLC 2 S.p.A. and Impresa Tonon S.p.A. and Statutory Auditor of, among others, Destination Italia S.p.A. (listed), EI Towers S.p.A. and Relife Recycling S.r.l.

In the past, he was, among others, Chairperson of the Board of Statutory Auditors of Saras S.p.A. (listed), Servizi Italia S.p.A. (listed), Isagro S.p.A. (listed) and Statutory Auditor of Webuild S.p.A. (listed), Coca Cola Italia S.r.l., Lidl Italia S.r.l., FC Internazionale Milano S.p.A. and Leonardo Logistics S.p.A.

He provides tax, corporate and tax litigation consulting, for companies operating mainly in the international arena, and business valuations.

**TABLE 4: STRUCTURE OF THE BOARD OF STATUTORY AUDITORS AT YEAR-END**

Board of Statutory Auditors									
Office	Member	Year of birth	Date first appointment (*)	In office from (^)	In office until	Slate (M/m) (**)	Ind. Code	Attendance at Board meetings (***)	No. other offices (****)
Chairperson	Vito Di Battista	1952	06.05.2020	April 28, 2023	Approv. 2025 Accounts	m	X	20/20	3
Statutory Auditor	Mario Matteo Busso	1951	06.05.2020	April 28, 2023	Approv. 2025 Accounts	M	X	19/20	3
Statutory Auditor	Michela Zeme	1969	06.05.2020	April 28, 2023	Approv. 2025 Accounts	M	X	20/20	1
Alternate Auditor	Sara Fornasiero	1968	06.05.2020	April 28, 2023	Approv. 2025 Accounts	M	X	N/A	2
Alternate Auditor	Roberto Cassader	1965	06.05.2020	April 28, 2023	Approv. 2025 Accounts	m	X	N/A	2

Number of meetings held in the Year: 20

Quorum required for the presentation of slates by minority shareholders for the election of one or more members (as per Article 148 CFA): 4.5% (year of appointment: 2023)

#### NOTES

(\*) The first appointment of each Statutory Auditor refers to the date on which the Statutory Auditor was appointed for the first time to the Board of Statutory Auditors of the Issuer.

(^) "In office from" refers to the date last appointed by the Shareholders' Meeting.

(\*\*) This column indicates whether the slate from which each Statutory Auditor is selected is a "majority" slate" (indicating "M"), or a "minority" slate (indicating "m"),

(\*\*\*) This column indicates the percentage of attendance of the Statutory Auditors in relation to the number of meetings of the Board of Statutory Auditors (indicates the number of meetings attended compared to the amount they could have attended; e.g. 6/8; 8/8 etc.).

(\*\*\*\*) This column indicates the number of assignment as member of the Board of Directors or roles as Statutory Auditor in listed companies, different from Avio. Details of the key roles held by the members of the Board of Statutory Auditors can be found in the biographies in Section 14 of this Report. The complete list of relevant administration and control positions pursuant to Article 148-*bis* CFA and its implementing provisions contained in Consob Issuers' Regulation is published by Consob on its website, pursuant to Article 144-*quinquiesdecies* of the Consob Issuers' Regulation.

The remuneration of the Statutory Auditors was established by the Shareholders' Meeting on appointment.

The remuneration of the Board of Statutory Auditors in office was established by the Shareholders' Meeting of April 28, 2023, setting annual remuneration of Euro 55,000 for the Chairperson of the Board of Statutory Auditors and of Euro 38,000 for each Statutory Auditor, gross of tax withholdings.

The remuneration paid in 2025 is, in any case, detailed in the Remuneration Policy and Report.

In 2025, the Board of Statutory Auditors met on 20 occasions, with an average meeting duration of 2 hours and 16. In 2026, as of the reporting date, the Board has met 3 times.

The attendance of the Statutory Auditors at the meetings in 2025 is shown in the table above.

