

CORPORATE GOVERNANCE REPORT AND OWNERSHIP STRUCTURE 2025

pursuant to article 123 *bis* of Italian Legislative Decree no. 58
of 24th February 1998

Approved on 19th March 2026
by the Board of Directors

www.recordati.it



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GLOSSARY

CG Code: the Corporate Governance Code for Listed Companies approved on 31st January 2020 by the Corporate Governance Committee to be applied by listed companies as from 2021, to which the Board of Directors of Recordati S.p.A. resolved to adhere to at the end of 2020.

Civil Code/c.c.: the Italian Civil Code.

Committee/CG Committee/Corporate Governance Committee: the Italian Committee for the Corporate Governance of listed companies, promoted, in addition to Borsa Italiana S.p.A., by ABI, Ania, Assogestioni, Assonime and Confindustria.

Board: the Board of Directors of Recordati S.p.A.

CSRD: EU Directive No 2022/2464 on Corporate Sustainability Reporting implemented into Italian law by the Italian Legislative Decree of 6 September 2024 no. 125.

Issuer: Recordati S.p.A.

Financial Year: the financial year to which this Report relates (2025).

ESRS: the sustainability reporting standards set out in Commission Delegated Regulation (EU) 2023/2772 of 31st July 2023.

Recordati: Recordati S.p.A.

Consob Issuers' Regulations: regulations governing issuers as established by Consob regulation no. 11971 of 1999 (as subsequently amended).

Consob Markets Regulations: regulations governing markets as established by Consob regulation no. 16191 of 2007 (as subsequently amended).

Consob Related-party Regulations: the regulations issued by Consob with Resolution no. 17221 of 12th March 2010 (as subsequently amended) concerning transactions with related parties.

Report: the corporate governance report and the ownership structure that issuers are required to prepare pursuant to article 123 *bis* of the TUF.

Remuneration Report: the report on remuneration policy and remuneration paid that companies are required to prepare and publish pursuant to article 123-*ter* of the TUF and article 84-*quater* of the Consob Issuers' Regulations.

Sustainability Reporting: sustainability reporting pursuant to Italian Legislative Decree No 125 of 6th September 2024, which the Company is required to publish annually, contained in the Annual Report for the financial statements at 31st December 2025.

Company: Recordati S.p.A.

TUF: Italian Legislative Decree no. 58 dated 24th February 1998 (*Testo Unico della Finanza*).

KEY CORPORATE GOVERNANCE EVENTS IN 2025

During 2025, Recordati continued to strengthen its corporate governance system, with the aim of supporting long-term value creation through a responsible approach based on solid, transparent governance geared towards the conscious management of risks and opportunities. In this context, a key event during the year was the **renewal of the Board of Directors**, accompanied by a **further strengthening of the Board's overall expertise** — also with regard to business and pharmaceutical industry background — and an approach aimed at ensuring effective oversight of the independence and balance of the administrative body's composition.

In line with this evolution, in 2025 particular attention was paid to the **onboarding process for the new Board of Directors**, through a structured induction program aimed at enabling new members to hit the ground running as to their role and responsibilities, as well as in-depth knowledge of the main aspects of governance, internal control, and risk management, in addition to business aspects. In this context, specific deep-dive sessions were planned and held, dedicated to business operations and the main aspects of corporate governance, as well as key issues such as compliance, risk management, internal audit, people and culture, sustainability, investor relations activities, and the related engagement plan.

Another distinctive feature of 2025 was the **process of drafting and approving the 2025–2027 Three-Year Plan**, which was the subject of in-depth discussions that, for the first time, involved the outgoing Board, the candidates for the new Board (from the only list submitted), the Board of Statutory Auditors, and the Executive Leadership Team, also through an **off-site** board meeting dedicated to strategic discussions and analysis of the risk profile consistent with the plan's objectives. This process promoted continuity and full alignment with the Group's development trajectory.

In 2025, the consolidation of **transparency and quality of dialogue with relevant stakeholders** continued through structured and ongoing discussions with shareholders, investors, and proxy advisors, supporting the Group's key governance and strategy decisions.

During the year, the Board also further strengthened its focus on **sustainability** matters, including through **direct engagement in the field**: in this context, the new Board had the opportunity to visit the main chemical-pharmaceutical plant in Campoverde di Aprilia, learning more about **initiatives supporting the industrial strategy** and, in particular, the project to build a photovoltaic plant (the first phase of which was completed in 2025 with the installation of 4 MWp, approximately 7,000 panels).

Finally, in line with the evolution of the external environment and the growing importance of digital risks, in 2025, the strengthening of **cybersecurity and IT security** continued, including initiatives dedicated to awareness and compliance (also in the **NIS2** area) and a growing focus on digital tools, including those based on AI.

This approach includes, among other things, (i) induction sessions specifically dedicated to NIS2 and cybersecurity awareness, (ii) the evolution of risk reporting with specific reference to the growing sophistication of cyber threats, and (iii) the consolidation of the governance framework for the adoption and use of AI systems, aimed at ensuring oversight, accountability, and protection of the Group's cybersecurity posture.

1. RECORDATI PROFILE AND GENERAL INFORMATION

Recordati S.p.A. (XMIL: REC - ISIN IT 0003828271) was founded in 1926 and is a joint stock company listed on the Italian Stock Exchange (Euronext Milan), FTSE Mib index, operated by Borsa Italiana S.p.A.

The Company, and the Group that it leads, has over 4,480 employees, with footprint in approximately 150 countries across EMEA, the Americas and APAC. They perform research and development, production, marketing and sales of pharmaceuticals – both original and licensed, belonging to different therapeutic areas including a specialized activity in rare diseases – supplements and medical devices, as well as pharmaceutical chemical products. Recordati is engaged in the research and development of innovative pharmaceuticals, particularly, therapies for rare diseases.

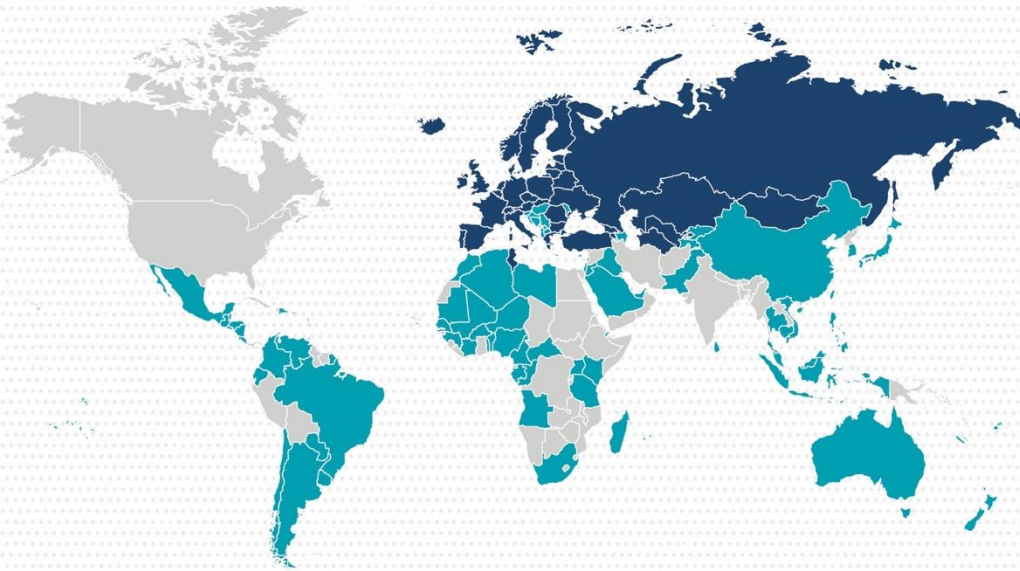
As at 31st December 2025, the Group was composed of 51 subsidiaries (of which 4 are Italian), in addition to the Parent Company, Recordati S.p.A.

The Chief Executive Officer is supported by an international Executive Leadership Team, reporting to himself, to achieve strategies and create value for shareholders; more information on the composition and professional profiles of the members of Recordati's Executive Leadership Team can be found in the following section of the Company's website: <https://recordati.com/it/company-leadership-it>. At the same link profiles of some other key roles, such as Corporate Staff, in the areas of Internal Audit, Corporate Affairs (Secretary of the Board of Directors), Investors Relations and ESG, can be found as well.

RECORDATI IN THE WORLD

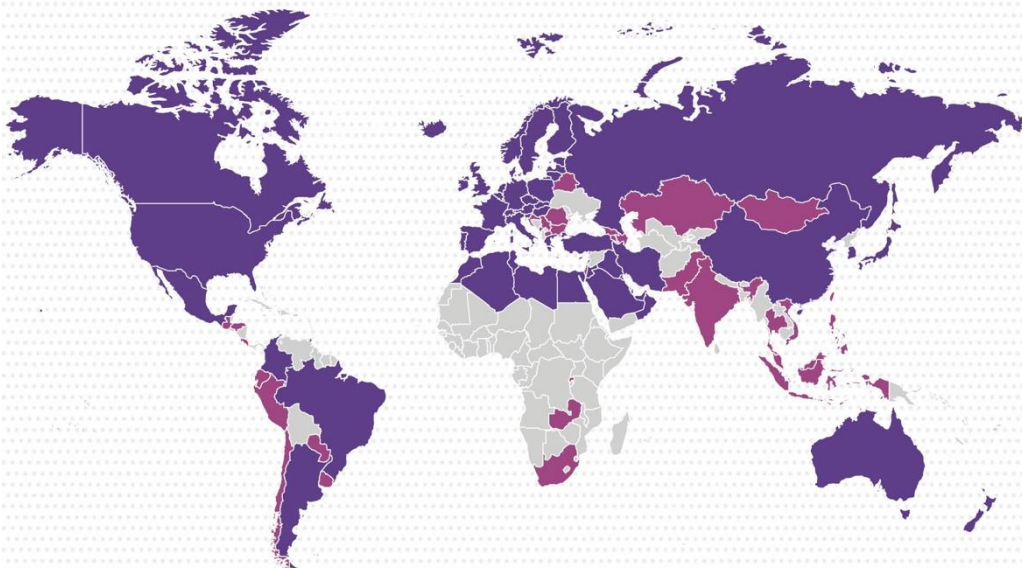
We are present in around 150 countries with our SPC products and our treatments for Rare Diseases in years 2024-2025

SPECIALTY AND PRIMARY CARE



Subsidiaries, branches, permanent establishment and direct promotion
Licensees, distributors, commercial agreements

RARE DISEASES



Subsidiaries, branches, permanent establishment and direct promotion
Licensees, distributors, commercial agreements

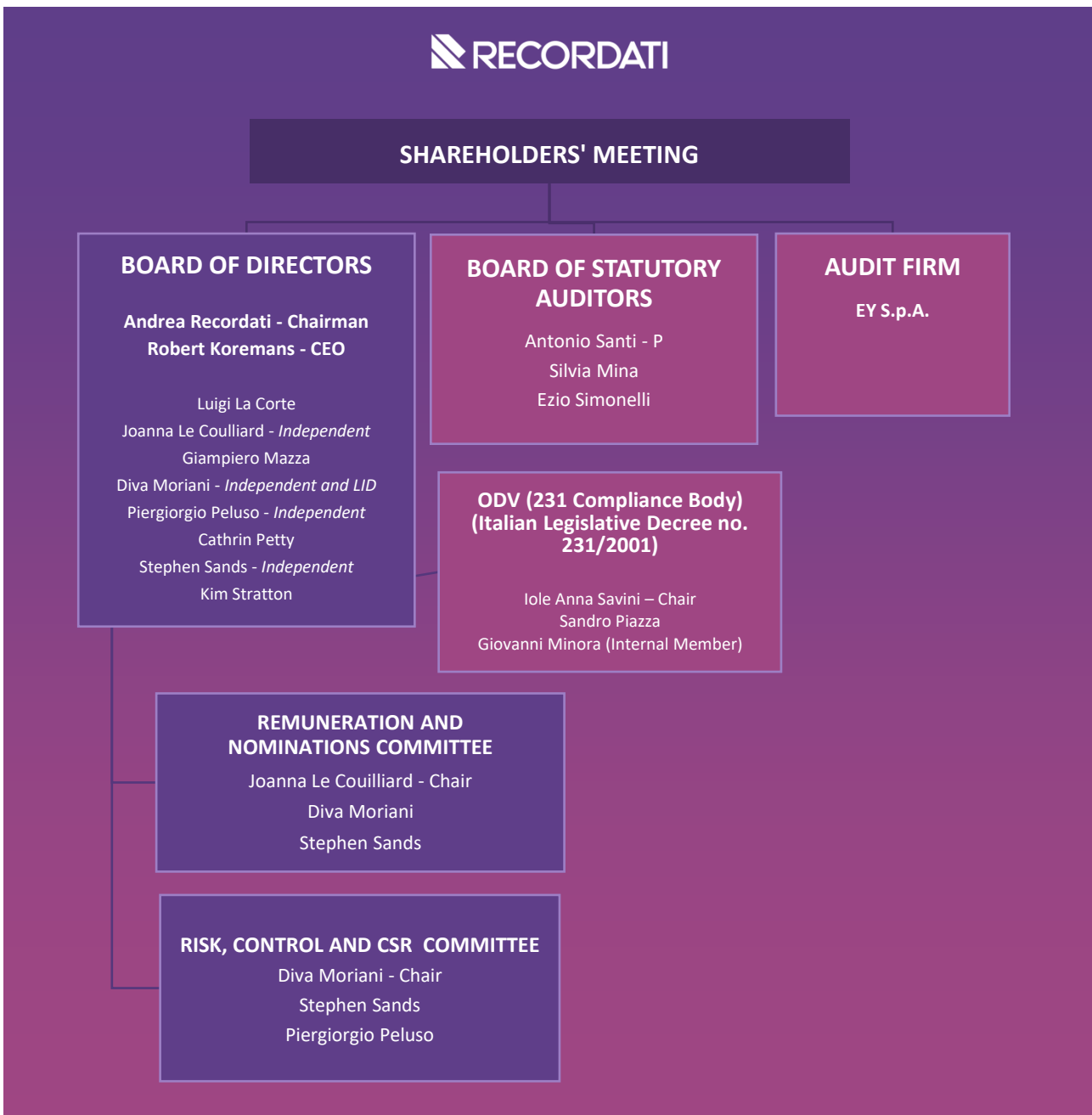
The corporate governance structure of the Company is based on a traditional organisational model and therefore consists of the following corporate bodies: (i) the Shareholders' Meeting, (ii) the Board of Directors,

(iii) the Board of Statutory Auditors. Accounting control is delegated, in compliance with the relative legislation in force, to a firm of auditors registered in the special roll maintained by Consob. A 231 Compliance Body (ODV) has also been appointed which oversees the proper functioning of the '231 Model' and is responsible for updating it.

The Board of Directors has formed two committees from among its members with consultative and proposal-making functions: the Remuneration and Nominations Committee and the Risk, Control and CSR Committee, both consisting exclusively of independent directors.

Below is a graph representing the **corporate governance structure** of the Company as at 19th March 2026:

■ Supervisory bodies ■ Management bodies



The **primary objective** of Recordati's corporate governance system is to create value for its Shareholders by means of a responsible and sustainable approach, without ever losing sight of the social relevance of its business and all the interests involved. In this context, the Group's governance is inspired by Recordati's purpose – "**unlocking the full potential of life**" – which guides its long-term choices and commitment to patients, people, and stakeholders.

In fact, Recordati is convinced of the fundamental importance of generating value through an approach that is ethical, lasting, sustainable and shared with its stakeholders. Over the years, it has launched various initiatives focused on **sustainability**, aligned with its strategic, organizational and operational characteristics. When defining its management strategies and policies, in addition to improving people's health and quality of life, one of Recordati's priorities is to identify the interests of all stakeholders, monitoring and managing the economic, social and environmental impacts of its work.

The Group's Sustainability Plan, defined in accordance with the double materiality analysis performed, focuses on five priority areas: patient care, people care, environmental protection, responsible sourcing, ethics and integrity. It is a fundamental tool for sharing the future path with stakeholders and embodies the Group's ambitions and what it wants to commit to in order to contribute to sustainable and responsible development. With a view to continued improvement, the Plan provides for periodic monitoring and updating.

In particular, the sustainability goals were identified by the Environmental, Social & Governance department in close collaboration with the heads of other Company's departments. The goals were shared with the Chief Executive Officer, the Executive Leadership Team, the Risk, Control and CSR Committee and approved by the Board of Directors.

It should be noted that the targets of the Short-Term Incentive (STI) plan of the Chief Executive Officer include the main social and environmental goals of the Sustainability Plan. Moreover, responsibility for achieving the goals included in the Sustainability Plan is assigned to the representatives of the various functions involved, who have the resources, tools and know-how required for their implementation. Under the Group's STI plan social and environmental targets, linked to the implementation of the Plan itself, were assigned to certain key management personnel.

For further information, please refer to:

- (i) the Consolidated Sustainability Reporting, which the Company is required to publish annually, contained in the annual report for the financial statements as at 31st December 2025 and which is also available within the section of the Company's website dedicated to sustainability <https://recordati.com/it/sustainability-our-commitment-it>;
- (ii) the Sustainability Plan, contained in the Consolidated Sustainability Reporting and the main aspects of which are also recalled in the Sustainability section of the Recordati's website;
- (iii) the Remuneration Report, also published on the Company's website in the Corporate Governance, Remuneration section.

Recordati's focus and efforts in driving the Group's ESG strategy continues to be recognized by main ESG indexes and ratings. The Company was again included in the FTSE4GOOD Index series and MIB ESG index, run by Euronext and Borsa Italiana. MSCI ESG Research confirmed Recordati's A rating and, in January 2026, the Group was rated B- with "Prime" status by ISS ESG, awarded to companies with a leading sustainability performance in their industry. Recordati also retains its "Gold" rating from EcoVadis and B rating in the CDP's Climate Change questionnaire.

More generally, Recordati promotes dialogue with its main stakeholders as an essential aspect for positively influencing the Company's conduct and increasing the level of transparency, also with a view to fostering sustainable success and value creation in the medium to long term. With reference to shareholders and institutional investors, in accordance with the purposes and methods set forth in the '*Policy for Managing Dialogue with Investors*' approved by the Board of Directors, the Company has established an ongoing and continuous relationship with proxy advisors and major institutional investors in order to encourage their involvement, in particular, in the process of defining and verifying the actual methods of implementing its

policy on the remuneration of Directors and Key Management Personnel as well as the elements of its governance. To this end, reference is made to section 12 of this Report for further details.

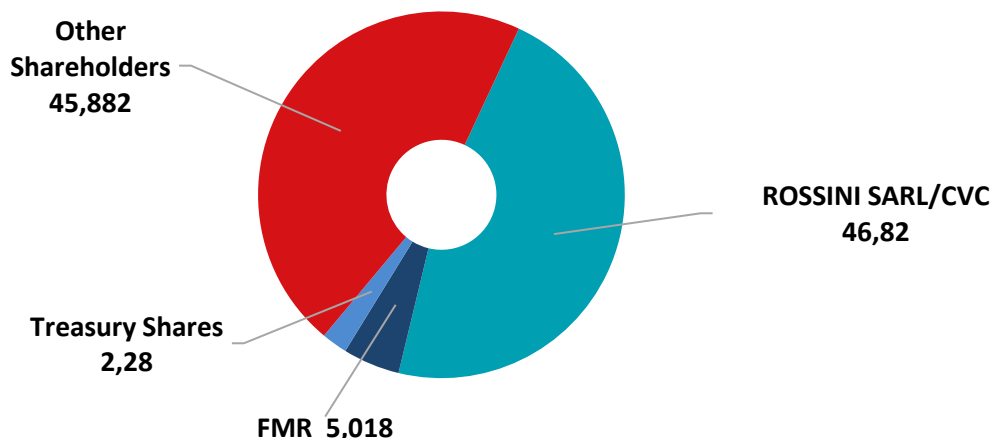
On 29th October 2020, Recordati's Board of Directors resolved to adhere to the CG Code, the recommendations of which were applicable as from 1st January 2021, with the additions and necessary amendments resulting from the characteristics of the Group as mentioned in this Report. In particular, **the Company is, according to the CG Code, a 'large company' and considers itself a 'concentrated ownership company'**. The application of the relevant recommendations and application methods approved by the Board of Directors and, in particular, the possible use of the relevant flexibility options for the application of the CG Code will be specified from time to time, where necessary for 'large companies' 'with concentrated ownership'.

The information contained in this document, unless otherwise indicated, refers to the financial year ended on 31st December 2025 and, in relation to specific matters, updated at the date of its approval by the Board of Directors (19th March 2026).

In some cases, the Report, which is published on the 'Governance/Corporate Governance Report' section on the Company's website <https://recordati.com> makes reference to documents and information which may be consulted on the Company's website.

2. OWNERSHIP STRUCTURE (pursuant to article 123-bis, paragraph 1, of the TUF)

Below is a graph representing the ownership structure as at 31st December 2025¹.



a) Structure of the share capital and rights attaching to shares (pursuant to article 123-bis, paragraph 1, letter a) of the TUF)

The subscribed and paid-up share capital amounts to € 26,140,644.5 and is represented by 209,125,156 ordinary shares each with a par value of € 0.125 as reported in the table at the end of this section. The shares are listed on the Italian Stock Exchange (Euronext Milan), FTSE Mib index, operated by Borsa Italiana and issued under a dematerialisation regime.

The rights attaching to the shares are set out in the By-Laws. More specifically, each share entitles the holder to a proportional part of the profits allocated for distribution; article 28 of the By-Laws provides that the net

¹ Please note that, as of 19th March 2026, the date of approval of this Report, the shareholding held by FMR LLC amounts to 4.923%, as communicated to the market on 5th February 2026. It should also be noted that Rossini S.ar.l.'s stake is 46.82%, following the secondary placement of 5% of the ordinary shares held in Recordati, as disclosed to the market by the Company on behalf of and at the request of Rossini S.ar.l. on 18th and 19th February 2025.

profits on the balance sheet are to be distributed as follows: (a) 5% to the legal reserve fund up to the amount established by the law; (b) the remainder, unless the Shareholders' Meeting, upon proposal by the Board, resolves to allocate funds for extraordinary reserves or for other purposes, or to postpone part or all of the distribution to all shares to successive years, to be distributed to all shares. The Board of Directors may resolve to distribute interim dividends, within the limits and according to the procedures established by law. Dividends not collected within five years following the day on which they became payable shall revert to the Company and are recognised in the extraordinary reserve.

As reported in the table below, there are no other categories of shares, nor other financial instruments that assign the right to subscribe to new share issues, with the exception of the conditions indicated below in the context of stock option plans and performance shares.

With respect to outstanding long-term incentive plans and any share capital increases there may be at the service of those plans, reference is made to the information documents prepared in accordance with article 84-*bis* of the Consob Issuers' Regulations relating to each outstanding stock option plan, available on the Company website at the address: <https://recordati.com/governance-remuneration>, as well as to the Remuneration Report prepared pursuant to article 84-*quater* of the Consob Issuers' Regulations and which may also be consulted on the Company's website at the same address).

Structure of the share capital

	No. Shares	No. of voting rights	Listed/unlisted
Ordinary shares	209,125,156	209,125,156	Listed on Euronext Milan, FTSE Mib index
Preference shares	0	0	
Shares with multiple voting rights	0	0	
Other classes of shares with voting rights	0	0	
Savings shares	0	0	
Convertible savings shares	0	0	
Other classes of shares without voting rights	0	0	

No other financial instruments exist which give the right to subscribe newly issued shares.

b) Restrictions on transfer of securities (pursuant to article 123-*bis*, paragraph 1, letter b) of the TUF)

The By-Laws of the Company establish that the shares of the Company are freely transferable.

c) Significant investments in the share capital (pursuant to article 123-*bis*, paragraph 1, letter c) of the TUF)

On the basis of notifications received, in accordance with article 120 of Italian Legislative Decree no. 58/1998 and other information received, as at 19th March 2026, the following parties held shares, either directly or indirectly, amounting to more than 3% of the share capital ('significant shareholdings').