In accordance with the recommendations of the Corporate Governance Code, the Board of Statutory Auditors oversees the financial disclosure and auditing process, in particular with regards to the provision of non-audit services.

The Board of Statutory Auditors conducted its functions in accordance with the law, and in particular with the provisions of Article 149 CFA.

Pursuant to Article 19 of Legislative Decree No. 39/2010, the Board of Statutory Auditors serves as the Internal Control and Audit Committee (ICAC) and in this capacity it carried out the activities required by the regulations.

For more details on the activities carried out by the Board of Statutory Auditors in 2025, see the Board of Statutory Auditors' report to the Shareholders' Meeting prepared in accordance with Article 153 of the CFA.

The Board of Statutory Auditors, in executing its activities, coordinated with the Internal Audit Manager and with the Control and Risks Committee through continuous attendance of the Committee's meetings, at which the Internal Audit Manager usually also attended. In addition, the Board of Statutory Auditors participated at all meetings of the Committees set up within the Board of Directors.

In addition, it worked with the Supervisory Board appointed in accordance with Legislative Decree No. 231/2001. The Board of Statutory Auditors liaised with the Director in charge of the Internal Control and Risk Management System.

The Board of Statutory Auditors, as part of the supervision of implementation of the corporate governance rules, verified the correct application of the assessment criteria and procedures adopted by the Board to evaluate the independence of its members. The outcome of these controls was communicated to the market.

### **Diversity policies**

In accordance with the provisions of point 4.2.2. of this Report, the provisions of the Corporate Governance Code and Article 148, paragraph 1-*bis* of the CFA, Avio has applied the diversity and gender criteria to the composition of the Board of Statutory Auditors, in line with the priority objective of ensuring sufficient skills and levels of professional standing in its members.

In fact, pursuant to Article 17.4 of the By-Laws of Avio, the slates, if they contain, in both sections, a number of candidates equal to or greater than 3 (three), must contain a number of candidates in both sections to ensure that the composition of the Board of Statutory Auditors,

both for Statutory Auditors and Alternate Auditors, complies with the legal and regulatory provisions that are in force in relation to gender equality (male and female).

### **Self-evaluation**

The Board of Statutory Auditors complied with the provisions of Rule Q.1.7. “Self-evaluation of the Board of Statutory Auditors” included in the document "Conduct rules for Boards of Statutory Auditors of listed companies” issued by the Italian Accounting Profession (*Consiglio Nazionale dei Dottori Commercialisti e degli Esperti Contabili*) in December 2024, carrying out an annual self-evaluation. This sought to, among other matters, verify the suitability of its members and the adequate composition of the board, with reference to the requirements of professional standing, competence, good standing and independence required by applicable regulations. This check indicated, among other matters, that for 2025, all the members of the Board of Statutory Auditors in office satisfy the necessary requisites for the performance of their office. The results of the 2025 self-evaluation were discussed at the meeting on February 23, 2026.

Among the significant aspects that emerged from the Board of Statutory evaluation, board of Statutory Auditors members expressed their satisfaction with: (i) the optimal organisation of Board meetings for the purpose of performing its tasks and activities, with the availability of time and resources deemed adequate given the complexity of the assignment; (ii) the Board members’ fulfilment of the good standing and professionalism requirements, in addition to the adequate assessment and verbalisation of the independence of the members and any conflicts of interest, as required by law; (iii) the Chairperson of the Board of Statutory Auditors, who allows adequate time for discussion and decision-making on all Agenda items, organises meetings in an appropriate and timely manner, ensures sufficient time for discussion of Agenda items, facilitates effective input from all members, and regularly engages with key company operational functions so that the Board is aware of current activities and future prospects; (iv) the frequency and timing of Board of Statutory Auditors meetings, which allow the body to fully perform its work in every respect; (v) the Board’s ability in managing particularly complex issues and the choice of external consultants to deal with such issues, together with the excellent responsiveness of the Board in relation to particularly significant issues, including involving the appropriate corporate structures and acquiring independent professional opinions; (vi) the Board’s ability to request and acquire any useful qualitative and quantitative information and data necessary for the performance of its duties and activities; (vii) the professionalism and experience of the members of the Board of Control, who help ensure a thorough and comprehensive analysis of the complex issues brought to the attention of the control board. The Statutory Auditors unanimously agreed that the Board regularly supervises the work of the Company's independent audit firm, that the activities carried out by the Board are accurately recorded, and that the Board succeeds in achieving its objectives.

Among the areas for improvement, the Statutory Auditors commented on the remuneration of the Board of Statutory Auditors, highlighting that this latter should be more commensurate to the duties and responsibilities of the Board of Statutory Auditors, and should consider: (i) the growth, both in terms of complexity and dimension of the Company; (ii) the new provisions regarding the Sustainability Reporting; (iii) the necessary and continuous professional improvement, in compliance with Rule Q.1.5 of the rules of conduct of the Board of Statutory Auditors and with Recommendation 30 of the Corporate Governance Code. The Board of Statutory Auditors highlighted the need to improve the overall IT, cybersecurity and artificial intelligence (AI) expertise, along with the opportunity to continue to develop AI expertise and drawn on expertise in geopolitical issues.

### **Chairperson of the Board of Statutory Auditors**

In addition, it should be noted that, in compliance with Article 144-*novies*, paragraph 1-*bis* of the Issuers' Regulation and the Rules of Conduct for the Board of Statutory Auditors of listed

companies issued by the Italian Accounting Profession (*Consiglio Nazionale dei Dottori Commercialisti e degli Esperti Contabili*), the Board of Statutory Auditors has provided, based on its own experience, and on the positive results of the evaluation of the Board of Statutory Auditors conducted by the external consulting firm BoardClic, an outline of the skills and professional experience, in addition to those provided for by law, which may result in the efficient and effective functioning of the Board of Statutory Auditors, and forwarded the outcome of these verifications contained in the "Guidelines of the Board of Statutory Auditors of AVIO S.p.A. on the composition and remuneration of the new Board of Statutory Auditors to be appointed by the Shareholders' Meeting of April 28, 2023" (the "**Guidelines**") to the Board of Directors' meeting held, most recently, on March 8, 2023. The Guidelines were published on March 9, 2023, well in advance of the Shareholders' Meeting on April 28, 2023, which provided for the renewal of corporate bodies.

Specifically, with regard to the qualitative and quantitative composition of the Board of Statutory Auditors, the Guidelines show that the duties of the Board of Statutory Auditors require that the professionals selected have adequate previous experience in similar roles in large companies with a structured governance system, including listed companies. In addition, the Board of Statutory Auditors recognises the value of diversity in its composition, not only in terms of gender diversity but also in terms of professional diversity. The outgoing Board of Statutory Auditors stresses that it is important for the new control body to be composed of professionals with diverse expertise and, as far as possible, to include members with proven experience and knowledge of:

- corporate governance;
- internal control and risk management systems;
- accounting and auditing principles;
- primary and secondary legislation applicable to listed companies;
- ESG standards and regulations;
- cyber security, innovation and company IT systems;
- management remuneration policies.

In addition to the above requirements, the outgoing Board of Statutory Auditors recommended that personal characteristics and abilities ("soft skills") should also be duly considered when selecting candidates. These include the ability to manage conflicts constructively, work in a team, interact with management and assess the integration of sustainability issues into business activities, and a good knowledge of English.

With specific reference to the Chairperson, the outgoing Board of Statutory Auditors recommended that the Chairperson should have adequate experience, competence and authority to perform his or her duties of organising and coordinating the activities of the audit body.

Finally, the outgoing Board of Statutory Auditors hoped that the renewal would take into account the benefits of a structure that ensures continuity in the performance of the supervisory duties for which it is responsible, capitalising on the efforts already made and the experience gained.