Significant shareholdings

Reporting entity	Direct Shareholder	Percentage (%) of ordinary share capital	Percentage (%) of voting share capital*
CVC CAPITAL PARTNERS	ROSSINI SARL	46.82%	46.82%
FMR LLC	Fidelity Management & Research Company LLC, FIAM LLC, Fidelity Institutional Asset Management Trust Company, Fidelity Management Trust Company FMR Investment Management (UK) Limited	4.923% ²	4.923%

* As is known treasury stock consists of shares on which voting rights are only temporarily suspended in accordance with the law.

As at 19th March 2026, Recordati S.p.A. also held no. 5,651,078 treasury shares equal to 2.702% of the capital on which voting rights are suspended in accordance with the law.

Significant shareholdings may be consulted on the Consob website (www.consob.it).

d) Securities with special rights (pursuant to article 123-bis, paragraph 1, letter d) of the TUF)

No securities with special rights of control have been issued.

e) Shareholding by employees: exercise of voting rights (pursuant to article 123-bis, paragraph 1, letter e) of the TUF)

No shareholding system exists for employees which involves the exercise of voting rights which is different from that provided for shareholders in general.

f) Restrictions on voting rights (pursuant to article 123-bis, paragraph 1, letter f) of the TUF)

Each ordinary share gives the right to vote without any restrictions.

g) Shareholders' Agreements (pursuant to article 123-bis, paragraph 1, letter g) of the TUF)

On 29th June 2018, the members of the Recordati family, then shareholders of Fimei S.p.A. – at that time the majority shareholder of the Company (as from 22nd April 2021 merged by incorporation into Recordati S.p.A.) – announced that they had reached an agreement for the transfer to a consortium of investment funds controlled by CVC Capital Partners VII of the entire capital of Fimei S.p.A. which, on that date, held 51.79% of the Company's capital (the '**Contract**').

On 4th July 2018, this Contract was published pursuant to article 122 of the TUF, as it contains *inter alia* certain agreements (the '**Agreements**') functional to the execution of the transaction governed by the Contract itself, which can be considered as agreements of a shareholder nature and have therefore been prudently subject to the related publication formalities.

On 6th December 2018, in the performance of the aforementioned Contract, the shareholders of Fimei S.p.A. transferred their entire shareholding in Fimei S.p.A. to Rossini Investimenti S.p.A. (a company designated for this purpose under the aforementioned agreement).

Following the completion of this transfer, all the Agreements of the Contract ceased to apply.

² See previous footnote.



On 29th June 2018, Rossini Holdings S.à.r.l., (**'Rossini Holdings'**), executed two investment agreements with Andrea Recordati and an investment agreement with Fritz Squindo (collectively, the **'Investment Agreements'**). The aforementioned agreements govern the investment conditions of Andrea Recordati and Fritz Squindo respectively in Rossini Luxembourg S.à.r.l., a subsidiary of Rossini Holdings, subject to the acquisition by Rossini Luxembourg of the entire share capital of FIMEI S.p.A., a company that holds ordinary shares representing 51.791% of the subscribed share capital of Recordati. The Investment Agreements contain, *inter alia*, certain agreements (the **'Agreements'**), functional to the execution of the transaction governed by the Investment Agreements themselves, which are likely to take on a significant shareholder nature for the purpose of fulfilling the related publication formalities.

On 4th July 2018, these Agreements were disclosed pursuant to article 122 of the TUF.

On 6th December 2018, two agreements were executed amending the aforementioned Investment Agreements, both of which were notified pursuant to article 122 of the TUF on 11th December 2018.

On 6th December 2018, Rossini Holdings S.à r.l. established under Luxembourg law, with registered office at 20 avenue Monterey, L-2163 Luxembourg, Grand Duchy of Luxembourg, R.C.S. Luxembourg: B 224480 (**'CVC Luxco'**), Rossini Luxembourg S.à r.l. established under Luxembourg law, with registered office at 20 avenue Monterey, L-2163 Luxembourg, Grand Duchy of Luxembourg, R.C.S. Luxembourg: B 224498 (**'Lux Equityco'**) and Rossini Co-Invest GP Limited (**'General Partner'**), in its capacity as general partner of Rossini Co-Invest L.P. (the **'Partnership'**) both having their registered office at 1 Waverley Place, Union Street, St Helier, Jersey, and Channel Islands JE1 1SG, executed with PSP Investments Holding Europe Limited with its registered office in London, 10 Bressenden Place SW1E 5DH, United Kingdom, (**'PSP'**) some significant shareholders' agreements pursuant to article 122 of the TUF (the **'PSP Shareholders' Agreement'**).

This PSP Shareholders' Agreement was published pursuant to article 122 of the TUF on 11th December 2018.

On 6th December 2018, Rossini Holdings S.à r.l. established under Luxembourg law, with registered office at 20 avenue Monterey, L-2163 Luxembourg, Grand Duchy of Luxembourg, R.C.S. Luxembourg: B 224480 (**'CVC Luxco'**), Rossini Luxembourg S.à r.l. established under Luxembourg law, with registered office at 20 avenue Monterey, L-2163 Luxembourg, Grand Duchy of Luxembourg, R.C.S. Luxembourg: B 224498 (**'Lux Equityco'**) and Rossini Co-Invest GP Limited (**'General Partner'**) in its capacity as general partner of Rossini Co-Invest L.P. (the **'Partnership'**) both having their registered office at 1 Waverley Place, Union Street, St Helier, Jersey, Channel Islands JE1 1SG, executed with Finance Street SSMA C.V., AlInvest LIVE Co C.V., ACIF VII C.V., ACIF (Euro) VII C.V., AG Co-Investment C.V., AJ Co C.V., AlInvest GA Co 2018 C.V. and APSS Co-Investment C.V. (collectively, **'AlInvest'**) some significant shareholders' agreements pursuant to article 122 of the TUF (the **'AlInvest Shareholders' Agreement'**).

This AlInvest Shareholders' Agreement was published pursuant to article 122 of the TUF on 11th December 2018.

On 19th February 2019, with reference to the investment agreements executed between Andrea Recordati, on one hand, and Rossini Luxembourg S.à.r.l. and Rossini Holdings, on the other hand, on 29th June 2018 (as amended on 6th December 2018) (hereinafter referred to as the **'AR Agreements'**), which include some significant shareholders' agreements pursuant to article 122 of the TUF, paragraphs 1 and 5 and were already disclosed to public on 1st July and 11th December 2018, the following amendment was disclosed: on 14th February 2019, (i) Mr. Andrea Recordati subscribed for no. 6,350,000 ordinary shares and no. 1,150,000 preference shares (the ordinary and preference shares, the **'Shares'**) of Rossini Luxembourg; (ii) Mr. Andrea Recordati transferred these Shares to his controlled company Indio s.s., with registered office in Milan, via Paolo Andreani 4, fiscal code 97832790154 (**'Indio'**); (iii) through the signing of certain adhesion agreements with Andrea Recordati, Rossini Luxembourg and Rossini Holdings S.à.r.l. (the **'Indio Adhesion Agreements'**), Indio has adhered to the AR Agreements, taking upon itself the rights and obligations arising from the AR Investment Agreements held by Andrea Recordati, who in any case remained a party to those agreements; and (iv) the Shares are held by Cordusio Società Fiduciaria per Azioni, a company subject to the management and coordination of Unicredit S.p.A., with registered office in Milan, via Borromei, 5, registered under no. 863916 with the Companies' Register of Milan (**'Cordusio'**), in its capacity as fiduciary company (*società fiduciaria*) appointed by Indio, which has given Cordusio irrevocable instructions, as they are also conferred



in the interest of Rossini Luxembourg and Rossini Holdings, to comply with the provisions of the AR Agreements and the By-laws of Rossini Luxembourg.

Through the Indio Adhesion Agreements, Indio has undertaken the rights and obligations which Andrea Recordati was entitled to on the basis of the AR Agreements, Mr Andrea Recordati remaining although part to such agreements.

Furthermore, pursuant to the Indio Adhesion Agreements, Indio has undertaken towards Rossini Holdings and Rossini Luxembourg to transfer the ordinary and privileged shares of Rossini Luxembourg held by the latter to Mr Andrea Recordati or to a related party to him, in case Indio ceases to be qualified as related party to Mr Andrea Recordati.

No amendments occurred in relation to the same agreements executed on 29th June 2018 between Fritz Squindo, on one hand, and Rossini Luxembourg S.à.r.l. and Rossini Holdings S.à.r.l., on the other hand, as subsequently amended on 6th December 2018 likewise the AR Agreements the '**FS Agreements**'), which were disclosed to the market on 4th July and 11th December 2018. On 14th February 2019, the Rossini Luxembourg shares subject to the FS Agreement were subscribed by Cordusio on behalf of Mr. Fritz Squindo, who granted Cordusio irrevocable instructions, as they were also granted in the interest of Rossini Luxembourg and Rossini Holdings, to comply with the provisions of the FS Agreement and the By-laws of Rossini Luxembourg.

For the sake of completeness, it should be noted that the extract of the aforementioned shareholders' agreements published pursuant to the law and the essential information on the relevant agreements mentioned above, as also possibly amended, in line with the applicable legislation, are available on the Company's website under section Investors/Shareholders Information/Shareholders Agreements at the following address: <https://recordati.com/shareholder-information>.

h) Change of control clauses (pursuant to article 123-bis, paragraph 1, letter h) of the TUF) and By-Laws provisions concerning public tender offers to purchase (pursuant to articles 104, paragraph 1-ter and 104-bis, paragraph 1)

The Company and some of its subsidiaries are, in relation to their business operations, parties to some licensing agreements that include a clause, which is a normal provision in international agreements, authorizing the Licensor to dissolve the contracts in the event of change of direct or indirect control of the Licensee.

In addition, bonds issued by the Company (in 2014, 2017, 2022 and 2025) – for residual totals of US\$14.3 million and €309 million - both privately placed with international institutional investors and most of the major loan agreements executed by the Company, also as guarantor for the benefit of its subsidiaries – for a total of €2,081 million – set out, as is normal in financial operations of this type, a clause, which authorizes the creditors to obtain immediate repayment if the control of the Company changes.

The By-Laws of the company do not allow exceptions to the provisions concerning takeovers on the passivity rule pursuant to article 104, paragraph 1-ter, of the TUF nor do they allow the application of neutralization rules pursuant to article 104-bis, paragraph 1, of the TUF.

i) Authorization for increase of share capital and acquisition of treasury shares (pursuant to article 123-bis, paragraph 1, letter m) of the TUF)

Following the expiry of the authorizations to increase the share capital, pursuant to article 2443 of the Italian Civil Code, and to issue bonds that can be converted into ordinary shares pursuant to article 2420-ter of the Italian Civil Code, approved by the Shareholders' Meeting of 11th April 2017 (which the Board had not implemented, even partially), the Board has proposed, to the Shareholders' Meeting convened for 29th April 2026, the renewal of the same authorizations to the Board of Directors – pursuant to Articles 2420-ter and 2443 of the Italian Civil Code - within an overall limit of 10% of the share capital, in order to enable the Company, as appropriate, to avail itself of a flexible and efficient instrument capable of shortening the execution timetable for equity strengthening transactions and access to the capital markets, as well as

allowing the Company to react promptly to market opportunities and specific financial and strategic needs, including those connected with industrial development transactions or the Company's growth: further information is available in the Directors' explanatory report to Shareholders for the specific item in the agenda of the extraordinary session of the convened Shareholders' Meeting.

The By-Laws currently do not authorize the Board to issue participating financial instruments, but, should the aforementioned proposal to the Shareholders be approved, Article 6 of the By-Laws will be amended accordingly.

The Shareholders' Meeting held on 29th April 2025 renewed the authorization to purchase treasury shares, pursuant to articles 2357 *et seq.* of the Italian Civil Code, until approval of the financial statements as at 31st December 2025, scheduled for 29th April 2026. The maximum number of shares that may be acquired, after accounting for the number of treasury shares already held in the Company's portfolio, is 3,500,000, which corresponds to a total potential payment of not more than € 200,000,000, at a minimum price not less than the nominal value of Recordati shares (€ 0.125) and a maximum price not greater than the average of official Borsa Italiana prices during the five sessions prior to the acquisition, plus 5%. Purchases must be made on regulated markets, in compliance with the applicable laws and regulations, according to the procedures set forth by EU Regulation no. 596/2014 and the relevant implementing provisions, and according to standard practices recommended by Consob in accordance with article 13 of EU Regulation no. 596/2014, where applicable.

On the basis of this shareholders' resolution:

- on 30th April 2025 (as disclosed to the market on 29th April 2025), a first share buy-back program was launched to service stock option plans / performance shares plans for the management of the Recordati Group that was already adopted by the Company or share-based incentive plans that should be approved in the future. That share buy-back program ended on 24th October 2025. On the basis of that program, 2,000,000 shares were purchased for a consideration of €104,731,126.75;
- on 17th December 2025 (as communicated to the market on 16th December 2025), a second share buy-back program was launched to be used for the same aforementioned purposes. On the basis of this program, as at 19th March 2025, no. 947,838 shares were purchased for a consideration of € 44,671,596.88 (thus leaving no. 52.162 shares until the maximum number of purchasable shares).

It should be noted that, at the end of the Financial Year, the Company held 4,769,267 treasury shares in its portfolio, corresponding to 2,281 % of the share capital.

In consideration of the expiry of the current authorization, which will occur when the Shareholders' Meeting is held to approve the financial statements for the year ended on 31st December 2025, the Board resolved to submit a proposal to the Shareholders' Meeting convened to approve the 2025 financial statements to renew the authorization to purchase and assign treasury stock in order to maintain the necessary operational flexibility over an appropriate time horizon. The Directors' Report on the relevant item on the agenda, which will be also made available on the Company's website within the time period set forth by law, may be consulted for further information.

j) Management and co-ordination (pursuant to article 2497 *et seq.* of the Italian Civil Code)

The Company is subject to the management and coordination on the part of Rossini Luxembourg S.à.r.l., pursuant to article 2497 *et seq.* of the Italian Civil Code.

In 2019 the Board of Directors approved the adoption of specific regulations on the management and coordination activities carried out by Rossini Luxembourg S.à.r.l. over Recordati S.p.A. (last updated in December 2023) and on the information flows of Recordati S.p.A. towards, in particular, Rossini Luxembourg S.à.r.l. (last update in December 2024) at the end of an in-depth assessment which involved, from the onset of the drafting phase, the independent directors and the Board of Statutory Auditors.

The exercise of this activity by Rossini Luxembourg S.à.r.l. can be carried out, *inter alia*, through the formulation of general guidelines, the purpose of which is to coordinate, to the extent deemed necessary,

insofar as possible and in any case in accordance with the respective objectives, the management strategies of Rossini Luxembourg and the Recordati Group; the establishment of directives and the formulation of instructions for the transmission of management and accounting information which Rossini Luxembourg may need in order to comply with applicable laws and regulations; the formulation by Rossini Luxembourg of non-binding opinions in particular on some significant transactions and decisions.

The Company performs management and coordination activities, pursuant to articles 2497 *et seq.* of the Italian Civil Code, vis-à-vis the Italian companies belonging to the Recordati Group and its direct and indirect subsidiaries, outlining their medium/long-term strategies in terms of economic and financial results, industrial and investment objectives and commercial policies. The fully controlled Italian subsidiaries have acknowledged management and co-ordination by the Company and have fulfilled legal disclosure requirements in this respect.

k) Other information

The information required by article 123-bis, first paragraph, letter i) of the TUF (*'agreements between the Company and directors, members of the board of directors or the supervisory board, which provide for the payment of indemnities in the event of resignation, dismissal without just cause or if the contract of employment is interrupted following a public tender offer'*) is given in the Remuneration Report published in accordance with article 123-ter of the TUF.

The information required by article 123 bis, first paragraph, letter l) of the TUF (*'regulations for the appointment and replacement of directors and for amendments to the By-Laws, if different from those applicable by law in the absence of alternative provision'*) is given in the section of the report on the Board of Directors (Section 4.1).

3. COMPLIANCE (pursuant to article 123-bis, paragraph 2, letter a, first part) of the TUF)

As illustrated in Section 1, in accordance with the procedures contained in this report, the Company adheres to the CG Code, which may be consulted on the website of the Corporate Governance Committee at the address: <https://www.borsaitaliana.it/comitato-corporate-governance/codice/2020eng.en.pdf>.

In particular, in the event that the Company has decided not to adhere – even only partially - to certain principles or operating criteria of the CG Code, reasons were given either in the corresponding section of this Report or in the corresponding section of the Remuneration Report. As of the date of this Report, there are no cases of non-compliance.

The main characteristics of the risk and internal control management systems in relation to financial reporting, including consolidated reporting, requested by article 123-bis, paragraph 2, letter b) of the TUF are illustrated in the section of the Report on internal control and risk management (Section 9).

The procedures for the functioning of shareholders' meetings, its principal powers, the shareholder rights and the procedures for exercising them, required by article 123-bis, paragraph 2, letter c) of the TUF, are illustrated in the section of the Report on Shareholders' Meetings (Section 13).

The information concerning the criteria and policies concerning diversity applied in relation to the composition and functioning of management and supervision bodies and their committees, required by article 123-bis paragraph 2, letter d) of the TUF, are illustrated in the section of the Report on the Board of Directors (Section 4) and, in more detail for the Committees, in the section of the Report on internal Board Committees (Section 6).

Information on the criteria and policies on diversity applied in relation to the composition of the administrative, management and control bodies with regard to aspects such as age, gender composition and training and professional background required by article 123-bis, paragraph d-bis, of the TUF, is illustrated in the section of the Report dedicated to the Board of Directors (Section 4.3.b.).



Finally, as regards information related to Sustainability Reporting, or otherwise related to or concerning the implementation of the CSRD by Italian Legislative Decree No. 125 of 6th September 2024 and its ESRS, reference is made to Sustainability Reporting for what not expressly referred to in the Report.

4. BOARD OF DIRECTORS

4.1 ROLE OF THE BOARD OF DIRECTORS

The Board of Directors approved a regulation (the '**Regulation**') governing the **role**, activities, organization and procedures for the functioning of the Company's governing body, in order to ensure compliance with applicable laws and Recordati's By-Laws (the '**By-Laws**'), as well as with the principles and recommendations of the CG Code as applicable from time to time and as approved by the Company and, in particular, also with a view to ensuring an effective management of board reporting.

With regard to the role and competences of the Board of Directors, pursuant to article 22 of the By-Laws, the Board of Directors is vested with the broadest powers for the ordinary and extraordinary administration and management of the Company, without any exceptions whatsoever, and is authorized to perform all the acts it deems appropriate for the implementation and achievement of the corporate purposes, with the exception only of those acts that the law strictly reserves to the Shareholders' Meeting. The Board of Directors is also empowered to resolve on matters that cannot be delegated pursuant to article 2381 of the Italian Civil Code.

In addition, the Board of Directors: (i) is empowered to resolve on the matters set out in article 22 of the By-Laws; (ii) pursuant to article 18 of the By-Laws, appoints one or more Chief Executive Officers from among its members; (iii) may delegate its powers, in whole or in part, in addition to the Chairman, also to the Vice-Chairman, to the Executive Committee and/or to one or more Chief Executive Officers and may grant specific mandates to individual Directors or to managers of the Company, all as better specified in article 9 below; (iv) pursuant to article 25 of the By-Laws and the '**Regulation of the Manager responsible for preparing the company's financial reports**' approved by the Board of Directors most recently on 8th November 2024 (the '**Financial Reporting Officer Regulation**', subject to the mandatory opinion of the Board of Statutory Auditors and the Risk, Control and CSR Committee, appoints and revokes the Manager responsible for preparing the company's financial reports (the '**Financial Reporting Officer**'), who also has sustainability reporting competences within the meaning of Directive 2013/34/EU and the Italian Legislative Decree enacted pursuant to Article 13 of Italian Law 15/2024 as a result of the resolution of the Board of Directors of 8th November 2024; (v) decides on related-party transactions in the cases provided for by the related-party transaction procedure adopted by the Company.

The Board of Directors is responsible for defining the strategic guidelines of the Company and of the group it heads, monitoring their implementation, resolves on transactions of strategic importance and is responsible for governing their management.

In relation to the **specific powers provided for by the CG Code**, the Board monitors the adequacy of the organizational, administrative and accounting structure of Recordati and its subsidiaries of strategic importance, with particular reference to the internal control and risk management system. The Board of Directors:

- (i) leads the Company by pursuing its sustainable success;
- (ii) defines the corporate governance system that is most functional for carrying out the Company's business and pursuing its strategies, taking account of the flexibility offered by the legal framework, and, if needed, assesses and promotes the appropriate amendments and submits them to the Shareholders' Meeting when such changes are necessarily subject to the Shareholders' approval, with reference to:
 - (a) choice and characteristics of the corporate form;
 - (b) size, composition and appointment of the management body and term of office of its members;



- (c) definition of administrative rights (including the possible introduction of increased voting rights) and equity rights of shares;
- (d) percentages set for the exercise of the prerogatives to preserve minorities;
- (iii) promotes dialogue with Shareholders and other stakeholders which are relevant for the company, in the most appropriate way.
In particular, the Board of Directors:
 - a) examines and approves the business plan of the Company and of the group it heads, also on the basis of the analysis of the issues relevant to the generation of long-term value carried out with the support of the Risk, Control and CSR Committee or of the different committee that may be identified by the Board of Directors;
 - b) periodically supervises the implementation of the business plan and assesses the general operating performance, taking into account, in particular, the information received from the delegated bodies and periodically comparing the achieved results with the planned ones;
 - c) defines the nature and level of risk compatible with the Company's strategic objectives, including in its evaluations all the elements that may be relevant to the medium-long term sustainability of the Company's activities;
 - d) defines the corporate governance system of the Company and the structure of the group it heads, setting out guidelines for the governance of its subsidiaries;
 - e) assesses the adequacy of the organizational, administrative and accounting structure of the Company and of its subsidiaries with strategic importance as drafted by the delegated bodies, with particular reference to the internal control and risks management system;
 - f) resolves on the transactions of the Company and of its subsidiaries that have significant strategic, economic, equity or financial importance for the Company itself and, to this end, it sets out the general criteria for the identification of significant transactions through the adoption of an appropriate procedure;
 - g) adopts internal regulations, including those concerning market abuses (Regulation (EU) no. 596/2014, the so-called Market Abuse Regulation).