With regards to the Diversity Policy applied to the Board of Statutory Auditors, reference should be made to paragraph 4.2.2.

\* \* \*

The Statutory Auditors received an induction that enabled them to acquire adequate knowledge of the sector in which the Issuer operates, of corporate dynamics, of the principles of correct risk management, as well as of the regulatory and governance reference framework, in compliance with Recommendation 12(d) of the Corporate Governance Code.

## 15 SHAREHOLDER RELATIONS

The Company, in accordance with Principle 4 of the Code, considers the Shareholders' Meeting as an important opportunity for the interfacing of shareholders and Directors and, consequently, adopts measures supporting participation at the Shareholders' Meeting and the exercise of voting rights by shareholders. In this regard, Article 8 of the By-Laws (in accordance with Article 2369 of the Civil Code) establishes, except for other indications within the call notice, that the Shareholders' Meetings are held in single call and Article 10.4 (in accordance with Article 135-*undecies* of the CFA) establishes that the Company may appoint, for each Shareholders' Meeting, through appropriate indication in the call notice, a party ("Designated Agent of the Company") to whom shareholders can confer proxy, with voting instructions on all or any proposals on the Agenda, in accordance with the legally established terms and means.

The Company has created a specific "Investors" section of its website, which is easily identifiable and accessible and makes available information concerning the Company of importance to its shareholders, allowing them to knowledgeably exercise their rights. The Company has also created a section in the website dedicated to corporate governance, containing an array of documentation. This Report is also published on the Company's website.

Relations with institutional investors are instead handled by the Investor Relator.

The duty of the Investor Relator is to constantly ensure that senior management are updated on the financial market disclosure obligations and, in particular, those concerning investors.

The Investor Relator represents, therefore, the point of contact between the Issuer and the market and has the duty to liaise with company structures to maintain and incentivise compliance with corporate disclosure regulations. Investor relation activities are shared with and supported by management.

Avio's Board of Directors meeting on April 28, 2023 appointed Mr. Agosti Alessandro as Investor Relator, in order to manage the dialogue and relationships with institutional investors and the market. Following the resignation submitted by Mr. Agosti, on July 30, 2025 the Board of Directors resolved to grant the functions of dialogue with institutional investors and the shareholder base (investor relations) to Mr. Nevio Quattrin.

Moreover, pursuant to Recommendation 3 of the Corporate Governance Code, the Issuer's Board of Directors - upon proposal of the Chairperson in agreement with the Chief Executive Officer - as well as subject to the favourable opinion of the Control and Risks Committee - adopted, on March 3, 2022, a Policy for the management of the dialogue with the shareholders, also taking into account the commitment policies adopted and communicated to the public by institutional investors and active managers and in line with Recommendation 3 of the CG Code.

The Policy is available on the Company's website at [www.avio.com](http://www.avio.com) in the section "Corporate Governance - Shareholder Communication Policy", and aims at favouring Avio's transparency towards the financial community and the markets, through the construction, maintenance and development of an active relationship of trust with the investors. It also aims to safeguard, at all times, the legitimate interests and requests of the Company, which the Board of Directors is able to take into account in the pursuit of its role of strategic guidance and monitoring of operating performance, with the ultimate objective of guiding the Company towards its sustainable success, in line with what is recommended in Article 1 of the CG Code.

During the Year, Avio's Board of Directors was kept constantly informed of the activities carried out with stakeholders, and was kept up to date with the most important issues that had been the subject of shareholder communication and any initiatives to be taken on the resulting feedback, in compliance with the provisions of the Shareholder Engagement Policy.

For the rest of the details on the relationships and initiatives undertaken with stakeholders, please refer to the 2025 Sustainability Statement, which is available on the website [www.avio.com](http://www.avio.com).

## 16 SHAREHOLDERS' MEETINGS

As per Article 8 of the By-Laws, the Shareholders' Meeting deliberates upon matters reserved to it by law and the By-Laws. Shareholders' Meeting motions, taken in accordance with law and the By-Laws, are binding on all shareholders. The Shareholders' Meeting meets in single call and is constituted and passes motions by statutory majority, except where otherwise indicated in the call notice.

As per Article 8.3 of the By-Laws, the Related Party Transactions Policy of the Company may establish (i) that the Board of Directors approves the "significant transactions", as defined by the RPT Regulation, despite an opinion to the contrary issued by the Independent Directors Committee responsible for issuing an opinion on the aforementioned transactions, provided that the execution of such transactions are authorised by the Shareholders' Meeting in accordance with Article 2364, paragraph 1, No. 5 of the Civil Code. In this case, the Shareholders' Meeting decides by statutory majority, providing, where the unrelated shareholders attending the Shareholders' Meeting represent at least 10% of the share capital with voting rights, the majority of unrelated shareholders voting at the Shareholders' Meeting are not in opposition; and (ii) that the Board of Directors or the Executive bodies may consider, availing of the exemptions under the policy and in compliance with the conditions stated therein, execution by the Company, directly or through its subsidiaries, of urgent related party transactions which are not within the scope of the Shareholders' Meeting, nor require the latter's authorisation.

As per Article 10 of the By-Laws, those with voting rights have a right to attend the Shareholders' Meeting. The right to attend the Shareholders' Meeting and the right to vote is verified by a notice to the Company, made by the authorised intermediary in accordance with law, based on the accounting records at the end of the seventh trading day prior to the date fixed for the Shareholders' Meeting in single call, or - where subsequent meetings are provided for - the first call, and submitted to the Company in accordance with law.

Those with Shareholders' Meeting voting rights may be represented by a proxy appointed in writing or by means of an electronic document signed in compliance with the applicable regulation. The proxy notification to the Company may be sent by Registered Letter or electronically by means of a message addressed to the certified email address indicated in the notice itself or by using the appropriate section of the Company's website, according to that indicated in the call notice.

For each Shareholders' Meeting (in both ordinary and extraordinary sessions), the Company may designate, through notification in the call notice, a person to whom shareholders can confer proxy, with voting instructions on all or some of the proposals on the Agenda, in the terms and manner provided by law and by the regulatory provisions that apply from time to time (the "**Designated Agent**"). Proxy conferred is valid only for the proposals on which voting instructions are provided. For each Shareholders' Meeting, pursuant to Article 135-*undecies*.1 of the CFA, the Company may also provide that attendance and exercise of voting rights at the Shareholders' Meeting by those entitled to do so may be made through the Designated Agent, as provided by the Board in the call notice. The Designated Agent may also be granted proxies and sub-proxies in accordance with the *pro tempore* regulations in force. In such a case, the call notice should specify how proxies are to be given.

The Shareholders' Meeting is chaired by the Chairperson of the Board of Directors, or, in his/her absence or impediment, the eldest Vice-Chairperson where appointed or, in his/her absence or impediment, the eldest Chief Executive Officer present, where appointed, or, in his/her absence or impediment, another individual delegated by the Board of Directors, or, in his/her absence or impediment, an individual appointed by the Shareholders' Meeting. The Chairperson shall be assisted by a Secretary, even a non-Director and/or non-shareholder, elected on his proposal by

a majority of those present. In the Extraordinary Shareholders' Meeting and, in any case, when the Chairperson considers it appropriate, the functions of the Secretary shall be carried out by a Notary appointed by the Chairperson.