In addition, in relation **to the internal control and risks management system**, the Board of Directors, in line with the provision of the CG Code, with the support of the Risk, Control and CSR Committee:

- a) defines the guidelines of the internal control and risk management system in accordance with the Company's strategy and in such a way that the main risks relating to the issuer and its subsidiaries, including the various risks that may be relevant to sustainable success, are correctly identified, as well as adequately measured, managed and monitored, also determining the level of compatibility of such risks with a management of the company in line with the Company's strategies;
- b) identifies one or more Directors responsible for the introduction and maintenance of an effective internal control and risk management system (Director(s) in charge of the internal control and risks management system), if it considers to derogate from the recommendation of the CG Code which identifies the latter as the Chief Executive Officer;
- c) appoints and revokes the Group Audit Director, defining his/her remuneration in line with the Company's policies and ensuring that he/she is provided with appropriate resources to carry out his/her duties. If the Board of Directors decides to entrust the Group Internal Auditing Function, as a whole or by segments of activity, to an external party, it shall ensure that the latter has appropriate competence, independence and organization requirements, and that appropriate reasons for this choice are provided in the Corporate Governance Report;
- d) approves, at least once a year, the work plan prepared by the Group Audit Director after having also consulted the Board of Statutory Auditors, the Director responsible for the internal control and risks management system and the Chief Executive Officer (if a person other than the Director responsible for the internal control and risks management system);
- e) assesses the appropriateness of measures adopted to ensure the effectiveness and impartiality of judgement of the corporate functions involved in the controls (such as risk management and legal and



non-compliance risk monitoring functions, with reference to the organizational structures of the Company set up in relation to such functions), verifying that they are provided with appropriate competence and resources;

- f) assesses, at least once a year, the adequacy of the internal control and management risks system with respect to the Company's characteristics and its risk profile, as well as its effectiveness;
- g) assigns the supervisory functions pursuant to article 6, par. 1, lett. b) of Italian Legislative Decree no. 231/2001 to the Board of Statutory Auditors or to a body established specifically for this purpose (the so-called '*Organismo di Vigilanza*' – ODV (231 Compliance Body)); in the latter case, (i) appoints the members of the ODV (231 Compliance Body) pursuant to Italian Legislative Decree no. 231/2001, ensuring to appoint within the body at least one non-executive Director and/or a member of the Board of Statutory Auditors and/or the head of a legal or supervisory function of the Company, in order to ensure coordination among the various parties involved in the Internal Control and Risks Management System and (ii) grants the ODV (231 Compliance Body) an annual budget;
- h) describes, in the corporate governance report, the main characteristics of the internal control and risks management system and the methods of coordination among the persons concerned. The report provides information about the national and international reference models and best practices adopted and the Board's overall assessment of the adequacy of the system itself. Moreover, it provides an adequate explanation of the composition of the ODV (231 Compliance Body).
- i) assesses, after consultation with the Board of Statutory Auditors, the results presented by the External Auditors in any letter of suggestions and in the additional report on the key issues raised during the statutory audit addressed to the Board of Statutory Auditors, if any;
- j) adopts, modifies and/or integrates the Management, Control and Organizational Model drafted pursuant to Italian Legislative Decree no. 231/2001 and approves its adjustments in line with the regulatory provisions in force from time to time;
- k) appoints and revokes the Person(s) in charge of internal control pursuant to article 150 of Italian Legislative Decree no. 58/1998;
- l) implements the recommendations of the CG Code in relation to the internal control and risks management system.

In addition, the Board of Directors, with the support of the Remuneration and Nominations Committee, is vested with the powers and functions set out in the CG Code and applicable law **in relation to remuneration**. Again with the support of the Remuneration and Nominations Committee, the Board of Directors:

- a) ascertains that appropriate procedures are in place for the succession of top management in accordance with the CG Code;
- b) identifies the candidates for the office of Director in the event of co-option, if there are no remaining candidates available in the slate to which the outgoing Director belonged, in accordance with the criteria relating to the composition of the Board.

The Board of Directors is also responsible for the adoption of the regulations, procedures and internal policies deemed necessary or appropriate for the organization of the company, or for compliance with the law or the compliance with the CG Code, including, by way of example, the following:

- a) a regulation which defines the functioning rules of the Board of Directors and of its Committees;
- b) a procedure which regulates the related-party transactions carried out by the Company, directly or through its subsidiaries;
- c) a procedure for the internal management and the external communication of inside information in accordance with the law (please see point l), lett. g) above).

Finally, the Board of Directors is responsible for ensuring that the Sustainability Reporting is prepared and published in accordance with the provisions of Italian Legislative Decree no. 125/2024. For this reason, the Board is entrusted with approving the analysis and the list of relevant Impacts, Risks and Opportunities (IRO), and to approve the Sustainability Reporting within the same deadlines as for the submission of the draft



Financial statements and making available to the external Audit Firm for the relevant purpose and to the supervisory body, all in line with applicable legislation in force from time to time.

To this end, the Board relies on the support of the Risk, Control and CSR Committee (which since 2020 has been carrying out sustainability tasks related to the conduct of the company's business and the dynamics of its interaction with all stakeholders in compliance with the principle of sustainable success), as well as the competent business functions (e.g. firstly, the ESG Group department and the Financial Reporting Officer), which provide regular updates to the Board, the Risk Control and CSR Committee, and the Board of Statutory Auditors, each within the scope of their respective responsibilities, typically at least on a six-monthly basis, regarding the materiality analysis, the preparation and monitoring of the sustainability plan, and the process of drafting and approving the aforementioned reports. Similarly, the relevant departments provide specific information to the Remuneration and Nominations Committee and the Board in relation to the setting and reporting of ESG objectives within and for the purposes of incentive plans in relation to the Chief Executive Officer and other key management personnel.

The Board of Directors has decided to take advantage, with effect from 20th December 2012, of the option to derogate from the obligations to publish the reports required when significant transactions are performed consisting of mergers, demergers, share capital increases through contributions in kind, acquisitions and disposals, in accordance with article 70, paragraph 8, of the Consob Issuers' Regulations.

It should be noted that, in implementation of the above, **during 2025**, the Board in particular:

- generally assessed the operating performance and monitored the comparison, amongst other things, of actual results with budgeted results taken from the approved 2025 budget, carried out as per generally established practice when quarterly interim accounting reports are approved;
- set the 2025 targets, which were then disclosed to the market following the final approval of the 2025 budget;
- examined the impairment analyses concerning the 2024 financial statements, the financial assessment assumptions and the forecasting assumptions used for these purposes;
- resolved on the Remuneration Policy for 2025, setting, inter alia, the remuneration of the Chief Executive Officer and the performance targets related to the latter's variable component for 2025, taking into account the targets assigned to the other key management personnel; it approved the finalization of the Chief Executive Officer's STI targets and took note of the finalization of the targets assigned to the other key management personnel for 2024 and, at the beginning of 2026, for 2025; it reviewed the achievement of the 2022-2024 (adjusted net income) related to 24th February 2022 stock option grant; it approved a new assignment of rights to the allocation of shares for 2025 as part of the long-term incentive plan entitled '2023-2025 Performance Share Plan'; it approved updated peer groups for the purpose of benchmarking activities in relation to remuneration;
- assessed, in both 2025 and early 2026, the fulfillment of the independence requirements of those who qualified as independent directors;
- following completion of the Board Review process in view of Board of Directors' appointment in 2025, it approved the outgoing Board's guidelines to shareholders on the qualitative and quantitative composition of the administrative body considered optimal;
- updated, at the beginning of 2025, the list of companies identified as subsidiaries of key importance; approved the **2025-2027 Three-year Plan**, following a structured elaboration process, which was the subject of in-depth discussion involving, for the first time, the outgoing Board, the candidates for the new Board, and the Executive Leadership Team, including through an off-site board meeting dedicated to strategic discussions and analysis of the risk profile consistent with the plan's objectives;
- the Board also further strengthened its focus on **sustainability** matters, including through direct engagement in the field: in this context, the new Board had the opportunity to visit the main chemical-pharmaceutical plant in Campoverde di Aprilia, learning more about the initiatives supporting the industrial strategy and, in particular, the project to build a photovoltaic plant (first phase completed in 2025 with the installation of 4 MWp, approximately 7,000 panels);
- in line with developments in the external environment and the growing importance of digital risks, in 2025 the Board continued to strengthen its oversight of **cybersecurity and IT security**, including initiatives

dedicated to awareness and compliance (also in the **NIS2** area) and a growing focus on digital tools, including those based on AI;

- following the appointment of the new Board of Directors, it granted powers to the CEO and set up Board committees and approved their regulations as well as the Board regulation; it also approved remunerations for the Board of Directors' Chairman and Board Committees members; it confirmed the Contingency Succession Plan for the CEO;
- has reviewed the changes to the organizational structure occurred during 2025 and has positively assessed the adequacy of the overall organizational, administrative and accounting structure of the Company and its subsidiaries with key importance, with particular reference to the internal control and risk management system;
- approved the audit plan and the compliance plan for 2025;
- reviewed and approved the update of the materiality matrix and the sustainability plan, setting the sustainability targets for the financial year 2025;
- reviewed the Engagement Plan, being informed of its implementation; moreover, it has been kept informed of the outcome of meetings with some of the largest investors and proxy advisors and of feedback from investors and analysts throughout the year;
- reviewed and confirmed the adequacy of the procedures for the succession of key management personnel;
- examined and approved the transactions of the Company and of its subsidiaries, when such transactions had strategic, economic, equity or financial significance for the Company or its subsidiaries (in particular: financing agreements, a private placement transaction in the US, business development transactions and manufacturing and R&D agreements);
- initiated, on the basis of the authorization given by the Shareholders' Meeting, two programs to purchase treasury shares to service the stock option and/or share-based incentive plans for the management of Recordati Group companies already adopted by the Company and those that may be adopted in the future;
- examined, at the end of 2025, the 2026 Group budget and reviewed the annual update of the 'Risk Map' and carried out the consequent assessment of the compatibility of the level and nature of the risks as identified in the Group Risk Map submitted to the Board, with the Group's key objectives set out in the 2026 Budget, also with a view to the ongoing sustainability of the Company;
- examined and approved, at the beginning of 2026 and up to the date of approval of the Report, namely, the final version of the 2026 Group Budget and the 2026 targets to be disclosed to the market; the Sustainability Plan and sustainability targets for the 2026 financial year; the audit plan and compliance plan for the 2026 financial year; the adequacy of the general organizational, administrative and accounting structure of the Company and its strategically relevant subsidiaries and the new LTI plan's proposal to be submitted to Shareholders' Meeting for approval.

In addition to what is indicated in this Section, reference should also be made to the other relevant Sections of the Report for details of the further duties assigned to the Board concerning: its composition, functioning, appointment and self-assessment as well as the internal control and risk management system.

Please refer to the Remuneration Report for details of the additional duties assigned to the Board concerning remuneration policy.

4.2 APPOINTMENT AND REPLACEMENT (pursuant to article 123-bis, paragraph 1, letter l), first part, of the TUF)

The appointment and replacement of Directors is regulated by articles 15, 16 and 18 of the By-Laws, the text of which, for the sake of completeness, is reproduced in full below:

Article 15) The Board of Directors shall be appointed from slates of candidates presented by shareholders, in compliance with the existing legislation in force on gender balance, according to the procedures as indicated below, in which the candidates are identified by progressive numbers.

The slates, signed by the shareholders who present them, must be deposited at the registered office of the Company at least twenty-five days prior to the date of the first convention of the Shareholders' Meeting, available to anyone who requests to see them, and they will also be subject to other forms of publicity in accordance with laws and regulations in force at the time.

Every shareholder, shareholders who participate in a significant shareholders' agreement pursuant to article 122 of the TUF, the parent company, subsidiaries and companies subject to joint control pursuant to article 93 of the TUF, may not present or contribute to the presentation of more than one slate, not even by means of another person or trustee, nor may they vote for different slates, and each candidate may be listed in only one slate or will be disqualified. The subscriptions and votes expressed in violation of this prohibition will not be attributed to any slate.

Only shareholders individually or jointly possessing a total number of shares with voting rights representing at least 2.5% of capital stock with voting rights at ordinary meetings, or representing a lesser percentage as established by binding legislative or regulatory provisions which shall be specified in the notice of meeting, shall have the right to submit slates.

The following items must be filed for each slate within the respective deadlines set out above and as provided by applicable regulations: (i) statements by each candidate to the effect that each accepts candidacy and declares, assuming full responsibility, that there are no reasons preventing the candidate from being elected or rendering him unsuitable for the office, and that the candidate meets any specific requirements for the relevant office; (ii) a curriculum vitae detailing each candidate's personal and professional characteristics and indicating that the candidate may be considered independent.

The specific certification demonstrating title to the necessary number of shares for the presentation of the slate, issued by a legally authorized intermediary must also be deposited within the time limits set by the relative regulations at the time when the slates are deposited at the Company.

Slates containing a number of candidates equal to or greater than three must be composed of candidates belonging to both genders, so that a percentage equal to that required by the legislation in force at the time concerning gender balance for the composition of the Board of Directors belongs to the less represented gender.

Slates that are presented but are not in accordance with the provisions as above will be considered as not presented.

The Board of Directors will be elected as follows:

- a) all of the Directors to be appointed, except one, will be selected from the slate that obtained the greatest number of votes, following the progressive order in which they are listed on the slate;
- b) the remaining director shall be the candidate placed at the number one position on the minority slate, which shall not be connected in any way, even indirectly, with those who submitted or voted for the slate indicated in letter a) above, which obtains the second highest number of votes. For this purpose, slates that did not obtain a percentage of votes equal to at least half of that required for presentation of the slates as at the fourth paragraph of this article will not be considered.

For the purposes of the appointment of directors as indicated at point b) above, in the event of a tie between slates, the slate presented by shareholders possessing the larger shareholding, or subordinately the larger number of shareholders, shall prevail.

If the candidates elected by the method as above do not include an adequate number of independent Directors with the characteristics as established for statutory auditors at article 148, third paragraph, of the TUF, equal to the minimum number established by the law in relation to the total number of Directors, the last non-independent candidate, according to the progressive numbering, of the slate that obtained the greatest number of votes as at letter a) of the paragraph above, will be substituted by the first independent candidate, according to the progressive numbering, of the non-elected candidates on the same slate, or if not possible, by the first independent candidate, according to the progressive numbering, of the non-elected candidates of the other slates, according to the number of votes obtained by each. This procedure of substitution will be followed until the board of directors is composed of a number of members who have the



qualifications as at article 148, third paragraph of the TUF, equal at least to the minimum legal number. If this procedure does not produce the latter result, the substitution will be effected by resolution of the Shareholders' Meeting by relative majority, after presentation of candidates who possess the qualifications as cited above.

Furthermore, if with the candidates elected according to the above procedures the composition of the Board of Directors in compliance with the legislation in force at the time concerning gender balance is not ensured, the candidate of the gender most represented elected as last in order on the slate which obtained with the largest number of votes shall be replaced by the first candidate of the less represented gender not elected in order on the same slate. That replacement procedure shall be followed until the composition of the Board of Directors in compliance with the legislation in force at the time concerning gender balance is ensured. Finally, if this procedure does not produce the result just indicated, then the replacement shall be made by a resolution of the Shareholders' Meeting by relative majority, after presentation of candidates belonging to the less represented gender.

If only one slate is presented, all of the Directors will be selected from the same slate. If no slate is presented the Shareholders' Meeting will decide by legal majority, without following the procedure as above. All of the foregoing is subject to compliance with the legislation in force at the time concerning gender balance.

Any different or additional compulsory provisions of the law or regulations will form an exception to these provisions.

Article 16) - The fees to be paid to the Board of Directors shall be established by the Shareholders' Meeting for the entire period of their term, or for each financial year, and may take the form of profit-sharing.

Article 18) - Unless already provided for by the Shareholders' Meeting, the Board shall appoint a Chair and may appoint a Vice-Chair from among its members. The Board shall also appoint one or more Managing Directors from among its members. The Chair shall have all the powers vested in him by law; in the case of his absence or inability to attend for any reason, the said powers shall be exercised by the Vice-Chair, or in his absence, by the most senior Director.

Finally, the Board shall appoint a Secretary, who need not be a member of the Board.

It is also underlined that, on the basis of the By-Laws in force, the right to submit slates is only held by shareholders who, individually or together with other shareholders submitting slates, hold voting shares representing at least 2.5% of the voting capital in an Ordinary Shareholders' Meeting, or representing a lower percentage established by mandatory laws or regulations. In this respect, in accordance with articles 144-*quater* and 144-*septies* of the Consob Issuers' Regulations, as well as Consob resolution no. 123 of 28th January 2025, the percentage of the share capital required to present slates of candidates to the Board of Directors of the Company was 1%. The current By-Laws do not provide for the possibility of the outgoing Board of Directors to submit a slate.

On the basis of article 147-*ter*, first paragraph, of the TUF, the By-Laws also state that for the purposes of the distribution of votes among directors to be elected, no account is taken of slates that have not obtained a percentage of votes equal to at least half of that required for the presentation of slates.

In order to ensure the election of at least one minority director, the By-Laws state that all the directors to be elected except for one shall be drawn from the slate which obtained the greatest number of votes in the order in which they are slated on that slate. The remaining director is the candidate placed in the number one position on the minority slate, which shall not be connected in any way, even indirectly, with the shareholders who submitted or voted for the majority slate and which obtained the majority of votes from the shareholders. In the case of a tied vote between slates, the minority director shall be drawn from the slate presented by the shareholders in possession of the greater number of shares or, secondarily, with the greatest number of shareholders.

As concerns the mechanism adopted to ensure that a minimum number of independent directors are elected in compliance with article, 147-*ter*, fourth paragraph, of the TUF, the By-Laws state that if the number of independent directors is not reached, the non-independent candidate elected in last place on the majority slate shall be replaced by the first independent candidate in progressive order not elected on that slate, or,

if there is none, by the first independent candidate in progressive order not elected on the other slates, according to the number of votes obtained by each.

Finally, if this procedure does not lead to the aforementioned result, the directors shall be replaced by a resolution passed by relative majority of the Shareholders' Meeting upon presentation of candidates satisfying the above requirements of independence.

If only one slate is presented, the By-Laws also state that all of the Directors to be elected shall be selected from that slate. If no slate is presented the Shareholders' Meeting shall decide by legal majority, without following the procedures just described.

The By-Laws do not lay down any additional **requirements for the independence of Directors** with respect to those contained in article 148, paragraph 3, of Italian Legislative Decree no. 58/1998, because the Company adheres to the CG Code and the Board of Directors verifies possession of the requirements of independence in accordance with the CG Code and consequently when a Shareholders' Meeting appoints Directors, the Board of Directors invites candidates to the position of Director contained on slates to declare also these requirements, as adopted by the Company.

In compliance with the CG Code, during 2021, the Board adopted a '**Policy on qualitative and quantitative criteria for assessing independence requirements**' which fully applied from with respect to the assessment of the independence of the Directors of the Company who were appointed by the Shareholders' Meeting of Recordati on 29th April 2025. Such policy - lastly approved on 29th January 2026 by the Board of Directors, with the support of the Remuneration and Nominations Committee (both in their new compositions), on the basis of benchmarking activities on market practices adopted by FTSE MIB industrial companies and the recommendations of leading proxy advisors and institutional investors - is available on the Company's website in the Governance section with reference to the Board of Directors. For further details on such policy, please refer to the section of the Report on Independent Directors.

In particular, the table at the end of this Section may be consulted for details of those Directors currently in office who meet the requirements for independence in accordance with the TUF and those that are independent in accordance with the CG Code.

With regard to the **regulations on gender balance in corporate bodies** Italian Law no. 160 of 27th December 2019 (Budget Law 2020) has amended articles 147-ter, paragraph 1-ter, and 148, paragraph 1-bis, of the TUF, providing for a different quota reserved for the least represented gender equal to 'at least two-fifths' (compared to the previous 'at least one-third') of the members and established that this allocation criterion applies for 'six consecutive terms of office'.

Consob, by means of Communication no. 1/20, has therefore provided clarifications on the interpretation of this application, to corporate bodies composed of three members, of such the new rules on gender quotas, introduced by the aforementioned provisions of the TUF and which has already been applied for the renewal of the Board of Statutory Auditors scheduled for the 2020 financial year: since in the case of boards composed of three members, the two-fifths reserve is inapplicable due to arithmetical impossibility, Consob has clarified that for corporate bodies composed of three members only the rule of rounding down rather than upwards applies, as currently provided for in article 144-undecies, 1, paragraph 3, of the Consob Issuers' Regulations.

It should be noted that the Company By-Laws, as from 2012, provide that the Board of Directors shall be appointed in compliance with the existing legislation in force on gender balance (and in any case on the basis of slates of candidates submitted by shareholders).

Furthermore, the By-Laws set out the procedures to follow in order to ensure that the composition of the Board of Directors complies with the existing legislation in force concerning gender balance: the candidate of the gender most represented elected as last in order on the slate which obtained with the largest number of votes shall be replaced by the first candidate of the least represented gender not elected in order on the same slate. That replacement procedure shall be followed until the composition of the Board of Directors in compliance with the legislation in force at the time concerning gender balance is ensured. Finally, if this procedure does not produce the result just indicated, then the replacement shall be made by a resolution of

the Shareholders' Meeting by relative majority, after presentation of candidates belonging to the less represented gender.

Again, with respect to gender balance in the bodies of listed companies, the Company acknowledged the recommendations concerning diversity, including as regards gender, in the composition of the corporate bodies first introduced in the 2018 CG Code and subsequently confirmed by the current CG Code, which indicates that at least one-third of the members of the board of directors shall be composed of the least represented gender.

For the sake of completeness, it should be noted that, in compliance with the CG Code, the Board also defined, upon the proposal of the Remuneration and Nominations Committee, specific **'Guidelines regarding the maximum number of offices that the Directors of Recordati S.p.A, may hold'**, last confirmed on 29th January 2026 by the newly appointed Board of Directors. For further details of these guidelines, please refer to section 4.3, letter b, of the Report.

The Issuer reports that it is not governed by any further laws and regulations concerning the composition of the Board of Directors.

4.3 COMPOSITION (pursuant to article 123-bis, paragraph 2, letter d) of the TUF)

The By-Laws currently in force state that the Company is managed by a Board of Directors consisting of a number of members varying between six and sixteen.

The Shareholders' Meeting of 29th April 2025 appointed a Board of Directors of ten members who shall remain in office until the date of the Shareholders' Meeting called for the approval of the Financial Statements as at 31st December 2027. No events occurred during the Financial Year that affected the composition of the Board of Directors with respect to that decided by the aforementioned Shareholders' Meeting, with the exception of the resignation of Mr. Luigi La Corte from the position of Group CFO, effective 22nd December 2025. As of that date, Mr. La Corte retained his position as Director, thereby assuming the status of Non-Executive Director.

The curriculum vitae of the directors are available on the Company's website <https://recordati.com> in the section on the Board of Directors.

In addition, the personal and professional characteristics of each Director – which range from economic, financial and management matters, including, for some of them, significant international experience in the business sectors in which the Company and the Group operate, to corporate governance matters - are set out in Annex 1 to this Report, which also indicates the positions held by the Directors in other listed companies and significantly sized companies pursuant to the Guidelines regarding the maximum number of management and control offices that the Directors of Recordati S.p.A. may hold in other listed companies or large companies. In some cases, for the sake of the utmost transparency, the Directors have decided to indicate additional positions held in companies other than listed companies or large companies.

The composition of the Board of Directors at the date of this Report and the titles of each Director at that date are summarized below:

Andrea Recordati	Chairman	Non-Executive	-	* Shareholders' meeting 29.04.1998
Robert Koremans	CEO	Executive	-	* BoD 01.12.2021
Luigi La Corte	Director	Non-Executive**	-	* Shareholders' meeting 29.04.2022
Joanna Le Couilliar	Director	Non-Executive	Independent	* Shareholders' meeting 05.02.2019
Giampiero Mazza	Director	Executive	-	* BoD 06.12.2018
Diva Moriani	Director and LID	Non-Executive	Independent	* Shareholders' meeting 29.04.2025
Piergiorgio Peluso	Director	Non-Executive	Independent	* Shareholders' meeting 29.04.2020
Cathrin Petty	Director	Executive	-	* BoD 06.12.2018



Stephen Sands	Director	Non-Executive	Independent	* Shareholders' meeting 29.04.2025
Kim Stratton	Director	Non-Executive	-	* BoD 16.12.2021

* Date of first appointment to the Board of Directors.