The Company may provide that the Shareholders' Meeting (in ordinary or extraordinary session) be held also or exclusively by means of remote communication through the use of audiovisual and/or telephone connection systems. In such event, the Chairperson, Secretary and/or Notary Public need not be physically present in the same place, provided that the collegial method and the principles of good faith and equal treatment of shareholders are respected, and specifically provided that:

(a) the Chairperson of the Shareholders' Meeting, including through the Chairperson's office or persons specifically appointed, may verify the identity and legitimacy of the attendees, govern the undertaking of the meeting and verify and confirm the voting results; (b) the minute-taker is able to adequately note all the matters pertaining to the Shareholders' Meeting; (c) attendees may participate in the discussions and vote simultaneously on the matters on the Agenda; (d) the use of this option is stated and regulated in the meeting call notice. Where the Shareholders' Meeting is held exclusively by telecommunication means, the Company may omit the indication in the call notice of the place of the meeting.

On June 17, 2015, the Shareholders' Meeting of Avio approved the adoption of a Shareholders' Meeting regulation governing the Shareholders' Meeting's business and permitting an orderly and efficient hosting of such meetings, guaranteeing at the same time each shareholder the right to take the floor on matters under discussion, as suggested by the Corporate Governance Code.

The Shareholders' Meeting regulation, among other matters, establishes that:

- (i) the Chairperson may adopt any measure considered necessary to guarantee the correct execution of Shareholders' Meeting's business and the exercise of voting rights by attendees;
- (ii) in the discussion of such matters and proposals, the Chairperson, where a majority of the share capital is not in opposition, may follow a different order of consideration from that stated in the call notice of the meeting and may call for some or all of the matters on the Agenda to be discussed together;
- (iii) the Chairperson conducts the discussion, giving the floor to Directors, to Statutory Auditors and any parties so requesting. The Chairperson, prior to initiating the discussion, outlines for each point any questions received before the Shareholders' Meeting and any responses provided. Those holding the right to vote and the bondholders' joint representative may request the floor on only one occasion for each matter on the agenda, making observations and requesting information. Those persons entitled to vote may also draw up proposals. Requests to contribute may be made from the constitution of the Shareholders' Meeting until the time at which the Chairperson declares the discussion of the matter closed. In order to ensure the orderly conduct of the Meeting, the Chairperson has the power to determine, at the opening of or during the discussion of individual matters, a deadline for the submission of requests to contribute. The Chairperson establishes the manner in which contribution requests are made and the order in which they are heard. The Chairperson and, on his invitation, those assisting him/her respond to speakers at the end of all contributions under discussion, or after each contribution, taking account also of any questions drawn up by shareholders before the Shareholders' Meeting, which have not been responded to by the Company. Those who have requested the floor have the right to a brief reply;
- (iv) before voting commences, the Chairperson readmits to the Shareholders' Meeting any persons excluded during the discussion in accordance with the Regulation;

- (v) the Chairperson shall decide the order in which the proposals on the individual matters on the Agenda are put to the vote, generally giving priority to those formulated by the Board of Directors.

In 2025, the Shareholders' Meeting met twice, in ordinary and extraordinary session.

Firstly on April 30, 2025, in single call, with the attendance of approximately 58.50% of the share capital and in which, among other matters, the Shareholders' Meeting resolved, in ordinary session, to (i) approve the financial statements at December 31, 2024 and (ii) allocate the profit for the year. The Shareholders' Meeting also expressed its consultative vote on the first and second section of the Remuneration Report (today, the "Remuneration Policy and Report") as per Article 123-ter of the CFA.

In addition to the Chairperson, the following Directors were present at the aforementioned Shareholders' Meeting: Elena Pisonero, Raffaele Cappiello, Donatella Isaia, Marcella Logli and Giovanni Soccodato and the Statutory Auditors Mario Matteo Busso and Michela Zeme. The document containing the statutory financial statements and consolidated financial statements, together with the accompanying reports, in addition to the reports of the Directors on the matters on the Agenda, were made available within the terms and in the manner prescribed by law, in order to ensure Shareholders of adequate disclosure with regards to the matters necessary to take into consideration, with due consideration, for the decisions to be taken. This documentation, together with the results of voting, was also made available and may be accessed on the Company's website [www.avio.com](http://www.avio.com), in the section "Investors - Shareholders' Meeting April 2025". The Appointments and Remuneration Committee decided not to report to the Shareholders' Meeting upon the means of exercise of its functions, considering that this information has already been outlined in the Remuneration Policy and Report made available to the shareholders before the Shareholders' Meeting.