** Executive until 22nd December 2025.

Table of composition and structure of the board of directors

BOARD OF DIRECTORS IN OFFICE AS AT 31st DECEMBER 2025 AND CURRENTLY IN OFFICE

Office	Members (name and surname)	Year of birth	In office since	In office until	Slate (submitted)	Slate (M/m)	Executive	Non-Executive	Indep. Under Code	Indep. under TUF	No. of other positions	Attendance
Chairman	<i>RECORDATI Andrea</i>	1971	29.04.2025	Approval of 2027 financial statements	A	M		X			0	11/11
Chief Executive Officer ●	<i>KOREMANS Robert</i>	1962	29.04.2025	Approval of 2027 financial statements	A	M	X				0	11/11
Director	<i>LA CORTE Luigi</i>	1969	29.04.2025	Approval of 2027 financial statements	A	M		X			0	10/11
Director	<i>LE COUILLIARD Joanna</i>	1963	29.04.2025	Approval of 2027 financial statements	A	M		X	X	X	2	10/11
Director	<i>MAZZA Giampiero</i>	1969	29.04.2025	Approval of 2027 financial statements	A	M	X‡				0	7/11
Director ○	<i>MORIANI Diva</i>	1968	29.04.2025	Approval of 2027 financial statements	A	M		X	X	X	5	7/7
Director	<i>PELUSO Piergiorgio</i>	1968	29.04.2025	Approval of 2027 financial statements	A	M		X	X	X	0	10/11
Director	<i>PETTY Cathrin</i>	1973	29.04.2025	Approval of 2027 financial statements	A	M	X‡				2	8/11
Director	<i>STRATTON Kim</i>	1962	29.04.2025	Approval of 2027 financial statements	A	M		X			1	11/11
Director	<i>SANDS Stephen</i>	1957	29.04.2025	Approval of 2027 financial statements	A	M		X	X	X	1	6/7

DIRECTORS THAT CEASED TO HOLD OFFICE DURING THE REFERENCE FINANCIAL YEAR (2025)

Office	Members (surname and name)	Year of birth	In office since	In office until	Slate (submitted)	Slate (M/m)	Executive	Non-Executive	Indep. under Code	Indep. under TUF	Attendance
Vice Chairman	<i>GUIDI Guido</i>	1953	29.04.2022	Approval of 2024 financial statements	A	M		X			4/4
Director ○	<i>CASTELLI Michaela</i>	1970	29.04.2022	Approval of 2024 financial statements	A	M		X	X	X	3/4
Director	<i>CORGHI Elisa</i>	1972	29.04.2022	Approval of 2024 financial statements	A	M		X	X	X	3/4
Director	<i>DE PALMA Giorgio</i>	1974	29.04.2022	Approval of 2024 financial statements	A	M	X‡				3/4

● This symbol indicates the director responsible for the internal control and risk management system.

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

‡ This symbol indicates the executive director identified as such in accordance with the GC Code as he/she holds management positions in group companies of the majority shareholders that regard also the Company, but has no operational powers in the latter.

* This column indicates A/C depending on whether the list from which each director was drawn was submitted by shareholders (azionisti) (A) or by the Board of Directors (Consiglio di Amministrazione) (C)

**M/m is indicated in this column depending on whether the member was elected from the slate voted by the majority (M) or by a minority (m).

*** This column shows the number of positions as director or auditor held by the person concerned in other listed or large companies as at 31st December 2025, pursuant to the "Guidelines regarding the maximum number of offices that the directors of Recordati S.p.A. may hold". For a complete list of the offices held at the date of this Report, please refer to the list in Annex 1 to this document.

**** This column shows the attendance of Directors at meetings of the Board of Directors and Committees respectively (no. of attendances / no. of meetings held during the actual period of office of the person concerned during the financial year in question).

Please note that the information relating to the date of the first appointment of Directors to the Board of Directors of the Company is indicated in page 25.

No. of board of Directors' meetings performed during 2025: 11

Quorum required for submission of lists by minorities for the last appointment: 1%

a) Diversity criteria and policies concerning the composition of the Board and in the corporate organization

With specific regard to the principles and recommendations of the CG Code, as highlighted in the paragraph dedicated to the composition of the Board of Directors, the configuration of Recordati's Board of Directors as at 31st December 2025 and at the date of this Report, complies with the diversity criteria recommended by the GC Code: in particular, the current composition, with 4 female directors out of 10, equal 40% of the total, which is more than 2/5 of the total number of members requested by the applicable law and self-regulation provisions. The Board of Statutory Auditors is composed of two members of the male gender and one of the female gender (66% vs 33%).

There are no elected members representing employees and/or other employees in the corporate bodies.

It should be noted that the self-assessment process conducted in preparation for the Board of Directors' renewal in 2025 specifically addressed the aspect of diversity (not only in terms of gender) in relation to the composition of the Board (the latter also with specific benchmarking analysis with regard to Recordati's national and international peers). The composition of the Board of Directors and the Board of Statutory Auditors has so far been adequately diverse in terms of age, gender, training and professional background, and nationality, as can be seen from the curricula. Specific guidance is also provided in the section on the self-assessment process of the Board and its committees in this Section and in the guidelines approved by the Board of Directors for the benefit of the shareholders with a view to the renewal of the Board in 2025, in which reference is made to the matter of diversity.

In this regard, the Remuneration and Nominations Committee's Regulation expressly sets forth that, in formulating opinions to the Board of Directors on the optimal composition (in terms of quality and quantity) of the Board and its committees and on the managerial and professional roles whose presence on the Board is deemed appropriate, must specifically take diversity criteria into account.

As the topic of diversity within the governance bodies is already properly addressed, the Board of Directors has considered it unnecessary to formally adopt a specific diversity policy. The Board indeed believes it can effectively determine and monitor its ideal qualitative and quantitative composition through the self-assessment process, and that the best way to implement self-regulatory recommendations to this end is therefore to issue guidance to shareholders through a dedicated, separate document. This is in line with international best practice, notwithstanding that the Issuer is qualified as a "large corporation" and "concentrated ownership" within the meaning of the CG Code.

Moreover, with reference to measures to promote equal gender treatment and gender opportunities within the entire corporate organization, Recordati has adopted a specific Diversity Policy in 2024, which establishes the organization's commitment to fostering a workplace where every individual is valued, respected, and empowered to contribute fully. Rooted in the principles outlined in the Group's Code of Ethics, the policy promotes a culture free from discrimination, harassment, and bullying, ensuring equal treatment and opportunities for all employees regardless of personal characteristics such as gender, age, ethnic origin, sexual orientation, disability, or cultural background. It defines diversity and inclusion, sets out the responsibilities of employees and leaders, and outlines the Group's global D&I strategy, which focuses on building an inclusive culture, enhancing individual competence, and embedding inclusive practices across all HR and business processes. For further information on the policies applied to this issue, please refer to the respective section ('Diversity and equal opportunities') of the Sustainability Reporting.



b) Maximum number of offices held in other companies

With regard to the maximum number of offices in administrative or control bodies in other listed companies or significantly sized companies that can be considered compatible with the effective performance of the role of director of the Company, taking into account the commitment required by the role, the Board of Directors - appointed in 2025 - carried out a benchmarking analysis of market practices adopted by industrial companies in the FTSE MIB index and the recommendations of leading proxy advisors and institutional investors (which also emerged during regular engagement sessions), with the support of the Remuneration and Nominations Committee.

Following this analysis, on 29th January 2026, it confirmed the approach approved by the previous Board of Directors. These guidelines are available on the Company's website in the Corporate Governance Section with reference to the Board of Directors.

The approved guidelines on the general criteria concerning the maximum number of management and control offices in other companies that can be considered compatible with the effective performance of the role of Director of the Company are summarized below:

- Executive Directors who are granted individual management powers (excluding, therefore, directors defined as executive directors in compliance with the CG Code because they hold management positions in companies in which the chain of control also involves the Company) are not permitted to hold the position of executive director in other companies listed on regulated markets (including foreign markets) or large companies, as defined below, other than Recordati S.p.A. and its direct or indirect subsidiaries;
- Executive Directors who are granted individual management powers (excluding, therefore, Directors defined as executive Directors in compliance with the CG Code because they hold management positions in companies whose chain of control also involves the Company) are permitted to hold the position of non-executive Director in no more than 1 company listed on regulated markets (including foreign markets) or a large company, other than companies directly or indirectly controlled by Recordati S.p.A.;
- Non-Executive Directors (whether or not independent) are permitted to hold positions as director and/or statutory auditor in no more than 5 companies listed on regulated markets (including foreign markets) and/or large companies, including Recordati S.p.A.; among the directorships in such companies, only one position as an executive director is permitted;
- for the purposes of the aforementioned limits on the number of offices held:
 - a 'large company' is any Italian or foreign company with a shareholders' equity - possibly consolidated - of more than € 1 billion;
 - if a Director holds offices in more than one company belonging to the same Group, only one office held within that group shall be taken into account for the purposes of calculating the number of offices;
 - any office held as Chair of the Board of Directors is considered to have double weight;
- however, the Board of Directors is entitled to grant exceptions with reasons, for exceptional and/or transitory cases, departing from the criteria set out;
- in any case, the Board of Directors shall ensure, also by monitoring the attendance record of Directors at Board and Committee meetings, that Directors have sufficient time and can commit themselves sufficiently to perform their duties.

It should be noted that, under this policy, as of the date of this Report, only one director (Ms. Diva Moriani, on the occasion of her appointment as director of Juventus Football Club S.p.A.) exceeds by one the maximum number of positions described above. In this respect, following a preliminary assessment by the Remuneration and Nominations Committee, abstained the interested member, the Board of Directors approved a specific exemption. The Board deemed that Ms. Moriani's current roles are compatible with her position at Recordati, considering Ms Moriani's experience and expertise, the specific nature of these roles and the confirmation provided by Ms. Moriani herself that these commitments do not impair her ability to effectively perform her duties as a director of the Company and that she can devote the necessary time and attention to her role at Recordati.



4.4 FUNCTIONING OF THE BOARD OF DIRECTORS (pursuant to article 123-bis, paragraph 2, letter d), of the TUF)

The Board of Directors, lastly in its meeting of 29th July 2025, following its appointment, approved the regulation for the functioning and organization of the Board of Directors which governs, *inter alia*, the organization and procedures for the functioning of the Company's managing body, in order to ensure compliance with the applicable provisions of the law and Recordati's By-Laws, as well as with the principles and recommendations of the CG Code and, in particular, also in order to ensure effective management of the Board's disclosures.

In particular, the Board's meetings are convened by the Chairman – or in the event of his absence or impediment for any reason, the Vice Chairman, or failing that, the most senior Director in terms of age – who sends the notice of call to the Directors and Statutory Auditors at least five clear days before the date set for the meeting. In urgent or necessary cases, the notice of call is sent at least one day beforehand.

The Chairman sets the agenda of the meetings – upon consulting with the Chief Executive Officer – and schedules and coordinates the work and activities in order to ensure that adequate information on the items on the agenda is provided to all Directors.

Any documentation relating to the items on the agenda is uploaded onto a specific IT portal that guarantees restricted access to Directors and Statutory Auditors and to the resources of the Board Secretary, as well as to any permanent guests, as a rule **three days** prior to the convened Board meeting, except for:

- (i) certain matters deemed to be of particular importance, in respect of which documentation shall be uploaded **five days** beforehand;
- (ii) certain cases, in which the documentation is transmitted with a **shorter notice period** according to the subject matter of the resolution to be adopted; and
- (iii) in cases of special and proven urgency or for special confidentiality requirements. In the latter case, however, the comprehensiveness, usability and timeliness of the reporting shall be ensured; in particular, the Chairman shall ensure that adequate reporting is provided during Board meetings.

During the Financial year, the Chair and the Secretary of the Board of Directors, supported by the management's commitment in this regard, made sure to have pre-reads made available in advance of the deadlines laid down in the regulation. The deadlines have been substantially complied with and in fact the supporting documentation for the Board meetings has been made available on average earlier than the period stated in the general rule indicated above. In particular, the documentation relating to general topics was made available about 5 days before (vs. 3 days set forth by Board's Regulation) and financial performance-related documentation was normally made available about 5 days in advance (in line with Board's Regulation provisions).

The same applies to the documentation sent to the Board committees, where the average number of days in advance for providing such documentation to both Committees has far exceeded the 3 days required by the Regulations.

The Chair shall ensure that the time necessary to allow a constructive dialogue is devoted to the discussion of each item on the agenda. To this end, the Chairman, after having consulted the Chief Executive Officer – where necessary or appropriate, – may request that executives and managers of specific corporate functions of the Company or its group, as well as consultants, to attend the Board meeting in order to properly discuss the items on the agenda.

The Executive Leadership Team members, those in charge of internal control functions and the Group ESG Manager therefore frequently participated in the Board meetings in 2025 to provide information on the subjects on the agenda.

Pursuant to the Regulation concerning the Financial Reporting Officer, and if he/she is not already a member of the Board of Directors, the Financial Reporting Officer is invited to attend all Board meetings concerning the approval of any additional periodic financial information with regard to the annual and half-yearly



financial reports, the half-yearly report, the annual financial statements and the consolidated financial statements, or other data relevant to the certifications that he/she is called upon to issue, as well as whenever deemed appropriate by the Chairman of the Board of Directors/Chief Executive Officer in view of the presence on the agenda of issues that may have an impact on the accounting information of the Company or of the Group it heads.

The By-Laws allow Board meetings to be held by video or teleconference, and these methods are specifically regulated in the Regulation.

Without prejudice to the regulations on related-party transactions and without prejudice to the application of the specific '**Policy on conflicts of interest and disclosure in relation to M&A/licensing-in transactions**' approved by the Board of Directors, Directors who have an interest, whether even potential or indirect, in relation to the subject matter of the resolution, shall promptly and fully inform the Board of Directors.

During 2025, the Board of Directors met 11 times, the meetings having an average duration of about 2.5 hours with an average participation of 88% of the Directors.

The resolutions are recorded in minutes signed by the Chairman (or the person who chaired the meeting) and the Secretary of the meeting. Following the meeting, minutes are drafted in Italian - and a courtesy translation in English, if at least one member of the Board is a non-Italian speaker – which is a deed that gives a concise description and documentation of what was discussed during the meeting. In particular, the minutes provide a brief description of the topics discussed, acknowledging any relevant documentation made available to the Directors and Statutory Auditors, a summary of any relevant speeches and voting declarations, as well as further information on the course of the discussion regarding the items on the agenda.

The text of the minutes prepared by the Secretary and the Chairman (or the person who chaired the meeting) shall normally be submitted to the Board for formal approval at its first meeting. Following approval, the minutes signed by the Chairman (or the person who chaired the meeting) and by the Secretary shall be kept in the Company's records by the Secretary, together with supporting documentation made available to the Board; the latter shall be kept at least until the end of the term of office of the Board members; a copy of the signed minutes shall be made available to the Directors and Statutory Auditors.

A portion of the minutes relating to the resolutions adopted that are to be implemented immediately may be certified and extracted by the Chairman and the Secretary of the Board of Directors, even prior to the completion of the verification process of the entire minutes, which shall also include any interventions, all of which shall be shared with the Directors and the Statutory Auditors.

In accordance with the obligations imposed on listed issuers by the Market Regulations of Borsa Italiana S.p.A., upon the Chairman's proposal, in agreement with the Chief Executive Officer, the Board shall annually approve the dates of the meetings relating to the corporate events provided for in the aforementioned Regulations, to be disclosed to the market without delay and in any case no later than 30th January of each year.

4.5 ROLE OF THE CHAIRMAN

In accordance with article 23 of the By-Laws, representation of the Company shall be vested in the Chairman of the Board of Directors or, in the event of his/her absence or inability to attend for any reason, in the Vice-Chairman, with sole signing authority for implementation of all resolutions of the Board unless resolved otherwise. Moreover, the Chairman or, in the event of his/her absence or impediment for any reason, the Vice-Chairman, if appointed, shall represent the Company before the court, with the authority to take legal action and bring judicial and administrative proceedings at all levels of jurisdiction, including with respect to revocation and cassation proceedings, and appointing lawyers and attorneys for lawsuits.

In accordance with article 24 of the By-Laws, the Board of Directors may delegate all or part of its powers and functions not only to the Chairman, but also to the Vice-Chairman and one or more Executive Directors

and it may grant special mandates to individual Directors or managers of the Company, including the power of attorney, determining their functions and powers under the law.

During the 2025 Financial Year, the role of Chairman has been held by Mr Andrea Recordati.

According to the Regulation of the Board of Directors, lastly approved in 2025, the Chairman of the Board of Directors serves as a link between the Executive Directors and the Non-Executive Directors and ensures the effective functioning of the Board's work.

The Chairman, or the person acting in his place, convenes the Board of Directors' meetings, sets their agenda – after having consulted the Chief Executive Officer – schedules and coordinates its work and activities and ensures that adequate information on the items on the agenda is provided to all the Directors, as also established in the Regulation of the Board. In addition to signatory powers and the legal representation of the Company, the Chairman is also vested with the powers that may be granted to him by the Board of Directors.

In this last regard, Mr Andrea Recordati (who until December 2021 was the Chief Executive Officer), as Chairman, has continued to be involved in formulating the Group's strategy, in support of the new Chief Executive Officer and the senior management team. The Board of Directors has granted him with the following powers remained unchanged following the renewal of the management body at the Shareholders' Meeting of 29th April 2025 and are still in force:

- a) participating, in support of the Chief Executive Officer, in the formulation of the strategic development guidelines of the Company and of the Group, including in the field of R&D, and in the conduct of transactions of strategic importance submitted to the approval of the Board of Directors, concerning the acquisition (and, where appropriate, disposal) of equity investments, assets, business units, mergers, joint ventures, licensing and distribution agreements;
- b) handling institutional relations in Italy and abroad, in coordination with the Chief Executive Officer;
- c) supervising the activities of the internal audit function and liaising with the Board of Directors (without prejudice to the function's hierarchical relationship with the Board of Directors) and ordinary management of the employment relationship of the chief of the internal audit function;
- d) supervising and promoting the implementation of corporate governance rules, in accordance with the Corporate Governance Code. In particular, in addition to the powers granted by law and the By-Laws, mainly: i) formulating, in agreement with the Chief Executive Officer, a proposed policy for the management of dialogue with all shareholders; with the assistance of the Secretary of the Board, dealing with ii) the adequacy and timeliness of pre-meeting information; iii) that the activities of the Committees are coordinated with the activities of the Board of Directors; iv) in agreement with the Chief Executive Officer, that the Group managers in charge of the relevant corporate departments attend Board meetings, also at the request of individual directors, in order to provide the appropriate details on the items on the agenda; v) in coordination with the Chief Executive Officer, induction initiatives for members of the Board of Directors and of the Board of Statutory Auditors, after their appointment and during their term of office; vi) the adequacy and transparency of the self-assessment process of the Board and of its Committees, with the support of the Remuneration and Nominations Committee.

Furthermore, the Regulation of the Board of Directors provides that in accordance with the provisions of the CG Code, the Chairman of the Board of Directors, with the assistance of the Secretary, shall ensure:

- a) that the pre-meeting information and additional information provided in the meeting are appropriate to ensure Directors to act in a properly informed manner in carrying out their office;
- b) that the activities of the Board committees with preliminary, proposal and advisory functions are coordinated with the activity of the management body;
- c) in agreement with the Chief Executive Officer that the Company's managers and those of the companies of the group it heads, responsible for the corporate offices according to the subjects, attend the Board's meetings, also upon request of individual Directors, to provide appropriate details of the items on the agenda;
- d) that all members of the management and control bodies shall take part in activities, after the appointment and during the term of the office, aimed at providing them with an appropriate knowledge of business



sectors in which the Company operates, of the corporate dynamics in the view of sustainable success of the Company itself, as well as of the principle of correct risks management and of the relevant law and self-regulation framework, with the support of the lead independent director, if appointed;

- e) the adequateness and the transparency of the board self-assessment, with the support of the Remuneration and the Nominations Committee.

According to the Policy for Managing Dialogue with Investors approved by the Board of Directors and currently in force, on the proposal of the Chairman of the Board of Directors formulated in agreement with the Chief Executive Officer: the Chairman ensures that the Board is informed by the first appropriate meeting, if deemed appropriate, and in any event, at least on a half-yearly basis, on the development and significant contents of the dialogue that took place during the reporting period; the Chairman, in coordination with the other functions, may participate in the dialogue with Investors on the basis of the subject matter of the dialogue or upon the specific request of such parties.

It should be noted that, in implementation of the above, **during 2025 and at the beginning of 2026** (with a view to the next series of meetings):

- in order to provide appropriate insights into the items on the agenda, the Chairman, in agreement with the CEO, coordinated the **participation of members of the Executive Leadership Team and other managers of the Company and the Group in Board meetings**; specifically: the Vice President Corporate Law and Secretary of the Board, the Group Audit Director, the Group Compliance & Ethics Officer (also Data Protection Officer), the Group Risk Director, the Senior Vice President Group Finance and Financial Reporting Officer, the Vice President Group ESG, and the Vice President Investor Relations;
- during the financial year, the Chairman, with the support of the Secretary of the Board, ensured that the deadlines set out in the Regulations for sending the notice of meeting and the **documentation relating to the items on the agenda** were met and, as a best practice, ensured that the documentation was sent out even earlier;
- the Chairman actively supervised, coordinated and participated in the **self-assessment process of the Board of Directors**, in view of the Board renewal in 2025, ensuring the adequacy and transparency of the process, in line with the requirements of the Corporate Governance Code in this regard, in coordination with the Remuneration and Nominations Committee and the Secretary of the Board;
- the Chairman, in agreement with the CEO, organized an **off-site board meeting** in early April 2025, as part of the **process of drafting and approving the new 2025-2027 Business Plan**, dedicated to strategic discussions and analysis of the risk profile consistent with the plan's objectives. For the first time, this meeting involved the outgoing Board, the candidates for the new Board, the Executive Leadership Team, and the Board of Statutory Auditors; the Chairman, in agreement with the CEO and the Secretary of the Board, organized a **specific onboarding and development program for the new Board**, through a structured inductions program aimed at enabling new members to "hit the ground running" and to gain in-depth knowledge of the main aspects of governance, internal control, and risk management, as well as business matters. In this context, sessions were planned and held on topics including corporate governance and the roles of the bodies and committees, as well as key issues such as compliance, risk management, internal audit, people and culture, industrial operations, sustainability, and investor relations. Finally, in line with the evolution of the external environment and the growing importance of digital risks, and as part of strengthening cybersecurity and IT security, it included initiatives for the Board dedicated to awareness and compliance (including in the NIS2 area) and a growing focus on digital tools, including those based on AI. Please refer to paragraph 9.c, letter (a) of this Report for further details in this regard;
- in order to provide directors and auditors with **adequate knowledge of company dynamics and their evolution, including organizational structures** in general, during Board of Directors meetings, the Chief Executive Officer has provided explanations on matters relevant to the presentation of the performance of the Company and the Group, including, among other things, providing ongoing information on the most significant updates to the regulatory framework of the sector and their impact on the Company;
- also with reference to the **principles of proper risk management**, during Board of Directors' meetings, the Chief Executive Officer, in agreement with the Chairman, ensures that appropriate investigations are

carried out, where deemed appropriate and in particular with regard to significant acquisitions/licensing transactions, in addition to the annual analysis of Recordati's Risk Catalog, subject to preliminary analysis by the Risk, Control and Sustainability Committee. In addition, in agreement with the Chairman, specific in-depth sessions have been organized to analyse the **geopolitical impacts on Recordati's business**;

- in compliance with the Policy for managing the dialogue with investors approved by the Board of Directors in 2022 and in general **regarding engagement**, the Chairman has ensured that adequate and periodic information were provided to the Board of Directors with reference (1) to the constant and continuous relationship with the proxy advisors and the main institutional investors established by the Company, with the support of the Chair of the Remuneration and Nominations Committee and the competent corporate departments, in order to foster their involvement in the process of defining and verifying the actual implementation of the Remuneration Policy for Directors and Key Management Personnel; and (2) increased interaction with investors and analysts as deemed relevant by the CEO and CFO, especially during significant events such as Investor Day on 29th April 2025, dedicated to the new three-year business plan and new business development agreements.

4.5.1 Secretary of the Board of Directors

With reference to the Secretary of the Board of Directors, the Regulation of the Board of Directors approved during 2025 provides as follows:

- the Board appoints a Secretary, who may not be a member of the Board. The Secretary's appointment and revocation is made upon the proposal of the Chairman. Normally the designation will favor the appointment of the Company's Vice President Corporate Law.
- the Secretary shall be a person with proven experience in the corporate sector, with particular reference to the corporate governance of listed companies, as well as the company secretariat activities. The Secretary also meets the requirements of independence of judgement and is not involved in a situations of conflict of interest.
- the Secretary supports the activity of the Chairman and assists him, in particular, performing the functions indicated in the paragraph above and in relation to the reporting prior to Board meetings.
- in case of his/her incapacity or absence, the powers, tasks or duties granted to her pursuant to the Regulation shall be performed or complied in her behalf by her deputy or another person designated from time to time by the Chairman of each meeting.
- the Secretary, in carrying out his/her duties, has an organizational structure and staff suitable for the performance of his/her office. Furthermore, the Secretary has access to the information and corporate functions needed in order to perform his/her tasks, he/she is provided with financial resources and, where deemed appropriate, can be supported by external consultants.

In this regard, and with reference to the financial year 2025 as well, the role of Secretary of the Board of Directors was held by Ms Silvia Signoretti, Vice President Corporate Law.

With regard to the implementation of the Chairman's functions and duties in the course of 2025, with the support of the Secretary, please refer to the previous paragraph.

4.6. EXECUTIVE DIRECTORS

Chief Executive Officer

In the 2025 financial year, the role of Chief Executive Officer was held by Mr Robert Koremans.

Mr Robert Koremans, as Chief Executive Officer, was delegated (as most recently updated in January 2026), to the extent permitted by law, all the widest powers for the administration and ordinary and extraordinary management of the Company and the performance of the management and coordination activities carried out by the Company in comparison with Group companies, determining the adequacy of the organizational, administrative and accounting structure of the Company for the execution of strategic, industrial and

financial plans approved by the Board of Directors, with the sole exclusion of the transactions listed below (exhaustive and mandatory in nature), which, because they are to be carried out directly by the Company and/or indirectly through subsidiaries, are reserved for the competence of the Board of Directors (unless they are intra-group transactions, *i.e.* carried out with or between other Group companies):

- a) the assumption of financial debt for an amount higher than € 25 million for each transaction and the grant of secured or personal guarantees for amounts higher than € 25 million for each transaction;
- b) the sale and purchase of real estate properties for amounts higher than € 25 million, in which the Company's or its subsidiaries' business activity is carried on at the time of sale;
- c) the acquisition or disposal of ownership, or the acquisition or licensing-in, of intellectual property rights, in particular, but not limited to, intellectual property rights regarding specialty medicines, dietary supplements and medical devices for amounts not greater than € 10 million each;
- d) the acquisition, sale or any other provision in relation to holdings in other companies and similarly the acquisition and disposal of companies or company branches, for an amount higher than € 10 million each;
- e) the execution of manufacturing and supply agreements and agreements relating to Research & Development, each with a value exceeding €50 million, already included in the approved annual budget or three-year plan;
- f) the execution of any other agreement, including settlement agreement, concerning matters not included in those above for an amount higher than € 25 million for each agreement.

Chairman of the Board of Directors

Please refer to Section 4.5 of this Report.

Executive Committee

No Executive Committee has been formed as an internal committee of the Board of Directors.

Reporting to the Board

The Chief Executive Officer reported to the Board in individual Board meetings on the activities performed in exercising the powers conferred on him by the Board itself: in each meeting, and independently of the time elapsed since the previous meeting, the Chief Executive Officer provides a report on activities carried out and the main transactions performed by the Company and its subsidiaries, even if these are transactions which do not require prior approval by the Board of Directors.

Other Executive Directors

Following the renewal of the Board of Directors on 29th April 2025, the Board of Directors confirmed Mr Robert Koremans as Chief Executive Officer, and identified also Mr Luigi La Corte, Director and Group Chief Financial Officer, as executive director in view of the functions performed. Following resignation from the role of Group CFO, the latter is currently a non-executive director as of 22nd December 2025³.

Mr Giampiero Mazza and Ms Cathrin Petty⁴, since they hold management positions in the indirect parent company or in other CVC companies, which also concern the Company, also remain qualified as executive directors; however, they have not been granted individual operating powers.

At the date of approval of this Report, the ratio of executive directors vs. non-executive directors is 30% vs. 70% respectively.

³ Please make reference to specific press release issued by the Company on 18th December 2025. The new Group CFO, Mr. Mike Mc Clellan, is effective as of 1st January 2026 and, for clarity, does not hold the position of director of the Company.

⁴ Until 29th April 2025, also Mr Giorgio De Palma, member of the outgoing Board of Directors, was qualified as executive director being him holder of managerial position in the indirect parent company or in other CVC companies, which also concern the Company.



4.7 INDEPENDENT DIRECTORS AND LEAD INDEPENDENT DIRECTORS

Independent Directors

With reference to the Board of Directors in office until 29th April 2025, four directors (Michaela Castelli⁵, Elisa Corghi, Joanna Le Couilliard and Piergiorgio Peluso) were qualified as independent on the basis of the declarations provided by the individuals concerned and the information in any case available to the Company, as confirmed during the annual Board of Directors' assessment required by the CG Code which took place on 13th February 2025.

Subsequently, after Board renewal, the following four directors were qualified as independent: Diva Moriani, Stephen Sands, Joanna Le Couilliard and Piergiorgio Peluso.

Lastly, on 17th February 2026, the Board of Directors positively renewed such assessment. Currently, 40% of Board members are qualified as independent directors.

More specifically, in implementation of the provisions of the CG Code, the Board of Directors – on 17th February 2026 – confirmed, on the basis of the declarations provided by the individuals concerned and the information in any case available to the Company, in relation to the four directors mentioned above, the existence of the independence requirements pursuant to Article 148, paragraph 3, of the TUF and the independence requirements provided for by the CG Code.

The Board of Statutory Auditors successfully verified the correct application of the criteria and procedures adopted by the Board to assess the independence of its members on the aforementioned occasion.

The independent Directors, on the occasion and before the beginning of the meetings of the Board of Directors, have from time to time verified the absence of specific problems that would be relevant in the context of their role as independent Directors.

The independent directors met once in 2025 on topics of common interest, with particular reference to possible improvements in the works of the Board, in order to strengthen opportunities for strategic discussion and promote access to additional talent within the organization.

a) Information regarding the independence assessment process

The procedure followed by the Board for the purpose of verifying independence provides for the existence of the requirement to be declared by the director at the time of submitting the candidacies and at the time of accepting the appointment. The Board verifies this requirement at the first meeting following the appointment and discloses the results to the market.

Without prejudice to the independent director's commitment to promptly notify the Board of the occurrence of any situation that could lead to the loss of the requirement, the Board annually renews the request to the directors concerned to confirm that they meet the requirements, as provided for by law and the CG Code. The Board of Directors and the Board of Statutory Auditors then proceed respectively to verify the content and correct application of the requirements and the procedure to verify them.

In implementation of the provisions of the CG Code, lastly on 29th January 2026, following a process of analysis and benchmarking against the guidelines of proxy advisors and FSTE Mib industrial peers, the Board of Directors has set forth quantitative and qualitative criteria for assessing the significance of relationships, including economic ones, capable of compromising the independence of its members (*'Policy on qualitative*

⁵ As far as Ms Michaela Castelli was concerned, the Board deemed that she still met the independence requirement also pursuant to the CG Code, despite the fact that she had been in office for a term of more than nine years (having been appointed director for the first time on 17th April 2014). This assessment confirmed that Ms. Castelli retained her independence and freedom of judgement in assessing the work of the management due to (i) her specific skills and professionalism and her constant monitoring and stimulation of the Board (also in performing the role of Lead Independent Director that she has held since 2020 and her role as Chair of the Risk, Control and CSR Committee), thus favoring, in her assessment of independence, a profile of substance (over form), as also prescribed by the CG Code and recognized and ascertained by Recordati's Board of Directors itself, and (ii) for the fact that the aforementioned professional mandates were, moreover, structured under two different ownership structures, thereby further reducing any risk of proximity to the shareholder who, from time to time, proposed her appointment. All this as also stated in the declaration made by Ms Castelli.



and quantitative criteria for the purposes of assessing independence requirements': available on the Company's website, in the Corporate Governance/Board of Directors section).

Policy on qualitative and quantitative criteria for assessing independence requirements

1. QUANTITATIVE CRITERIA

1.1. Significance of commercial, financial or professional relationships

With specific reference to the quantitative criteria, relations of a commercial, financial or professional nature which the Director - whose independence is being assessed - carries on or carried on during the financial year in which the declaration of independence is made or in the three financial years preceding the date on which such declaration is made⁶ (the 'Reference Period') with the following persons, are relevant (jointly, the 'Relevant Persons'):

- (i) the Company, its subsidiaries, the person who controls the Company⁷ and the companies subject to a joint control;
- (ii) the relevant executive Directors⁸ or the top management⁹.

The aforementioned relations with the Relevant Persons are generally considered to be significant – and therefore such as to compromise the Director's independence – if they entailed, whether individually or cumulatively considered, an annual economic consideration higher than € 50,000.00 (fifty thousand)¹⁰.

It should be noted that, for the purpose of the above, the relations between the Relevant Persons and Director's close family members, who are identified as (i) parents, (ii) children, (iii) the non-legally separated spouse and (iv) the cohabitants (individually referred to as the 'Close Family Member') are also relevant.

It should also be noted that, if the relations with the Relevant Persons are entertained indirectly by the Director – *i.e.*, through subsidiaries or company of which he/she is an executive Director, or as a partner of a professional firm or consultancy firm – the relations existing or carried on during the Reference Period which entailed, whether individually or cumulatively considered, an annual economic consideration higher than € 100,000.00 (one hundred thousand) are generally deemed to be significant. It is understood that – notwithstanding the above – in the event that the relations with the Relevant Persons are entertained by the Director indirectly through a legal entity which has been established or

⁶ By way of example, it should be considered the case in which the Director makes his/her declaration of independence on March 15th, 2026 and takes position as a Director of Recordati in April 2026; in such case:

- (i) for the purposes of the independence assessment of such Director, the relations eventually carried on by the Director himself/herself with the Relevant Persons during the financial years 2025, 2024 and 2023, as well as during the period between January 1st, 2026 and March 15th, 2026 shall be considered, in addition to any existing relations;
- (ii) it is understood that the Director shall be required to promptly inform the Company's Board of Directors of any relations he/she may have with Relevant Persons after the date on which he/she made his/her declaration of independence (in the example at hand, March 15th, 2026), providing all the elements necessary for a full assessment by the Board itself.

⁷ As specified in the Code, control exercised "together with others through a shareholders' agreement" is also relevant (please see Recommendation 7, first period, lett. c) of the Code).

⁸ 'Executive directors' means (see definition in the Code):

the chair of the Company or a subsidiary of strategic importance, when delegated to manage or develop corporate strategies;
 directors who are recipients of managerial powers and/or hold managerial positions in the company or in a subsidiary of strategic importance, or in the parent company when the position also concerns the Company;
 the directors who are members of the executive committee of the Company (if any).

⁹ 'Top management' means 'senior managers who are not members of the management body and have the power and responsibility for planning, directing and controlling the activities of the company and the group it heads' (see definition in the Code). With reference to Recordati S.p.A. top management means those who are identified as key management personnel pursuant to the applicable regulations on Related Parties and Remuneration Policy.

¹⁰ Such amount is lower than the current annual remuneration paid by the Company for the role as non-executive Director.



used *ad hoc* for the purpose of establishing such relations, the above quantitative limits applicable in the event of relations entertained directly by the Director shall apply (*i.e.* the limit of € 50,000.00 per year).

1.2. Significance of additional remuneration

With specific reference to the remuneration received by the Director, included the one received in the Reference Period¹¹, the sum of any additional remuneration paid to the latter by:

- (i) the Company;
- (ii) one of its subsidiaries, and/or
- (iii) the parent company, even indirectly,

for professional appointments or consultancy – with respect to the fixed remuneration for the position held¹² and the remuneration for the membership in committees¹³ (or bodies) recommended by the Code or provided for by the applicable law.

The remuneration received by the Director in the form of participation in incentive plans linked to company performance is also relevant for this purpose.

Additional remuneration should normally be considered significant - and thus capable of compromising the independence of the Director concerned – if, whether individually or cumulatively considered, it is, during the Reference Period, higher than € 50,000.00 (fifty thousand) per year¹⁴.

It should be noted that being a Close Family Member of a person in one of the situations referred to in this paragraph 1.2 also constitutes a circumstance likely to compromise the Director's independence.

2. QUALITATIVE CRITERIA

2.1. Professional relations

If the Director is also a partner of a professional firm or of a consulting company, the professional relations of the firm and/or of the consulting company with the Relevant Persons shall also be qualified as significant, regardless of the quantitative parameters set out in paragraph 1.1 above. In this regard, the relations that are relevant:

- a) may have an effect on his/her position and role within the professional firm or the consultancy firm; or
- b) in any case relate to important transactions of the Company and of the group it heads¹⁵.

The significance of the aforementioned relations is assessed taking into account the overall professional activity normally exercised by the Director, the tasks normally entrusted to him/her, as well as the

¹¹ By way of example, it should be considered the case in which the Director make his/her independence declaration on March 15th, 2026 and takes position as a Director of Recordati in April 2026; in such case:

- (i) for the purposes of the independence assessment of such Director, the remuneration if any, received by him/her during the financial years 2025, 2024 and 2023, as well as during the period between 1 January 2026 and 15 March 2026, in addition to any compensation granted to the Director himself/herself;

it is understood that the Director shall be required to promptly inform the Company's Board of Directors of any remuneration that he/she may receive from the aforementioned persons after the date on which he/she made his/her declaration of independence (in the example at hand, March 15th, 2026), providing all the elements necessary for a full assessment by the Board itself.

¹² 'Fixed remuneration for the position held' means (please see Q&A Recommendation 7, lett. d)): (i) the remuneration determined by the Shareholders' Meeting for all Directors or determined by the Board of Directors for all non-executive Directors within the total amount decided by the Shareholders' Meeting for the whole Board of Directors; (ii) any remuneration granted by reason of the particular position held by the individual non-executive Director within the Board of Directors, determined according to the best practices provided for by Recommendation 25 of the CG Code.

On the contrary, the remuneration received by the Director of the Company for his/her positions in the parent company or in the subsidiary is considered as 'additional remuneration' and is therefore assessed in terms of its 'significance'.

¹³ 'Remuneration for the membership in the committees' means (please see Q&A Recommendation 7, lett. d)) the remuneration that the individual Director receives by reason of his/her participation in the internal committees recommended by the CG Code or in committees/bodies provided for by the regulations in force, with the exclusion of the remuneration deriving from membership of the executive committee, if any.

¹⁴ Such amount is lower than the current annual remuneration paid for the position of non-executive Director.

¹⁵ Recommendation 7, second period of the CG Code.

relevance that such relations may have for the Director in terms of reputation within his/her organization.

2.2. Other relations

For the purpose of the assessment of the significance of the relations between the Director and the Relevant Persons, the Board of Directors may take into account, in relation to the specific situations of each Director – such as position, individual characteristics and overall professional activity – any further elements deemed useful and/or appropriate, by adopting additional and/or partially different criteria from those set out above that give preference to substance over form.

In particular, the Board of Directors, by giving appropriate reasons for the decision, may:

- (i) take into account also the relations that, even if without financial content and character or not economically significant, are particularly relevant to the prestige of the Director involved or such as to affect in actual terms his/her independence and autonomous judgment;
- (ii) assess, on the basis of the actual circumstances, the existence and/or maintenance of the independence requirements of a Director even when one of these Significance Criteria is met.

Lead Independent Director

From 1st January 2025 to 29th April 2025, the role of Lead Independent Director was held by Ms Michaela Castelli with the duties set out in the CG Code. Following appointment of the new Board of Directors on 29th April 2025 and until 31st December 2025, and to date, Ms Diva Moriani has been holding the role of Lead Independent Director.

The CG Code, to which the Company resolved to adhere, confirmed that the lead independent director (a) represents a point of reference and coordination of the requests and contributions of the non-executive directors and, in particular, of the independent directors, specifying that (b) he/she coordinates the meetings of the independent directors only.

The Regulation of the Board of Directors of Recordati, approved since 2021, states more specifically that, 'if appointed, the lead independent director: (i) represents a point of reference and coordination of the requests and contributions of the non-executive Directors and, in particular, of the independent Directors; (ii) coordinates the meetings of the independent Directors only; (iii) has the power to convene meetings to discuss issues deemed to be of interest with respect to the functioning of the Board of Directors or company management; (iv) collaborates with the Chair in order to ensure that the Directors receive complete and timely information flows, including through the organization of specific induction activities'.

During the 2025 financial year, both Ms Castelli and Ms Moriani, as respective lead independent director in office, have, in particular, coordinated the requests of the independent directors aimed at contributing to the continuous improvement of the activity and functioning of the Board itself and, more in general, of the governance of the Company, acting as their spokesperson with the Chair, the Chief Executive Officer and at the Board's and Committees' meetings. In particular, in 2025, by coordinating certain common needs of the independent directors, Ms Moriani promoted a specific meeting of the independent directors as already referenced above in this section 4.7.

5. MANAGEMENT OF CORPORATE INFORMATION

The Company has adopted a procedure that regulates the internal management and external communication of information relating to the Company, with particular reference to Relevant and Inside Information, in order to prevent its improper circulation and disclosure both inside and outside the Company, in compliance with current EU and national regulations regarding market abuse: '*Procedure for the internal management of Relevant Information and Inside Information and disclosure to the public of Inside Information*' (in brief, the '**Procedure for Relevant Information and Inside Information**').

The Procedure for Relevant Information and Inside Information is a fundamental component of the Internal Control and Risk Management System of the Company and the Group, as well as an integral part of the overall system of prevention of offenses pursuant to Italian Legislative Decree no. 231/2001.

The current version of the Procedure for Relevant Information and Inside Information was last revised during 2023 (to reflect certain organizational changes that have taken place in the meantime), as an update of the company procedures in the field of market abuse, which had been previously and significantly amended in 2016 following the entry into force of Regulation (EU) no. 596/2014 containing the regulation of market abuse, for the purpose of adapting them to the rules and regulations subsequently issued both at the national and at the EU level and, in particular, to the Guidelines issued by Consob on that subject in October 2017.

The rules of conduct established by the Procedure for Relevant Information and Inside Information are aimed at implementing the necessary organizational controls for the proper management of information flows, guaranteeing the maximum confidentiality information that is Inside Information or otherwise likely to become so (Relevant Information), balancing the interest in the confidentiality of information in the course of its progressive formation and the obligation of the related disclosure in a non-selective form, protecting investors and the integrity of the market, since they are aimed at preventing the performance of transactions detrimental to their interests through the exploitation of information asymmetries, or the alteration of market variables, through the dissemination of untrue or misleading information; to reduce the risk of crimes or administrative offences relating to market abuse; protecting the Company against any liability that may arise for the unlawful acts committed by parties that can be referable to the same; defining the processes for identifying and managing the Relevant Information; defining the processes for identifying and managing the Inside Information; defining the processes of communication to the public and to Consob of Inside Information.

The members of the administrative, management and control bodies of the Company and the employees and collaborators of the Company and of its Subsidiaries who have access for any reason to Relevant Information or Inside Information are required to comply with this procedure.

The Procedure for Relevant Information and Inside Information identifies the Chief Executive Officer as the person responsible for the public disclosure process of inside information concerning the Company also in relation to the decision to begin the procedure of any delay in the market disclosure. The Chief Executive Officer has therefore been identified as holding the Inside Information Management Function (so-called 'IIMF') pursuant to the 2017 Consob guidelines or as a function responsible for the management of inside information. For the carrying out of his/her activities, the Chief Executive Officer, as holder of the IIMF, avails himself of the technical consultancy support of an 'info room' (always in line with the 2017 Consob guidelines) which includes, on a permanent basis, in light of the evolution of the Company's organizational charts, the Group CFO, the Group Chief Legal Officer, the Vice President Corporate Law Counsel and Secretary of the Board of Directors and the VP of Investor Relations, as well as, on a case-by-case basis, other members of management concerned from time to time by the specific information, in the light of the evolution of the corporate organization charts.

The **'Procedure for keeping and managing the list of persons who have access to relevant information and the list of persons having access to inside information'** is also currently in force, which is aimed at regulating the methods of maintaining and regularly updating the List of persons who have access to inside information (hereinafter referred to as **'Insider List'**), the maintenance of which is mandatory for the Company pursuant to the applicable regulations, and the List of persons having access to relevant information (hereinafter **'Relevant Information List'** or, in brief, **'RIL'**), in implementation of the Procedure for Relevant Information and Inside Information, in compliance with the applicable EU and national legislation and regulations on the prevention and repression of market abuses, also taking into account the guidelines issued by ESMA and by Consob. In particular, for the purposes of applying the Procedure for Relevant Information and Inside Information, the Company takes into account the interpretative and applicative indications contained in the Consob Guidelines.



In particular, the Company has, on a voluntary basis, proceeded to establish a list of persons who have access, in the performance of their duties, to Relevant Information, in compliance with the provisions of the Consob Guidelines. This list is aimed at ensuring the traceability of persons who have access to Relevant Information with a view to a more effective monitoring of corporate information also for the purpose of fulfilling the market disclosure obligations of Inside Information and the prevention and repression of market abuses.

The Insider List, on the other hand, contains registered persons who have access, in the performance of their duties, to Inside Information and, in compliance with EU legislation, the Procedure provides that the Insider List also has a section of registrants in which to register subjects who are permanently aware of all the inside information and a section where registration is required for each event.

It should be noted that Recordati also has in place an '**Internal Dealing Procedure**' which provides for, starting from 2016, the so-called **black-out periods**, namely, specific periods of the year – thirty calendar days prior to the announcement of an interim or year-end financial report that the Company is required to make public according to the rules of the registered office of trading in which the shares are admitted to trade or national law - in which there is an obligation to abstain from performing transactions on financial instruments issued by the Company and listed on regulated markets.

This Procedure is available on the Company's website in the Governance/Internal Dealing Section.

During 2025 the following blackout periods were identified: prior to the publication of the preliminary data for the 2024 financial year and prior to the 2025 half-yearly report.

It should be noted that, in addition to Directors and Statutory Auditors, the Group CFO is identified as Relevant Person.

Lastly, it should be noted that the Company also has a **Blackout Period Policy** effective from 27th June 2023, which extends, on a voluntary basis, to the members of the Executive Leadership Team reporting directly to the Chief Executive Officer, as well as to certain other managers mainly also reporting to the Chief Executive Officer or Group CFO, the prohibition to trade in Recordati securities during the mandatory blackout periods under the law.

6. INTERNAL COMMITTEES OF THE BOARD

The Board of Directors has formed a Remuneration and Nominations Committee and a Risk, Control and CSR Committee among its members, both with consultative and proposal-making functions composed exclusively of independent directors. Subsequent to each meeting, or at the earliest opportunity, the Chair of each committee reports to the Board on the matters addressed and on remarks, recommendations and opinions made during the said meetings.

The Company has not set up an independent committee for related-party transactions. According to the RPT Procedure adopted by the Company (as defined below), this committee is identified as the Risk, Control and CSR Committee, except for related-party transactions concerning remuneration, for which the Remuneration and Nominations Committee is identified.

Please refer to Section 10 of this Report for further information.