The second meeting was held on October 23, 2025, in single call, in ordinary and extraordinary session, with the attendance of approximately 59.09% of the share capital.

The Shareholders' Meeting in ordinary session resolved: i) to appoint, pursuant to Article 2386, paragraph 1, of the Civil Code, a Director (i.e. to confirm the Director co-opted by the Board of Directors on May 15, 2025) and ii) to consensually terminate the assignment granted to Deloitte & Touche S.p.A. to certify the compliance of the Sustainability Statement for 2026 and provided clarifications on engagement granted to KPMG S.p.A. to certify the compliance of the Sustainability Statement by the Shareholders' Meeting of December 20, 2024.

The Extraordinary Shareholders' Meeting resolved on: i) the proposed paid capital increase for a maximum total amount of Euro 400 million, including any share premium, to be carried out, in divisible form, through the issue of ordinary shares with regular dividend entitlement, to be offered as a rights issue to the Company's shareholders, pursuant to Article 2441 of the Civil Code; related amendments to the By-Laws and resolutions thereon); ii) the proposal to grant the Board of Directors a delegation, pursuant to Article 2443 of the Civil Code, to increase the paid-in share capital and in divisible form, in one or more instalments, within the limit of 10% of the pre-existing capital, with the exclusion of option rights pursuant to Article 2441, paragraph 4, second section of the Civil Code. Consequent amendment of Article 5 of the By-Laws.

In addition to the Chairperson, the following Directors were present at the aforementioned Shareholders' Meeting: Elena Pisonero, Milena Lerario, Raffaele Cappiello, Donatella Isaia and Giovanni Soccodato, and Statutory Auditors Vito Di Battista, (Chairperson) and Michela Zeme (Statutory Auditor). The reports of the Directors on the matters on the Agenda as well as the associated documents, were made available within the terms and in the manner prescribed by law, in order to ensure Shareholders of adequate disclosure with regards to the matters necessary to take into consideration, with due consideration, for the decisions to be taken. This documentation, together with the results of voting, was also made available and may be accessed on the Company's website [www.avio.com](http://www.avio.com), in the section "Investors - Shareholders' Meeting

October 2025”.

In FY 2025, in connection with the capital increase, the Company made the disclosures required by the applicable regulations, informing the market, investors and all stakeholders regarding the progress of the transaction.

In a press release dated November 17, 2025, Avio informed the market of the conclusion of the rights offer period relating to the share capital increase approved by the Shareholders' Meeting on October 23, 2025. Between November 3 and November 17, 19,400,448 new shares were subscribed, constituting approximately 98.83% of the total number of shares offered, for a total value of Euro 395,187,125.76 and corresponding to the exercise of 25,867,264 option rights. The Company also announced that the remaining 306,332 unexercised rights, granting the right to subscribe for up to 229,749 shares, constituting approximately 1.17% of the offer, for a maximum countervalue of Euro 4,679,987.13, would be offered on the Stock Exchange on November 19 and 20, 2025, pursuant to Article 2441, paragraph 3 of the Civil Code.

In a press release dated November 19, 2025, Avio subsequently informed the market that the first offer session for the unoptioned rights had ended with the full sale of all 306,332 remaining rights, resulting in the early closure of the initially planned two-day offer. The rights thus placed entailed the opportunity to subscribe for 229,749 new shares at a price of Euro 20.37 per share, at a ratio of three new shares for every four rights purchased. The Company specified that the exercise of the rights purchased and the subsequent subscription of the related new shares must be made, under penalty of forfeiture, by November 20, 2025.