Table of structure of board committees as at 31st December 2025 and currently in office

Board of Directors	Risk, Control and CSR Committee	Remuneration and Nominations Committee
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Office	Members	*	**	*	**
Non-executive director - independent	LE COUILLIARD Joanna			10/10	P
Non-executive director - independent	MORIANI Diva	5/5	P	8/8	M
Non-executive director - independent	PELUSO Piergiorgio	7/7	M		
Non-executive director - independent	SANDS Stephen	5/5	M	8/8	M
DIRECTORS THAT CEASED TO HOLD OFFICE DURING THE REFERENCE FINANCIAL YEAR (2025)					
		*	**	*	**
Non-executive director - independent	CASTELLI Michaela	2/2	P	2/2	M
Non-executive director - independent	CORGHI Elisa	2/2	M	2/2	M
NO. MEETINGS HELD DURING THE FINANCIAL YEAR:		7		10	

* This column shows the attendance of Directors at meetings of the Committees respectively (no. of attendances / no. of meetings held during the actual period of office of the person concerned in the reference financial year).

** This column indicates the status of the director within the Committee: 'P' (Presidente) chair and 'M' (membro) member.

It should be noted that during 2025 the Risk, Control and CSR Committee met 7 times, as mentioned above, including once acting as the committee responsible for related-party transactions. The Remuneration and Nominations Committee met 10 times, as stated above, including 2 times acting as the committee responsible for related-party transactions, it being understood that, in general, when the Remuneration and Nominations Committee examines matters relating to the remuneration of the CEO or the remuneration of the Key Management Personnel it also acts as a supervisor with respect to the Procedure applicable to related party transactions.

7. SELF-ASSESSMENT AND SUCCESSION OF DIRECTORS – NOMINATIONS COMMITTEE

7.1 SELF-ASSESSMENT AND SUCCESSION OF DIRECTORS

In general, when adhering to the CG Code, in relation to the self-assessment process of the Board of Directors and its committees, the Board confirmed that the Remuneration and Nominations Committee had the competence to support it in this regard. As regards the timing of this process, given that Recordati is a large company with concentrated ownership, following the entry into force of the CG Code, the Board, including on the recommendation of the Chair of the Board and the Remuneration and Nominations Committee, has so far agreed to proceed with this process prior to the renewal of the Board of Directors.

With a view to the renewal of the Board of Directors expected by the Shareholders' Meeting convened for approval of the financial statements at 31st December 2024, the Board, already at the end of 2023, also on the basis of shared input of the Chair and the Remuneration and Nominations Committee, initiated the self-assessment process that took place during 2024 and 2025, with the support of an independent external consultant, namely Spencer Stuart (following a "beauty contest" that focused on having an established track record in carrying out such processes, both as regards companies that are listed and those in the pharma sector, both Italian and foreign).

The self-assessment process conducted on the outgoing Board has in particular:

- foreseen the participation of all the directors, who provided initial feedback through a questionnaire, followed by individual talks (also held with the Chair of the Board of Statutory Auditors, the Secretary of the Board of Directors and some key managers), sharing their opinions on strengths and areas for improvement, as well as on the optimal composition;
- included a specific benchmark analysis based on a panel of Italian and international companies including from the pharma sector, with a focus on those companies with a similar ownership structure to Recordati;
- given, overall, a very positive picture was painted, with some opportunities for improvement;
- confirmed an assessment of substantial adequacy in relation to its qualitative and quantitative composition, including the outcome of a benchmarking activity, with some areas with the potential for strengthening¹⁶, which are indicated in the document on the Guidelines to shareholders for the appointment of the new Board of Directors, published on 28th February 2025 and available on the Company's website at the following link, to which reference is made: <https://recordati.com/it/investors-shareholder-information-it>.

Succession Planning for the Executive Directors and Key Manager Personnel

With respect to succession plans for Executive Directors who are granted individual management powers, following the renewal of the Board of Directors on 29th April 2025 and in view of the appointment of Mr Robert Koremans – confirmed as the Chief Executive Officer – who is also the Director Responsible for the Internal Control and Risk Management System, on 8th May 2025, after receiving the favorable opinion of the Remuneration and Nominations Committee, the Board of Directors therefore approved the relative Succession Plan – being it understood as ‘Contingency Plan’ aimed at management continuity in the short/medium term – for the Chief Executive Officer (also Director Responsible for the Internal Control and Risk Management System), confirming the choice made in the previous update, *i.e.*, providing that in the event that Mr Koremans ceases to hold office - temporarily or permanently - he will be temporarily replaced by Mr Andrea Recordati (who has been the Company's CEO until December 2021).

During 2025, the Remuneration and Nominations Committee continued its periodical analysis of the adequacy of the **procedures for the succession of key management personnel**.

The analysis of succession planning focused primarily on key management personnel and generally on all members of the Executive Leadership Team: the current succession planning for each of them was examined, including any successors identified for emergency situations. The analysis also continued with reference to a broader scope of the organization's management (known as key value driving roles), also in order to take due account of how the Company and the entire Group are evolving, also as a result of the use of new digital applications for monitoring and tracing the professional paths of the company's personnel, both in terms of ordinary management and future developments.

In general, the process is aimed at verifying the existence of adequate organizational controls by the Company in order to ensure effective managerial continuity.

7.2 REMUNERATION AND NOMINATIONS COMMITTEE

Composition

¹⁶ E.g. consider increasing the current number of Independent Directors and consider the current and prospective needs of the Company, as well as the necessity of maintaining adequate diversity in gender, age, professional background and seniority, in line with applicable legal and regulatory provisions, benefitting from a solid and balanced combination of professional expertise and experience to effectively address and manage the challenges that will emerge from the foreseeable evolution of the pharma industry and market and from the establishment and implementation of Recordati's strategic objectives. Therefore, the Board of Directors recommended ensuring adequate continuity in its composition, to maintain the existing knowledge base of Recordati acquired by the current Directors, whilst enhancing the Board composition with new skills, competencies and experiences by introducing new professionals - in the different specific areas in which Recordati operates, including Rare Diseases and Research & Development, with a strong emphasis on development; ideally, this experience should have been acquired at the international level, preferably with a focus and specific experience in the US market - competence and experience useful to continue to maintain the development of the Company.

During 2025, the Remuneration and Nominations Committee was composed of three members as follows:

- until 29th April 2025: Joanna Le Couilliar (acting as Chair), Elisa Corghi and Michaela Castelli;
- from 29th April 2025: Joanna Le Couilliar (acting as Chair), Diva Moriani and Stephen Sands,

all directors meeting the independence requirements. The Board of Directors acknowledged that all the three members have adequate knowledge and experience in financial matters or remuneration policies, considering the extensive professional background of each of them as detailed in Annex 1 to this Report.

Duties

As regards specific information on the Remuneration and Nominations Committee's duties and activities in the **field of remuneration**, please refer to the relevant parts of the Remuneration Report published pursuant to article 123-*ter* of the TUF.

With regard to the tasks as a **nominations committee**, according to its organizational regulations, the Remuneration and Nominations Committee is assigned the consultative and proposal-making duties described below:

- assisting the Board of Directors in the self-assessment process of the Board itself and its committees;
- also taking into account the results of the aforesaid self-assessment, as well as appropriate diversity criteria including gender, formulating opinions to the Board of Directors on the optimal composition (qualitatively and quantitatively) of the Board itself and its committees and on the managerial and professional profile whose presence on the Board is deemed appropriate, also in light of the Company's sectoral characteristics, for the purposes of the possible formulation by the outgoing Board of Directors to the shareholders of guidelines in relation to the appointment of the new Board of Directors;
- assisting the Board of Directors in assessing candidates for the office of director in cases of co-optation;
- making recommendations to the Board of Directors on any critical issues related to the application of the non-competition clause provided for Directors by article 2390 of the Italian Civil Code in the event that the Shareholders' Meeting has authorised general and preventive exceptions to this prohibition;
- supporting the Board of Directors by carrying out the necessary investigation activities for the preparation, update and implementation of a possible succession plan (Contingency Succession Plan) for the Chief Executive Officer and the other executive directors to whom individual granted with management powers have been delegated by the Board, which at least identifies the procedures to be followed to ensure the regular management of the Company in the event of early termination of the office of the Chief Executive Officer and/or of the Director in charge of the Internal Control and Risk Management System – if different from the Chief Executive Officer – with respect to the ordinary expiration of the office;
- assisting the Board of Directors through the necessary investigation activity in order to ascertain the existence of adequate procedures for the succession of top management, *i.e.*, key manager personnel ('Top Management'), as well as the roles that the Company identifies from time to time as 'key value driving roles';
- formulating opinions to the Board of Directors in relation to the guidelines on the maximum number of offices held in the management or control bodies in other listed companies or large companies that may be considered compatible with an effective performance of the office of director of the Company, taking into account the commitment deriving from the role held also with reference to the participation of directors in the committees established within the Board.

Activities carried out in 2025

With reference to the above-mentioned duties, during 2025, the Nominations Committee mainly:

- supported the Board of Directors with reference to performing the self-assessment process of the Board of Directors and of its committees, in consultation with the Chair;
- supported the Board of Directors in the assessment regarding the Contingency Succession Plan in force for the CEO;

- conducted the periodical analysis of the procedures for the succession of key management personnel and, in particular, analyzed the activities carried out by the Company during 2025 with respect to the whole Executive Leadership Team (including from an emergency perspective);
- was kept informed about the selection process for the new Group CFO.

At the beginning of 2026, the Committee supported the Board of Directors in relation to guidelines on the maximum number of offices in administrative or control bodies in other listed companies or companies of significant size that can be considered compatible with the effective performance of the role of director of the Company.

The Committee met 10 times in 2025 and 3 times in the current financial year, with an average meeting time of about 1 hour. The percentage of attendance of Committee members at meetings is shown in the table at the end of Section 6 of this Report.

Minutes were duly taken of the meetings of the Remuneration and Nominations Committee, in line with the provisions of the Committee Regulation, which includes specific regulations in this regard, as well as with regard to the procedures for the management of information to committee members in line with what is also provided for in the Regulation of the Board of Directors.

In particular:

- the Committee meets, subject to written notice being given by its Chair (or in her absence or impediment, by the Committee member who has served longest on the Board of Directors, or in the event of the same length of service, with the greatest seniority in terms of age) indicating the place, date, time and agenda of the meeting to be held, in general, at least three days prior to the date set for the meeting; in cases of urgency, the time limit may be shorter, provided that a minimum of 24 hours' notice is given, at the registered office or elsewhere in Italy, as indicated in the notice of call; the notice of call is sent to the members of the Committee by the Secretary, on the instructions, of the Chair of such Committee; the notice is also sent by the Secretary to the statutory auditors of the Board of Statutory Auditors and to any other persons invited by the Chair of the Committee to attend the meeting;
- the Chair, with the assistance of the Secretary, shall ensure that the pre-committee reporting and additional information provided during meetings are suitable so as to enable Committee members to act in an informed manner in carrying out their role; in particular, with regard to the identification of time frames for sending documentation, the Committee indicates the following time frames:
 - three calendar days in most cases;
 - one calendar day for the minutes of the meeting.
 The members of the Committee and the Statutory Auditors are informed in advance if the Chair considers it appropriate that, for particular reasons of confidentiality and/or urgency in relation to the content of the item on the agenda and the related resolution, the supporting documentation be provided directly at the meeting. These timeframes have mainly been complied with, with a few exceptions;
- the Secretary of the Board of Directors acts as Secretary of the Committee and is responsible for taking the minutes of the meetings.

As mentioned above, the documentation supporting the Committee meetings has been made available in accordance with the above and usually, as a best practice, with a significantly higher average.

The Committee had access to the information and company departments necessary to carry out its duties; with respect to the nomination committee's duties, it did not consider it necessary to use external consultants, exception made for when it acted as Related Parties Committee, in which case an independent external legal counsel has been retained.

After each meeting of the Committee, the Chair shall inform the Board of Directors, at the next available meeting, of the issues discussed and the observations, recommendations and opinions expressed therein, in the manner deemed most appropriate.

8. DIRECTORS' REMUNERATION – REMUNERATION COMMITTEE

For the information of this Section, please refer to the Remuneration Report and to the Sustainability Reporting published by the Company on its website.

9. INTERNAL CONTROL AND RISK MANAGEMENT SYSTEM – RISK, CONTROL AND CSR (Corporate Social Responsibility) COMMITTEE

The Internal Control and Risk Management System, (hereinafter, '**IC&RM System**') which is based on the Enterprise Risk Management (ERM) approach, consists of a structured process of risk management in line with CoSO (Committee of Sponsoring Organizations) report framework and in accordance with the requirements of laws and regulations in force, as long as applicable. The goal of the IC&RM System is to guide activities in line with company objectives while promoting informed decisions and ensuring the efficiency and efficacy of internal processes and the reliability of financial information and compliance with applicable laws and regulations. In particular, the IC&RM System ensures:



The IC&RM System is an integral part of the more general organizational, administrative and corporate governance structures adopted by the Group and is subject to periodic review, taking into account the evolution of the Group's activities and business environment, as well as national and international best practices. It involves the following individuals with different roles:

- Board of Directors
- Risk, Control and CSR Committee
- Chief Executive Officer
- Group Audit Director
- Group Legal, Compliance & Risk Management Department
- Financial Reporting Officer
- Board of Statutory Auditors
- ODV (231 Compliance Body)
- Management



In particular, the IC&RM System is structured according to the following **three control levels**:

- **first-level of control:** identifies, evaluates and monitors the risks within its area of responsibility and defines specific actions to address and manage them; these are check and control activities undertaken directly by the personnel who carries out the operational processes in accordance with company procedures;
- **second-level of control:** provides supervision and support to the first level of control, ensuring adequate risk identification, assessment and management;
- **third-level of control:** provides independent and objective assurance on the adequacy and effectiveness of first and second-level of control and, more generally, on the entire IC&RM System.

With respect to the roles and responsibilities, assigned in the context of the IC&RM System:

- the **Board of Directors** – composed of executive and non-executive directors (some of which are independent) – has the main responsibility for the IC&RM System and periodically assesses its adequacy while promoting a culture that enhances control at Group level;
- the **Risk, Control and CSR Committee**, composed exclusively of independent directors and comprising at least one member with adequate accounting, financial or risk management expertise, conducts investigative and advisory activities supporting the Board of Directors in assessing and deciding on the IC&RM System and approving periodic financial and non-financial reports;
- the **Chief Executive Officer is the Director in charge of the Internal Control and Risk Management System**, who is responsible for establishing and maintaining the Internal Control and Risk Management System;
- the **Internal Audit Director** carries out an independent, objective and professional assurance activity on the adequacy and effectiveness of the IC&RM System and its consistency with the guidelines defined by the Board of Directors and supports the organization in the achievement of corporate objectives, taking the International Professional Practice Framework of the Internal Audit Institute as a reference. The Internal Audit Director reports hierarchically to the Board of Directors and has direct access to all information essential for the performance of the role;
- the **Group Legal, Compliance and Risk Management Department** is responsible for identifying and monitoring the Group's main risk factors and their management methodology (**Risk Management**), as

well as for ensuring compliance of the Group's internal regulations, processes and activities with the applicable regulatory reference (**Compliance**). In this respect, the Compliance Department, at the Parent Company level, in addition to exercising a support and guidance role for Group companies, oversees Group compliance risks by making use of the subsidiaries' Compliance Officers and regional Compliance Officers, who functionally report to the Group Compliance & Ethics Officer.

In this respect, the 2025 financial year was a year of consolidation and further development and strengthening of such departments, including in terms of the structuring of activities and related information flows, in line with best practices and in response to the need to have a system of internal controls that takes into account the expansion of the Group, both in terms of operational size and complexity, and in terms of geography.

- the **Financial Reporting Officer responsible for preparing the company's financial records** is responsible for setting up the **administrative and accounting control system** and for overseeing the **non-financial reporting process**, thereby ensuring the adequacy of financial and non-financial information;
- the **Board of Statutory Auditors** is responsible for ensuring compliance with the law, the Articles of Association and the principles of sound administration and for monitoring the adequacy of the organizational, administrative and accounting structure adopted by the Group and its effective functioning;
- the **ODV (231 Compliance Body) pursuant to Italian Legislative Decree 231/2001 monitors the effectiveness** of the IC&RM System in relation to the provisions of **Italian Legislative Decree 231/2001**;
- **Employees and risk owners** contribute to the adequacy and functioning of the IC&RM System.

The above is set out in the **Guidelines for the Internal Control and Risk Management System**, last approved by the Board of Directors at its meeting on 19th March 2026, with the favorable opinion of the Risk, Control and CSR Committee. The **Guidelines for the Internal Control and Risk Management System** have undergone a **substantial review in the 2024–2025 cycle** and a **targeted update for 2026**, with the aim of **explicitly integrating cybersecurity into the scope of the IC&RM System** – clarifying roles and responsibilities and specifying information flows relating to cyber risks - in line with **market best practices** and the applicable regulatory framework, including the **NIS2 Directive**.

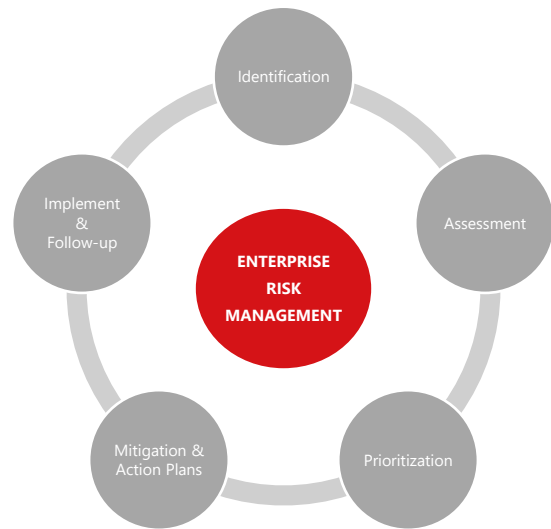
The Board of Directors positively assessed the adequacy, effectiveness and actual functioning of the internal control and risk management system, as a whole, also on the basis of information provided in meetings by the Director in charge of the IC&RM System, of the information contained in the reports presented by the Internal Risk, Control and CSR Committee and by the ODV (231 Compliance Body) pursuant to Italian Legislative Decree no. 231/01 and therefore having also shared the evolution path described above.

The main components of Recordati's Control and Risk Management System for the 2025 financial year are set out below.

Risk management process: the basic principles characterizing the risk management process within the Company refer to the CG Code to which the Company has stated that it adheres.

Over time, the Group has developed and formalized a Risk Assessment structured process, aimed at supporting the results' safeguard and sustainability and, in general, to ensure an effective overseeing of the risk management processes. With a view to continuous improvement and in line with the Group's dimensional and geographical evolution, this process has been further updated since 2024, following the entry of the Group Risk Director¹⁷.

This process ensures the identification, measurement and monitoring of the Group's exposure to different risk factors (operational – also linked to cybersecurity, strategic, financial, etc.). The Enterprise Risk Management process is guided and promoted by the Group Risk Director and is defined in detail in Recordati's Group Corporate Risk Management Policy and is structured throughout the financial year on the basis of the following steps:



- The **risk identification process** - aimed at identifying the main risks that could affect the achievement of the Group's objectives within the time horizon considered in the analysis - is carried out on an annual basis through the involvement of management in a combination of individual meetings, workshops (e.g. with senior stakeholders, business unit managers, managers of key functions and key markets), horizon scanning or external research.
- The **risk assessment and prioritization process** is designed to assess and then prioritize all identified risks based on their likelihood of occurrence, impact and readiness, in order to focus the Group's efforts on addressing the main threats. Each risk shall be assessed on the basis of the following criteria:

% Likelihood of occurrence of the event within the 5 years time horizon in coherence with the strategic planning

Quantitative / Qualitative Impact with regard to the following dimensions: Revenues, EBITDA, Product Quality & Supply stability, Industrial Operations, Damage to Company reputation, Legal & Compliance, IT Systems

Preparedness & Readiness, that represents the level of maturity and readiness of the existing risk management system (i.e. controls)

Risks are assessed and validated through meetings with the respective risk owners, coordinated by the Group Risk Director who provides methodological support and ensures the overall consistency of the assessment. Risk specialists (Finance, Legal, Compliance, IT, Business Development, and others)

may also be involved to obtain a more accurate assessment depending on the nature and type of risk involved.

- The purpose of **risk mitigation** is to establish and implement appropriate risk mitigation plans to reduce the risk exposure to a level deemed acceptable. The list of risks identified as priorities, as the result of the risk assessment, helps management to assess, based on the nature and level of exposure, the most appropriate risk strategy to be proposed by the identified Risk Owners and to find a balance between the expected benefits in reducing the risk exposure and the costs required for implementing the identified

¹⁷ For further information, see the section 'Main Risks and Uncertainties' of the 2025 Consolidated Financial Statements of the Recordati Group.



actions. Based on the risk strategy defined, detailed mitigation plans will be developed with the aim of ensuring their implementation and improving existing risk management capabilities.

The proposed risk mitigation plans are discussed with the Executive Leadership Team (hereinafter, the 'ELT') and the Chief Executive Officer, who is responsible for the final approval prior to the submission of the Risk Map of the Company and risk assessment to the Risk, Control and CSR Committee and the Board of Directors.

Risk owners implement risk mitigation plans and promptly inform the Group Risk Director of any significant misalignment with the defined timelines and deadlines.

- **Risk monitoring** aims to monitor exposure to key risks and progress in risk reduction and involves risk owners, who are tasked with monitoring the respective risks in terms of the progress and effectiveness of mitigation plans to understand if further countermeasures are needed. It is coordinated by the Group Risk Director, who facilitates and supports activities and provides appropriate methodologies/tools. This latter shall also regularly report to the ELT, the Chief Executive Officer, the Risk, Control and CSR Committee and the Board of Directors on the progress of risk mitigation plans, their effectiveness and whether any further action is required.
- Finally, the **risk reporting** phase aims to disseminate the results of ERM activities to management, government, supervisory and control bodies. Reporting focuses primarily on:
 - the results of the risk assessment: the Risk Report contains the Group's Heat Map, an overview of the Top Risks and the main risk mitigation plans defined;
 - the results of risk monitoring: the Risk Monitoring Report shall include a summary of progress in implementing risk mitigation plans and an update of risk exposure, if necessary.

In addition to the above-mentioned documents, *ad hoc* reports may be drawn up during the year whenever necessary.

Risk assessment results are set out by drafting a 'Risk Catalogue', which contains the list of risks and their description, the risks' rating, the mitigation measures, the corporate persons in charge of managing and monitoring the risks.

The Group periodically reviews the Risk Catalogue throughout the year, usually during the meeting called to approve the budget for the following financial year and in conjunction with significant company events, such as the revision of organization charts, and other events that could have an impact on the Company's risks, for example, in conjunction with the approval of extraordinary transactions, such as acquisitions of new assets or company shareholdings that are considered significant.

During 2025, Recordati updated its risk mapping, management and control model (as described above and detailed in the Recordati Group's Corporate Risk Management Policy) and, consequently, the Group Risk Catalogue approved by the Board of Directors on 16th December 2025, prior to approving the budget for the 2026 financial year. In this context, the Board of Directors, with the support of the Risk, Control and CSR Committee, carried out the compatibility assessment of the level and nature of the risks identified with the strategic objectives of the Group's 2026 budget, also in view of the Company's sustainable success.

During the year, the Board of Directors, with the support of the Risk, Control and CSR Committee, also analyzed the potential impact on the Risk Catalogue of certain extraordinary M&A transactions as part of its analysis of those transactions.

The **structural components of the internal control and risk management system** consist of the Code of Ethics, which defines the principles and underlying values of the Company's ethical code and the rules of conduct that are based on those principles; the system of powers and delegations with general and specific authorizations and the internal delegation of powers, according to the responsibilities assigned; corporate operating procedures; IT systems to support both management and production activities and also accounting and financial processes. With regard to Compliance, since April 2003, the Issuer has had an organizational

model in place pursuant to Italian Legislative Decree no. 231/2001 on administrative liability of companies, which is continuously updated in relation to the new criminal offences that are gradually being introduced by the legislator, and also a control model pursuant to Italian Law no. 262/2005 for financial reporting (further information is given below on the 'Risk management and internal control systems in relation to financial reporting').

The control mechanisms described above are monitored by management, by the functions and bodies of management and control (i.e., the Board of Directors; the Risk, Control and CSR Committee; the Board of Statutory Auditors; the executive director responsible for the internal control and risk management system; and the ODV (231 Compliance Body)) and involve all personnel of the Recordati Group. The Group's Audit Department also conducts the independent audits called for under the annual audit plan. The results of these audits are reported to the management responsible for carrying out any corrective actions, the Chairman and the Chief Executive Officer, also in his capacity as the executive director responsible for the internal control and risk management system. Periodically, the Group Internal Audit Department reports on the results of audits carried out to the Board of Statutory Auditors, the ODV (231 Compliance Body), the Risk, Control and CSR Committee, and the Board of Directors.

With respect to **reporting on breaches of applicable regulations, of the Code of Ethics and of internal procedures**, the Company has for some time established special whistleblowing channels in place in all Group branches in accordance with applicable regulations. In compliance with the requirements of applicable regulations, all reporting channels implemented protect the confidentiality of the whistleblower, ensuring that the whistleblower who intends to disclose his or her identity receives adequate protection and is protected in the event of retaliatory and/or discriminatory acts.

The Company expressly prohibits any kind of retaliation or discrimination, direct or indirect, against whistleblowers who have, in good faith, made a report.

9.a) Main characteristics of the risk and internal control management system in relation to the financial reporting process.

The Internal Control and Risk Management System, as just defined, covers financial reporting which forms an integral part of it, the preparation of which is governed by organizational procedures and instructions which ensure compliance with the general principles of control laid down by the Issuer (*e.g.*, a proper separation of functions, a proper system of authorizations and powers, checks and balances, accountability, etc.). It is based on the main established reference models (*e.g.*, CoSO Report) being subject at the same time to verification and periodic update by means of a review of the risks to which the Company is exposed.

A description is given below, in accordance with the regulations in force, of the characteristics of the system adopted, with particular reference to (a) the stages of the risk and internal control management system in relation to the financial reporting process and (b) the roles and functions involved and the procedures for co-ordination between the parties involved.

(a) The stages of the risk and internal control management system in relation to the financial reporting process

Recordati has implemented a model for the administrative and accounting control of the system (hereinafter also the '**262 Control Model**') for some time now in order to ensure the effectiveness of that system. It has also assigned responsibility for verifying proper application of that model and for monitoring the functioning and adequacy of the Internal Control System in relation to the model to the Financial Reporting Officer.

The 262 Control Model consists of a set of corporate rules and procedures designed to enable objectives of reliability, accuracy, completeness and promptness in financial reporting to be achieved by identification and management of the main risks attached to the preparation and disclosure of financial information.

The 262 Control Model consists of:

- administrative and accounting risk assessment;
- administrative and accounting manuals and procedures,

which are closely related to one another and are subject to continuous update and periodic assessment.

More specifically, administrative and accounting risk assessment is a continuous process of identifying and assessing risks attached to accounting and financial information and it is performed by the Financial Reporting Officer with the support of the Director Group Financial Controls & Compliance a specific organizational role created in 2025, directly reporting to the Financial Reporting Officer, in order to oversee and maintain the financial controls and compliance framework within the organization, including the framework of sustainability reporting. This process is performed annually by means of:

- the identification, by means of quantitative (size) and qualitative (importance) criteria, of items in the financial statements and in financial information which may be highly sensitive and significant or involve risks of error or omission, with reference to the financial statements of the Parent Company or to the consolidated financial statements of the Group;
- the identification of the relative processes and accounting information input for each significant item of the financial statements and of financial information and of the relative controls to manage the risks identified.

If control activities are not found to be adequately documented or regulated in relation to risk areas identified following periodic risk assessment, the function responsible for the process shall provide adequate support documentation, with the support of the Financial Reporting Officer and, if necessary, the Director Group Financial Controls & Compliance, to enable the existing controls in the area subjected to analysis to be assessed.

When risks were identified as a result of the risk assessment activities, the Company and the Group put procedures, protocols and documents in place to control administrative and accounting activities. The body of the administrative and accounting manuals and procedures comprises the following principal documents:

- the Group Accounting and Reporting Manual, designed to ensure the application of uniform criteria in the Group with regard to the recognition, classification and measurement in the accounts of operating and financial events;
- a system of internal certification by the management and administrative chiefs (CEO and Financial Controller) of the subsidiaries of the Recordati Group with regard to the accuracy, reliability and completeness of accounting information and its compliance with Group accounting policies and local regulations. This system, set out in the Group Accounting and Reporting Manual, is designed, amongst other things, to support the signing of certifications and attestations required by law of the Financial Reporting Officer and of the Chief Executive Officer;
- administrative and accounting procedures and protocols for closing accounts at the end of accounting periods (or 'Financial Closing Protocols') and preparing annual financial statements and reporting packages which define control responsibilities, activities and rules to follow for the administration and accounts of the Parent Company and its subsidiaries;
- procedures for preparation of the consolidated financial statements which regulate the operations and controls to be performed for the preparation of the consolidated financial statements, describing, amongst other things, the activities to be performed in the consolidation IT system adopted by the Group and used in its subsidiaries and which define the responsibilities of the various functions for the proper functioning of that system;
- calendar of end of period activities: a document which is updated and distributed monthly, which gives deadlines for the process of closing accounts and preparing financial statements, reporting packages and the consolidated financial statements;
- operational procedures which define the activities, responsibilities and management operations in terms of authorization, implementation, control, official approval and recognition in the accounts for those accounting and reporting areas considered significant, in co-ordination with annual accounting and administrative risk assessment. Those responsible for the functions and for the subsidiaries involved in the process of preparing and managing accounting and financial information are responsible for the proper functioning and update of the administrative and accounting internal control system in relation to all the processes and accounting reporting under their control and they must constantly monitor those administrative and accounting procedures in order to ensure that they are properly applied and appropriate to the existing processes;

- tables of administrative and accounting controls, which describe the control activities implemented in each administrative and accounting process in relation to the risk identified and the related control objectives and which summarize the results of control testing activities performed by the Group Audit Department. The controls described by those tables represent the application of control principles described in administrative and accounting control procedures. These tables are therefore used as a tool for the identification of the key controls in place, specific to each significant process, and for the identification of tests to be performed to assess the adequacy of the administrative and accounting internal audit system. These tables are constantly updated by the Group Audit Department.

The Financial Reporting Officer assesses and certifies the adequacy of the 262 Control Model, which is the administrative and accounting internal control system just described and to the proper functioning of the procedures in place at least twice annually, when the interim half year and annual financial statements (consolidated financial statements of the Group and separate financial statements of the Parent Company) are approved. He is supported by the testing activity performed by the Group Audit Department, designed to assess the adequacy of the design and proper implementation and operational effectiveness of the controls in place.

Independent testing is performed continuously throughout the year on the basis of the Annual Audit Plan drawn up by the Group Audit Department. The results of testing activities, assessments of possible areas for improvement and the relative corrective action are officially published in an annual report addressed by the Group Audit Director to the Director Group Financial Controls & Compliance, the Financial Reporting Officer and the CEO.

The Financial Reporting Officer is also responsible for monitoring the administrative and accounting internal control system on the basis of information received from the chiefs of corporate functions and reports on the activities performed by the Group Audit Department, in order to ensure that the body of procedures is updated and that the controls identified by means of the administrative and accounting procedures are actually implemented.

(b) Roles and functions involved in the system for the management of risks and internal control in relation to the financial reporting process

The roles involved with specific reference to financial reporting processes are: the Board of Directors, the Chief Executive Officer, acting also as Director responsible for the internal control and risk management system, the Director Group Financial Controls & Compliance, the Group Audit Director, the Group Chief Legal Officer (Head of the Legal, Compliance and Risk Management Department), the Group Ethics and Compliance Officer, the Group Risk Director, the Risk, Control and CSR Committee and the Financial Reporting Officer.

The Financial Reporting Officer, with the support of the Director Group Financial Controls & Compliance, in conjunction with the CEO is responsible for putting adequate administrative and accounting procedures in place for the preparation of the separate Parent Company and consolidated financial statements.

The Board of statutory Auditors is also called upon to carry out the functions assigned by current legislation to the **Committee for Internal Control and Audit** ("CCIRC"), established by Italian Legislative Decree no. 39/2010 (so-called "consolidated law on statutory audits"), implementing Directive 2006/43/EC on statutory audits of annual accounts and consolidated accounts, and therefore oversees the financial information process, on the effectiveness of the internal control, internal audit and risk management systems, the revision of the annual accounts and consolidated accounts, and the independence of the auditing company. Further information is given in Section 11 on the Board of Statutory Auditors.

9.b) Main characteristics of the risk and internal control management system in relation to the sustainability reporting process.

The internal control system in relation to the sustainability reporting process is structured in a manner consistent with the control model adopted by the Company, based on the CoSO Report (Committee of Sponsoring Organizations) framework. This model shall ensure a comprehensive and integrated with the



three levels of internal control (operational, compliance and independent) to ensure a comprehensive, multi-level governance structure that strengthens risk management and business monitoring.

With respect to the reporting process for the preparation of Sustainability Reporting, the reporting process is structured in the following three macro-phases:

- 1. initial phase of the reporting process:** This phase defines the reporting timeline and perimeter; it also defines the structure of Sustainability Reporting and selected KPIs, based on the dual relevance analysis, and sets out data and information collection sheets.

In particular, based on the results of the Group internal and external context's analysis, during this phase, the Group ESG department identifies the impacts and, in consultation with the Group Risk Director, identifies the risks and/or opportunities (IRO) for each potentially relevant sustainability issue (considering both the Group's own activities and the activities of the value chain). The identified IRO list is therefore subject to management assessment and may be subject to change based on the professional judgment of the contacts involved.

The management of the responsible functions identified carries out the assessment of the IRO according to the procedures provided for by the ESRS, by Italian Legislative Decree no. 125/2024 and the Enterprise Risk Management process, using the methodological approach/metrics/valuation scales defined. In particular, with the support of the Group ESG department, the functions assess the relevance of impacts and, with the support of the Group Risk Director, in agreement with the Group ESG department, they assess the relevance of risks and potential opportunities. The management, in relation to their knowledge of the issues, of processes relevant to their activity and based on professional judgment, may supplement or review the list of IROs.

The results of the dual relevance analysis are presented to the Top Management/CEO and submitted by the Group ESG department for validation by the Financial Reporting Officer. The list of relevant IROs, as well as the dual relevance analysis process, are finally submitted for approval to the Board of Directors, following preliminary assessment by the Risk, Control and CSR Committee;

- 2. Sustainability Reporting drafting phase:** this central stage of the process includes data and information collection by data owners, their approval by function managers and consolidation at group level and the drafting of the Sustainability Reporting;
- 3. The final phase of the reporting process:** after an internal review, this phase includes the analysis of the Sustainability Reporting by the Financial Reporting Officer, the analysis by the Risk, Control and CSR Committee, the analysis by the Board of Statutory Auditors, the approval of the Board of Directors and the certification by the Financial Reporting Officer, as well as the audit activities by the external auditing company, following which the Sustainability Reporting is filed with the Companies' Register, published on the Company's website and presented to the Shareholders' Meeting.

The main stages of the reporting process for the preparation of the Sustainability Report are monitored annually by the Group Internal Audit Department with the aim of verifying the consistency and compliance of the company processes involved in the Sustainability Reporting process with the requirements of the CSRD and ESRS, by monitoring the completeness and quality of the sustainability data collected and reported on a sample basis.

The Board of Statutory Auditors shall ensure that the Sustainability Reporting is prepared and published in accordance with the relevant legal requirements and shall monitor the adequacy of the organizational, administrative, reporting and control system adopted in order to allow for a correct and complete representation in the consolidated sustainability reporting of the information necessary to understand, both the impact of the company on sustainability issues and how sustainability issues affect the performance of the Company and its results.

To this end, the Board of Statutory Auditors shall acquire knowledge from the structures responsible for the reporting process of the sustainability reporting and verify (taking into account the nature and size of the Company) the existence of:

- a) an appropriate organizational structure for sustainability reporting in terms of human resources, economics and information systems; and
- b) guidelines, procedures and business practices adopted by the Company to ensure that individual or consolidated sustainability reporting is both timely, complete and reliable, it being understood that the management body remains responsible for structuring the process of producing the sustainability reporting. The Board of Statutory Auditors also monitors the adequacy of the administrative accounting system for the purposes of sustainability reporting and shall monitor the implementation and receipt of appropriate periodic information flows, both quantitative and qualitative, for the purpose of finalizing the sustainability reporting.

The Board of Statutory Auditors verifies that the individual or consolidated sustainability reporting is prepared by the Directors in accordance with the provisions of Italian Legislative Decree no. 125/ 2024. It also has a supervisory role over the completeness, adequacy and effectiveness of the procedures, processes and structures that oversee the production of the sustainability reporting, as well as the verification of compliance with sustainability provisions and the subjective and objective scope of application of the regulations, with the auditor being responsible for the timely verification of compliance of sustainability reporting with ESRS reference rules and standards.

The Board of Statutory Auditors is responsible for monitoring the directors' compliance with the procedural rules relating to the formation, filing and publication of sustainability reports.

The Board of Statutory Auditors therefore carries out a comprehensive audit to verify the correctness of the process under which the consolidated sustainability report is drawn up and acquires a specific certification - made in accordance with the model established by regulation by Consob - from the administrative delegated body and the Financial Reporting Officer responsible for the sustainability reporting.

For a more precise regulation of these aspects, please refer to the Sustainability Reporting available on the Company's website.

9.c) Cybersecurity and NIS 2 Directive implementation – Digital tools and Artificial Intelligence.

(a) Cybersecurity and NIS 2 Directive implementation

Even before the transposition of the NIS2 Directive in Italy, the Group had gradually developed and consolidated organizational, procedural, and technical controls aimed at monitoring and mitigating cybersecurity risks, ensuring regular reporting to the Risk, Control and CSR Committee on the state of cybersecurity and the main initiatives in the cyber field.

Following the transposition of the Directive UE 2022/2555 (“NIS 2 Directive”) in Italy through Legislative Decree No. 138/2024, Recordati has further strengthened this oversight, by integrating the structured program already previously launched, aimed at ensuring compliance with cybersecurity obligations introduced at EU level, taking into account the specific methods of implementation in Italy. As the Group companies operate in sectors classified as essential and important – namely healthcare and chemicals – they fall within the scope of the NIS2 Directive and are therefore subject to more stringent requirements in terms of cybersecurity risk management, governance, and incident reporting.

As part of this program, Recordati has developed the organizational, procedural, and technical system necessary to ensure compliance with applicable regulations. In this context, the Group has strengthened the implementation of cybersecurity risk management measures, defined structured information flows (at least every six months) and reporting to the Risk, Control and CSR Committee and the Board of Directors, and established incident reporting procedures (effective from January 2026). Preparation of the documentation to be submitted for approval by the Board of Directors by October 2026 has also begun, in line with the timetable set out in the applicable regulations.

Given the strategic importance of cybersecurity governance structures and the central role of the Board of Directors in overseeing and monitoring cyber risks, in 2025 the relevant corporate functions, with the support of external consultants, organized a dedicated training session for the Board of Directors and the Board of Statutory Auditors. The purpose of this session was to explore in depth the role and responsibilities of the Board, Recordati's cybersecurity strategy, the applicable regulatory framework and the related implementation process, as well as the governance and organizational structures adopted and, in general, to raise awareness of cybersecurity issues.

The program is proceeding according to the national timeline, while ensuring compliance with the regulations in each relevant jurisdiction in which the Group operates, with the aim of ensuring full compliance with the NIS2 Directive within the regulatory deadlines.

(b) Digital tools - Artificial Intelligence

In its **digital transformation journey**, Recordati recognizes the added value of advanced digital technologies, including those based on artificial intelligence, as enabling tools for the evolution of the Group's operations and in support of control functions, in compliance with the principles of integrity, security, and compliance.

In December 2025, Recordati adopted Group Policy on AI Use and Governance. The policy establishes a unified framework for the responsible, ethical, and secure adoption of artificial intelligence across the organization, with the purpose to foster innovation while maintaining a culture of integrity, compliance, and operational safety in all AI-related activities across the Group.

Developed in the context of the growing relevance of AI technologies in the pharmaceutical sector and the significant opportunities and risks they introduce, the Policy aims to ensure that all AI systems are used in full compliance with applicable laws, internal regulations, and the Group's ethical standards.

The Policy also defines a structured governance model - supported by the multidisciplinary AI Governance Group (AIG) - to oversee the approval, implementation, monitoring, and periodic review of AI systems, ensuring transparency and accountability throughout their lifecycle.

9.1 DIRECTOR RESPONSIBLE FOR THE INTERNAL CONTROL AND RISK MANAGEMENT SYSTEM

Following the appointment of the Board of Directors on 29th April 2025, the Board of Directors resolved that the Chief Executive Officer, Mr Robert Koremans, be identified as the Executive Director responsible for the internal control and risk management system of the Company and the Group, pursuant to the CG Code, thereby confirming the assignment of the duties identified for this role in the Guidelines of the Internal Control and Risk Management System of the Recordati Group.

Duties

The Director responsible for the Internal Control and Risk Management System, with the assistance of the Group Audit Director:

- a) is responsible, as part of the Risk Assessment process adopted by the Company, for identifying the main corporate risks, taking account of the characteristics of the activities performed by Recordati S.p.A. and its subsidiaries, with particular attention to companies of strategic importance, and periodically submits them to the Board of Directors for examination;
- b) implements the guidelines defined by the Board of Directors, monitoring the structuring, implementation and management of the Internal Control and Risk Management System and constantly checking its adequacy and effectiveness;
- c) takes care of the adaptation of the Internal Control and Risk Management System to the dynamics of the operating conditions and the legislative and regulatory framework;

- d) may entrust the Group Audit Department with the task of carrying out checks on specific operational areas and on compliance with internal rules and procedures in the performance of corporate transactions, simultaneously notifying the Chair of the Board of Directors, the Chief Executive Officer (if not identified as the latter person), the Chair of the Risk, Control and CSR Committee and the Chair of the Board of Statutory Auditors;
- e) promptly reports to the Risk, Control and CSR Committee (or to the Board of Directors) on problems and critical issues that have arisen in the performance of its activities or of which it has become aware, so that the Committee (or the Board of Directors) can take the appropriate measures.

Activities carried out in 2025

The Director responsible for supervising the functionality of the internal control and risk management system, during 2025, with the support of the Group Audit Director (also Head of the internal control system pursuant to the TUF), the Group Chief Legal Officer (Head of the Legal, Compliance and Risk Management Departments) and other relevant corporate functions, and particularly the Group Risk Director:

- has looked after the updating of the Risk mapping, management and control model and, as part of the Risk Assessment process adopted by the Company, has identified the principal business risks, taking account of the characteristics of the activities undertaken by the Company and by its subsidiaries. In detail, he has completed the update of the Recordati Risk Map relating to the 2025 financial year, of which he informed the Risk, Control and CSR Committee and the Board on several occasions during 2025;
- has looked after the guidelines update and implemented the guidelines defined by the Board and has designed, constructed and managed the internal control and risk management system, while constantly checking its adequacy and effectiveness;
- has brought the system into line with changes in operating conditions and in the legislative and regulatory framework.

has ensured that risk information flows, also at Group level, were adequate, including by implementing specific meetings with the Executive Leadership Team on risk identification, mitigation and monitoring.

9.2 RISK, CONTROL AND CSR (CORPORATE SOCIAL RESPONSIBILITY) COMMITTEE

Composition

During 2025, the Risk, Control and CSR Committee (“CCRS”) was composed of the following three non-executive and independent Directors:

- until 29th April 2025: Ms Michaela Castelli (Chair), Ms Elisa Corghi and Mr Piergiorgio Peluso;
- from 29th April 2025 and to date: Ms Diva Moriani (Chair), Mr. Stephen Sands and Mr Piergiorgio Peluso.

The Board of Directors determined that all the members of such Committee overall have adequate and balanced experience in accounting and finance or risk management matters, taking into account their respective professional backgrounds, as illustrated as detailed in Annex 1 to this Report.

The Committee met 7 times in 2025 and 3 times in the current financial year, with an average meeting time of about 2 hours. The percentage attendance of Committee members at meetings is shown in the table contained at the end of Section 6 of this Report.

The entire Board of Statutory Auditors and the Vice President Corporate Law and Secretary of the Board of Directors, as well as the Secretary of the Committee, have been constantly invited to participate in the Committee’s work.

At the invitation of the Chair of the Committee and depending on the agenda items, according to the attendance recorded in the minutes of the meetings, attended the meetings of the Risk, Control and CSR Committee: the Chief Executive Officer and Director responsible for the Internal Control and Risk

Management System; the Group Chief Legal Officer; the Group Audit Director and internal member of the ODV (231 Compliance Body); the Group Compliance & Ethics Officer; the members of the ODV (231 Compliance Body); the Group CFO; the Financial Reporting Officer and Senior Vice President Group Finance; the Vice President Group ESG; Ms Joanna Le Couilliard, Independent Director; the Group Chief People and Culture Officer; the Executive VP Corporate Development, Licensing & Innovation Director; the Executive VP Head of Rare Diseases B.U. and the Executive VP of SPC B.U.; the Executive VP and Chief Medical Officer; the Group Risk Director; the Senior Vice President Group Information & Communication Technology; the Senior Director Group ICT infrastructure and Security; the Director Corporate Finance Italy; Employers and Heads of the Prevention and Protection Service of production sites in Italy in the field of safety at work, the Group Engineering Manager; the SVP Group Supplychain; the VP Group Industrial Strategy & Business Development and Integration, the external auditors as well as consultants who have supported the Company on specific projects examined by the Committee.

Duties assigned to the Risk, Control and CSR Committee

The Risk, Control and CSR Committee has been set up with the task of supporting the Board's assessments and decisions relating to the internal control and risk management system and sustainability issues; in particular, it is in charge of analyzing the issues and instructing relevant practices to control business activity, by carrying out investigative, advisory and proposal-making functions towards the Board with respect to assessments and decisions relating to the internal control and risk management system – understood as the set of rules, procedures and organizational structures for the actual and efficient identification, measurement, management and monitoring of the main risks, in order to contribute to the Company's sustainable success (meaning the objective that guides the Board's actions and that consists of the creation of long-term value to the benefit of the shareholders, taking into account the interests of other stakeholders relevant to the Company) – as well as in those relating to the approval of periodic financial and non-financial reports for the purposes of the internal control and risk management system.