In a statement dated November 20, 2025, Avio announced that the capital increase had concluded successfully, confirming that the transaction was fully subscribed for a total of 19,630,197 shares, corresponding to a countervalue of Euro 399,867,112.89, obviating the need for intervention by the underwriting consortium. The Company also informed the market that, in accordance with Article 2444 of the Civil Code, the certificate of full subscription, detailing the new share capital, would be filed with the Companies Registration Office within the terms of the law.

Finally, in a statement dated November 20, 2025, Avio announced that, following the full subscription of the capital increase, 19,630,197 ordinary shares with no indication of par value had been issued for a total equivalent value of Euro 399,867,112.89, of which Euro 66,742,669.80 was allocated to share capital and Euro 333,124,443.09 was allocated to share premium.

In 2026, the Extraordinary Shareholders' Meeting met on March 3.

The Extraordinary Shareholders' Meeting resolved on the amendment to Articles 11, 12, 14, 16, 17 and 22 of the By-Laws; resolutions thereon.

As part of and following the aforementioned transaction to increase the share capital through a rights offer, changes have been made in the composition of the Company's shareholding structure (for details of which see [www.avio.com](http://www.avio.com)) and in the Company's market capitalisation (which grew from a market capitalisation of approximately Euro 300 million in 2024 to approximately Euro 800 million in 2025). There has also been an expansion and growth of the Company's business, all of which has led the Board, among other matters, to propose the amendments to the By-Laws submitted to a vote at the Extraordinary Shareholders' Meeting on March 3, 2026.

## 17 ADDITIONAL CORPORATE GOVERNANCE PRACTICES

The Company has adopted an Anti-corruption Code with the Board of Directors' motion of March 14, 2019 to counter corruption and prevent the risks of illegal practices at any working level and in any geographic area, both through the dissemination and promotion of ethical values and principles and through the effective provision of rules of conduct and the implementation of control processes, in line with the requirements established by applicable laws and international

best practices.

The Company has adopted a Cyber Security Policy in the more general interest of protecting the Company's tangible and intangible assets and to guarantee confidentiality, integrity and availability of the same within the Company as well as to guarantee an adequate level of protection of information and cyber-security of networks and IT systems.

It should also be noted that during 2019, the Company joined the Business Integrity Forum (BIF), an initiative of Transparency International Italia, which brings together large Italian companies already involved in the issues of integrity and transparency, and which through the BIF are committed to preventing and combating corruption in business practices by adopting and circulating anti-corruption tools and practices and encouraging an improved culture of legality.

In particular, for the Company, membership of the Forum has the precise objective of continuing to raise awareness of the issues important to the Company, relating to transparency, integrity and corporate social responsibility, expressing its support for the fight against corruption in order to make an impact at system level.

## **18 CHANGES SUBSEQUENT TO THE YEAR-END**

There were no additional changes to the corporate governance structure since year-end further to those reported above.

## **19 CONSIDERATIONS ON THE LETTER OF DECEMBER 18, 2025 OF THE CHAIRPERSON OF THE CORPORATE GOVERNANCE COMMITTEE**

The recommendations for 2025 contained in the letter of December 18, 2025 of the Chairperson of the Corporate Governance Committee concerning the issue of corporate governance were brought to the attention of the Control and Risks Committee at its meeting of January 21, 2026, the Appointments and Remuneration Committee at its meeting of January 23, 2026, and the Board of Directors at its meeting of January 29, 2026. The letter was also forwarded to the Board of Statutory Auditors, which reviewed it at its meeting on January 28, 2026.

At its meeting of January 29, 2026, the Board of Directors, taking account of the recommendations, decided that almost all recommendations had been implemented by Avio and will not undertake further initiatives to those already implemented or underway, since it is compliant with these and, for the moment, will not undertake specific actions.