More specifically, the Committee plays an investigative and advisory role vis-à-vis the Board in the performance of certain tasks pertaining to the Board itself, such as:

- to carry out the analysis of issues relevant to the creation of long-term value as a preliminary step for the Board's approval of the business plan of the Company and of the Group;
- to examine the methodology adopted by the Company for identifying, assessing and managing risks;
- to examine and assess, at least once a year and in the event of significant strategic M&A transactions, of the results of the periodic risk assessment carried out by the Group Risk Director, in accordance with the Group ERM Policy and reported in the 'Corporate Risk Catalogue' and, in light of this analysis, define the nature and level of risk compatible with the Company's strategic objectives, by including in its assessments all elements that may be relevant to the Company's sustainable success;
- to identify the director responsible for establishing and maintaining an effective internal control and risk management system (Director responsible for the internal control and risk management system) in the event that the Board decides to depart from the recommendation of the CG Code, which identifies the latter as the Chief Executive Officer;
- to define the guidelines of the internal control and risk management system in accordance with the Company's strategies;
- to assess, at least once a year, the adequacy of the internal control and risk management system in relation to the characteristics of the company, its risk profile, as well as its effectiveness;
- to appoint and revoke dismiss the Group Audit Director, by defining his/her remuneration in line with company policies and ensuring that he/she is provided with adequate resources to perform his/her duties. If the Board decides to entrust the internal audit function, as a whole or by operational segments, to a person external to the Company, the Committee shall first assess that the person adequately meets the requirements of professionalism, independence and organization and that adequate reasons for such choice are provided in the Corporate Governance Report;
- to adopt the Audit Charter and to approve, at least once a year, the work plan prepared by the Group Audit Director, after having consulted with the Board of Statutory Auditors, the Director responsible for

the internal control and risk management system and, if different from the latter, the Chief Executive Officer;

- to assess, at least once a year, the Group Compliance plan and the Group Risk Management plan, and the respective periodic reporting as well as that of the Data Protection Officer;
- to assess the appropriateness of adopting measures to ensure the effectiveness and impartiality of judgement of the corporate functions involved in controls internal control and risk management system (such as the Compliance & Ethics and the Risk Management functions, with reference to the organizational structures of the Company set up in relation to such functions), verifying that they have adequate professionalism and resources;
- to assign to the Board of Statutory Auditors or to a specially established body – the ODV (231 Compliance Body) – the supervisory functions pursuant to article 6, paragraph (1)(b) of Italian Legislative Decree no. 231/2001; in the second case, (i) to appoint the members of the ODV (231 Compliance Body) pursuant to Italian Legislative Decree no. 231/2001, taking care to assess the advisability of appointing to the Body at least one non-executive director and/or one member of the Board of Statutory Auditors and/or the holder of the company's legal or control functions, in order to ensure coordination between the various persons involved in the internal control and risk management system and (ii) to allocate an annual budget to the ODV (231 Compliance Body). In particular, the Committee formulates proposals to the Board regarding the appointment of members of the ODV (231 Compliance Body) pursuant to Italian Legislative Decree no. 231/01 and the allocation of an annual budget to that body;
- to assess, in consultation with the Board of Statutory Auditors, the findings set out by the auditor in the letter of suggestions, if any, and in the additional report on key issues arising from the statutory audit addressed to the Board of Statutory Auditors;
- to describe, in the Corporate Governance Report, the main features of the internal control and risk management system and the methods of coordination between the persons involved in it, indicating the models and national and international best practices of reference, expressing its overall assessment of the adequacy of the system itself and giving an account of the choices made regarding the composition of the ODV (23 Compliance Body);
- to evaluate, approve, and supervise the adequacy and implementation of the cybersecurity regulatory framework in accordance with applicable legislation and review periodic reports;
- to generally implement the recommendations contained in the CG Code in relation to the internal control and risk management system.

Moreover, the Risk, Control and CSR Committee, in compliance with the CG Code, in assisting the Board:

- assesses, together with the Financial Reporting Officer and after having consulted with the auditor and the Board of Statutory Auditors, the correct use of accounting standards and their uniformity for the purposes of preparing the consolidated financial statements, prior to the Board's approval of the consolidated financial statements;
- assesses the suitability of periodic financial and non-financial information to correctly represent the Company's business model, strategies, the impact of its activities and the performance achieved;
- examines the content of periodic non-financial information relevant to the internal control and risk management system;
- expresses opinions on specific aspects relating to the identification of the main corporate risks and supports the Board's assessments and decisions relating to the management of risks deriving from prejudicial facts of which it has become aware;
- examines the periodic reports on the assessment of the internal control and risk management system and those of particular relevance prepared by the Group Audit Department;
- monitors the autonomy, adequacy, effectiveness and efficiency of the Group Audit Department;
- may entrust the Group Audit Department with the task of carrying out checks on specific operational areas, simultaneously reporting to the Chair of the Board of Statutory Auditors and the Director responsible for the internal control and risk management system, unless the subject of the request for control specifically concerns the latter's activity;

- reports to the Board, at least every six months, upon the approval of the annual and half-yearly financial reports, on the activities carried out as well as on the adequacy of the internal control and risk management system.

The Risk, Control and CSR Committee also assists the Board **in relation to sustainability matters**:

- monitors sustainability issues related to the Company's operations and the dynamics of its interaction with all stakeholders in accordance with the principle of sustainable success;
- examines the guidelines of the Sustainability Plan and the means for implementing the sustainability policy, also by supervising the adoption of measures aimed at gender equality and equal opportunities within the entire company and group organization, as well as monitoring their specific implementation;
- examines the general approach of the consolidated non-financial statement and the structuring of its contents, as well as the completeness and transparency of the reporting provided through this document;
- at the request of the Board, expresses opinions on sustainability issues.

Lastly, the Risk, Control and CSR Committee also plays an investigative and advisory role vis-à-vis the Board of Directors in the performance of the following duties pertaining to the Board itself:

- amending and/or supplementing the Organizational Model pursuant to Italian Legislative Decree no. 231/2001 adopted by the Company; in particular, the Committee makes proposals to the Board of Directors regarding amendments to be made to the Organizational Model pursuant to Italian Legislative Decree no. 231/01 adopted by the Company;
- appointing and dismissing the Internal Audit Officer(s) pursuant to article 150 of Italian Legislative Decree no. 58/1998;
- appointing, subject to the mandatory opinion of the Board of Statutory Auditors, the Financial Reporting Officer pursuant to Article 154-bis of Italian Legislative Decree no. 58/1998 and article 25 of the By-Laws; in compliance with the 'Regulations of the Financial Reporting Officer' approved by the Board on 18th March 2020, the Committee carries out the preliminary activities regarding the requirements of professionalism and integrity in support of the Board's resolution;
- carries out any further duties assigned to it by the Board of Directors.

In addition to the above, the Committee is also assigned the following duties with reference to the Procedure governing Related-Parties transactions:

- shall express an opinion on the Procedure governing Related-Party Transactions that the Company must adopt in compliance with Consob Regulation no. 17221 of 12th March 2010, as well as on any subsequent amendments to the Procedure itself;
- shall express an opinion, either binding or non-binding, on Related-Party Transactions of major importance and on Related-Party Transactions of minor importance in compliance with the aforementioned Procedure for Related-Party transactions adopted by the Company, unless they consist of Related-Party Transactions which concern remuneration.

Activities performed in 2025

During the 2025 financial year, the Committee was kept informed by the Company of significant events for which it is competent, and performed, with investigative, advisory and propositional functions within the remits delegated to it by the Board of Directors and/or the CG Code.

In particular, in 2025, the Committee has carried out specific **deep dives** in the following areas:

- 1) **cyber security and implementation of regulations introduced in the IT field by the so-called NIS2 Directive**: it met with the IT Director and the IT Security Manager to receive updates on the Group's ICT strategy, cyber security, and the status of implementation of the Network and Information Systems Directive 2022/0383 (so-called NIS2); subsequently, further explored the subject during a specific

induction session with the relevant internal departments and external consultants and, finally, met with representatives of the auditing firm EY in relation to their specific IT security assessment activities;

- 2) as part of the risk analysis, **the evolution of the measures taken or announced by the US Administration**, the possible impacts on Recordati's business and the related mitigation actions;
- 3) the use of **digital tools** to support the activities of the Audit and Compliance functions as well as the Sustainability function.

Moreover, among the most significant activities carried out in 2025, the Committee:

- in the context of potential business development operations, verified, with the support of the corporate functions, that the nature and level of risk, as well as the value ratio, inherent in those operations were compatible with the risk exposure profile deemed appropriate by the Company and its relevant risk catalogue, for the benefit of the Board's final assessment;
- examined the Sustainability Plan for the 2025 financial year and its specific targets and monitored its implementation and achievement during the year; it also examined the Sustainability Statement for 2024. Prospectively, it also started the corresponding analyses preparatory to the 2025 Sustainability Statement;
- examined the reports of the control functions, taking note of the outcomes and the overall assessment made on the adequacy of the controls, and the activity plans of the functions, verifying their state of implementation over time. It took note of the reports and activity plans of the ODV (231 Compliance Body) as well as of the Data Protection Officer;
- received the periodic reporting, by competent corporate functions, on health and safety in the workplaces across Group plants;
- reviewed the updated Risk Catalogue of the Company, receiving insights into the main risks associated with the business model (such as those relating to the supply chain) and the Group's strategic priorities;
- received the periodical reporting on transactions with related parties.
- on the basis of the information received, it provided the Board of Directors with its assessment of the adequacy of the Internal Control and Risk Management System, with no material weaknesses in its internal controls.

The Committee has constantly maintained the appropriate functional links with the Director in charge of the Internal Control and risk Management System, the Board of Statutory Auditors and the ODV (231 Compliance Body), as well as with the external auditor, for the performance of common activities and for the regular exchange of information, in the usual respect of specific competences.

Minutes were duly taken of the meetings of the Committee, in line with the provisions of the Committee Regulation.

In particular:

- the Committee meets, subject to prior written notice being given by its Chair (or in his/her absence or impediment, by the Committee member who has served longest on the Board of Directors, or in the event of the same length of service, with the greatest seniority in terms of age) indicating the place, date, time and agenda of the meeting to be held, in general, at least three days prior to the date set for the meeting; in cases of urgency, the time limit may be shorter, provided that a minimum of 24 hours' notice is given, at the registered office or elsewhere in Italy, as indicated in the notice of call; the notice of call is sent to the members of the Committee by the Secretary, on the instructions of the Chair of such Committee; the notice is also sent by the Secretary to the statutory auditors of the Board of Statutory Auditors and to any other persons invited by the Chair of the Committee to attend the meeting;
- the Chair, with the assistance of the Secretary, shall ensure that the pre-committee reporting and additional information provided during meetings are suitable so as to enable Committee members to act in an informed manner in carrying out their role; in particular, with regard to the identification of time frames for sending documentation, the Committee indicates the following time frames:
 - three calendar days in most cases;
 - one calendar day for the minutes of the meeting.



The members of the Committee and the Statutory Auditors are informed in advance if the Chair considers it appropriate that, for particular reasons of confidentiality and/or urgency in relation to the content of the item on the agenda and the related resolution, the supporting documentation be provided directly at the meeting. These timeframes have mainly been complied with, with a few exceptions;

- the Secretary of the Board of Directors acts as Secretary of the Committee and is responsible for taking the minutes of the meetings.

As mentioned above, the documentation supporting the Committee meetings has been made available in accordance with the above and usually, as a best practice, with a significantly higher average.

The Committee had access to the information and company departments necessary to carry out its duties; it did not consider it necessary in 2025 to use external consultants.

9.3 GROUP AUDIT DIRECTOR

It is the responsibility of the Board of Directors, upon the proposal of the Risk, Control and CSR Committee, to appoint and remove the chief of that function, and also to ensure that he has adequate resources to carry out the relative functions and to set the remuneration consistent with Company policies.

The Group Audit Department, headed by Mr Giovanni Minora, is not responsible for any operational area whatsoever and from 2012 reports hierarchically to the Board of Directors; the ordinary management of employment relationships has been assigned to the Chair, also following the renewal of the Board of Directors that occurred in 2025. The Chair was confirmed as being in charge of supervising the activities of the internal audit function and liaising with the Board of Directors.

The Group Audit Director is also in charge of internal control pursuant to article 150 of Italian Legislative Decree no. 58/1998.

When he was appointed, the Board, having consulted with the Risk and Control Committee (as named at the time), assessed the appropriateness of the remuneration paid to the Group Audit Director as an employee of the Company with respect to the Company's policies. In January 2025, the Group Audit Department also voluntarily obtained the certification of compliance with Code of Ethics and with International Standards for Professional Practice issued by the Institute of Internal Auditors.

Duties

The duties of the Group Audit Director are as follows:

- to oversee, both on a continuous basis and in relation to specific needs and in observance of international standards, the functioning and the adequacy of the internal control and risk management system, by carrying out an audit plan approved by the Board of Directors, based on a structured process to analyze and set priorities in relation to the main risks;
- to prepare periodic reports containing adequate information on his activities, on the procedures employed to manage risks and on compliance with the plans drawn up to mitigate them. These periodic reports contain an assessment of the appropriateness of the internal control and risk management system;
- also, upon request by the Board of Statutory Auditors, to promptly prepare reports on events of particular importance;
- to submit periodic reports to the Board of Statutory Auditors, the Risk Control and CSR Committee, the Board of Directors, the Director responsible for the internal control and risk management system and the CEO, except where the subject matter of such reports specifically concerns the activities of such bodies;
- as part of the audit plan, to oversee the reliability of IT systems, including those responsible for bookkeeping.

For the purposes of the above the Group Audit Director has direct access to all information useful for performing his/her duties.

Furthermore, the Group Audit Director:

- explains the proposed annual work program to the Risk, Control and CSR Committee in order to implement any recommendations that the Committee may intend to make;
- assists the Executive Director responsible for overseeing the functionality of the internal control and risk management system with the design, implementation and management of the Internal Control and Risk Management System;
- schedules and carries out, consistent with the annual work plan, direct and specific audit activities at Recordati S.p.A. and at all the subsidiaries, with particular regard to companies of strategic importance, in order to detect any failings there may be in the internal control and risk management system, in the various risk areas.
- checks that the rules and procedures for auditing and risk management processes are observed and that all individuals involved act in accordance with the predetermined objectives;
- carries out checks on his own initiative or at the request of the Board of Directors, the Risk, Control and CSR Committee, the Executive Director responsible for monitoring the functionality of the internal control and risk management system or the Board of Statutory Auditors.

Activities in 2025

In detail, during the course of the Financial Year and in meetings of the Board of Directors already held in 2025, the Group Audit Director:

- explained the annual work program and the organizational structure of his function to the Risk, Control and CSR Committee;
- had direct access to all the necessary information to carry out his role;
- carried out direct and specific auditing tasks, in a manner consistent with the annual work plan;
- reported to the Chairman of the Board of Directors and to the Executive Director responsible for monitoring the functionality of the internal control system on the results of the auditing activities undertaken during the Financial Year;
- reported on his actions and on the results of the activities undertaken to the Risk, Control and CSR Committee and to the Board of Statutory Auditors of the Company.

The Group Audit Director had an operating budget which was used to carry out the audits and checks performed during the Financial Year.

The Board of Directors was informed by the Director in charge of the Internal Control and Risk Management System of the organizational structure of the Group Audit Department, that during 2025 it has been progressively strengthened also in terms of the number of human resources that comprise it, and it agreed with the assessment of its adequacy in carrying out the responsibilities assigned to it and drawing up the audit plan approved for 2025.

9.4 ORGANISATIONAL MODEL pursuant to Italian Legislative Decree 231/2001

Business Ethics

In conducting its business, the Group acts in an ethical, transparent and honest manner in all the countries in which it operates, complying with the laws in force, the associative codes of ethics, the Code of Ethics, the Anti-Bribery Manual, the Organizational, Management and Control Models and internal procedures.

Recordati Group believes that ethics, integrity and respect for the law are fundamental values of the Company. The Group opposes any violation of the law and is committed to adopting a zero-tolerance policy towards corruption.

Wherever it operates, the Group aims to ensure the highest standards of ethics and compliance, and to contribute to the well-being of all stakeholders, including: patients, employees, business partners, shareholders and all communities in which it operates. These shared commitments form the foundation of the Group's responsible behavior.

The compliance program consists of internal codes of conduct, documents, policies and procedures, such as the Organization, Management and Control Models ex. Legislative Decree 231/2001, the Code of Ethics and

the Anti-Bribery Model, which establish responsibilities, principles and conduct to be adopted in the performance of activities. This program applies to all Group companies and employees and, as far as they are concerned, also to the other stakeholders involved (such as collaborators and suppliers).

Furthermore, as described in the Code of Ethics, business relations with third parties (suppliers, consultants, partners) are oriented towards compliance with the principles of fairness, professionalism, efficiency, loyalty, transparency and equal opportunities. The Group formalizes agreements in writing, specifying the responsibilities between the parties and requires compliance with the principles included in the Code of Ethics.

The Code of Ethics

The Code of Ethics, approved by Recordati S.p.A. for the first time in 2002 and constantly updated and supplemented, is a clear embodiment of the Company's corporate values.

During 2020, the Group approved a new version of its Code of Ethics. This update was guided by the Recordati Group's desire to further increase the accessibility and usability of that document and was achieved by means of meticulous drafting and critical revision by an internal inter-functional team, supported by external specialists as well as by the ODV (231 Compliance Body) of Recordati S.p.A.

The Code of Ethics defines Recordati's fundamental values, updated from time to time, which guide and support the Group in its daily operations and in its relations with both its internal and external stakeholders.

The Code of Ethics also describes the responsibilities of all those to whom it is addressed, both internal and external to the Group, and defines 'shared commitments', i.e., those forms of conduct through which Recordati's values are put into practice. This section includes information on:

- **How we manage our business**, i.e., guidelines concerning:
 - Ethical and legally compliant behavior
 - Product quality and safeguarding health
 - Commitment to environmental protection and sustainable development
 - Conflicts of interest and asset protection
 - Accounting transparency, confidentiality of information, personal data and social media
- **People and workplaces**, i.e., indications concerning:
 - Protection of employees
 - Fairness, equality and protection of human rights
 - Health and safety in the workplace
- Relations with our stakeholders.

The Code is adopted by all Group companies and applies to all employees, shareholders, directors, members of corporate bodies, commercial partners and other third parties with whom the Group cooperates, such as consultants, intermediaries, agents and contractors, clearly defining the Company's expectations regarding ethical standards and behavior.

The Code is based on the main existing regulations and guidelines on corporate governance, human rights and the environment, such as, for example, the United Nations Universal Declaration of Human Rights, the Charter of Fundamental Rights of the European Union, the decent work standards laid down by the ILO (International Labor Organization) conventions, the OECD (Organization for Economic Co-operation and Development) Guidelines for multinational companies, national and supranational Anti-Bribery regulations (e.g.: OECD Anti-Bribery Convention, Italian Legislative Decree no. 231/2001, Foreign Corrupt Practices Act, Bribery Act, Loi Sapin 2, Ley Organica, etc.) and ISO 14001 environmental standards.

The Code of Ethics defines the procedures for reporting and the management of infringements (whistleblowing).



The Code of Ethics has been published on the Recordati Group's website, in order to ensure that it is widely distributed and accessible and can be consulted at the following link: <https://recordati.com/compliance-programmes>.

Periodically, Recordati organizes training programs for the employees of the Group, new recruits, and external persons who, although not employees of the Recordati Group, perform activities on an ongoing basis in the name and on behalf of the Recordati Group.

Organizational Model pursuant to Italian Legislative Decree 231/2001

All the Italian companies of the Recordati Group (Recordati S.p.A., Innova Pharma S.p.A., Recordati Rare Diseases Italy S.r.l., Italcimici S.p.A., Natural Point S.r.l.) adopted their own Organization, Management and Control Model as envisaged under Italian Legislative Decree 231/2001 on the administrative liability of organizations. More specifically, Recordati, the Group Parent, adopted its Model in 2003, with constant updating both as regards the General part containing the core items of the Model and the special part of operational management protocols.

In accordance with Confindustria guidelines, the organizational models of the Italian companies of the Recordati Group are dynamic, effective mechanisms as a result of constant monitoring and updating by the ODVs (231 Compliance Bodies). The organizational models call for specific, confidential channels for the reporting of violations or other anomalies by employees and periodic personnel training on the content of Italian Legislative Decree no. 231/2001 and of the Organizational Model. The ODV (231 Compliance Bodies), which have been appointed within the Group's Italian companies, are boards composed of the Internal Audit Director and outside experts. Each ODV (231 Compliance Body) has its own internal regulations and operate in accordance with a specific program. The ODV (231 Compliance Bodies) also periodically report to the Board of Directors and the Board of Statutory Auditors.

In particular, the ODV (231 Compliance Body) of Recordati S.p.A. lastly appointed by the Board of Directors on 22nd April 2024, is composed of the external members, Mr Iole Anna Savini, lawyer, Chair, and Mr Sandro Piazza, and the internal member Mr Giovanni Minora, Group Audit Director. The term of office of the current ODV (231 Compliance Body) will expire with the approval of the 2026 financial statements.

Similarly, on 14th March 2018 Spanish subsidiary Casen Recordati adopted a Management and Control Organizational Model in compliance with Ley Organica 2015/1 of 30th March 2015 which introduced in the Spanish criminal code some relevant changes concerning the criminal liability of legal persons. This law, in relation to the conditions for the exemption from administrative liability for legal persons, borrowed the legislative structure envisaged in Italy by Italian Legislative Decree no. 231/01. The model adopted by the Spanish subsidiary therefore has a similar approach to the 231 Models adopted by the Italian companies of the Group. Also, in the Spanish subsidiary, a collective ODV (231 Compliance Body) has been appointed and is operative, as required by best practices. The ODV (231 Compliance Body) of the Spanish subsidiary met periodically during 2025.

The Organization, Management and Control Models adopted by the Group's Italian companies, pursuant to Italian Legislative Decree no. 231/2001, are constantly monitored by the ODVs (231 Compliance Bodies) in charge.

The Models are subject to constant updating both for the introduction of new criminal offences or updating of the regulations of interest and for organizational changes or internal processes. The updates concern the General part of the Model, with adjustments to risk mapping, the disciplinary system and other general elements and the Special part of the Model, made up of control and behavioral protocols.

The Models consist of a general part and a specific part, arranged into different sections. The general part includes, inter alia, the Code of Ethics, the Disciplinary System and the By-Laws of the ODV (231 Compliance Body). The specific part includes, inter alia, a 'map' of the areas where the risk of offences is more marked and a significant number of 'protocols' through which measures are put in place to prevent offences being committed in the areas identified in the map.

A presentation of the Model adopted by the Company is available on the Company's website at

<https://recordati.com/compliance-programmes>.

During 2025, as part of the special section of the Model, certain 231 Protocols were updated in order to bring them into line with the new regulatory provisions/new predicate offences introduced in the 231 catalogue. Furthermore, as was the case for the parent company Recordati S.p.A. in 2024, the general section of the Model for all Italian companies was also updated, approved by the respective Board of Directors on 15th September 2025.

The Recordati Group's Anti-Bribery Model

Because of its international reach, the Recordati Group is present in a diverse range of social, cultural, economic and political contexts and is responsible for acting in accordance with applicable laws based on an awareness that any act of corruption would compromise the integrity of the business would jeopardize the organization and would expose the company to legal and financial risks and risks to the company image.

The Group is firmly committed to conducting business transparently, honestly and ethically in every nation in which it operates, and it rejects all forms of corruption, aware of the potential risks deriving from numerous relations with government that are typical of the industry in which the Group operates.

To that end, since 2009, the Group has been conducting an assessment of the status of internal mechanisms in accordance with the main international and supranational anti-bribery laws and regulations in the countries in which it has branches.

The Group's anti-bribery program involves the employees of both the Parent Company and of the various branches and is made up of four stages:

1. assessment of local and supranational legislation;
2. assessment of the local systems, procedures and models to protect against corruption;
3. analysis of inherent risks and of existing mechanisms for identifying residual risks;
4. definition and release of the Group's Anti-Bribery Model.

Based on the documentation and information gathered over the years through regular review of the Anti-Bribery Model, areas of the organization potentially exposed to a risk of corruption were identified, and the principles of conduct to avoid corruption have been defined for these areas. Based on this analysis, an Anti-Bribery Manual for the Group has been implemented.

The Manual today contains 16 business areas potentially exposed to the risk of corruption and, for each of them, specific principles of conduct have been formulated to avoid cases of corruption.

The 16 areas most exposed to corruption risk are the following: Research and Development; Production; Relations with doctors and healthcare organizations; regulatory activities; transactions with government; consulting; medicine samples; courses and conferences; marketing material; contributions and donations; financial transactions; Human Resources, relations with politicians and political organizations, purchasing management, relations with public administrations and management of agency costs.

Training for Recordati group new recruits continued during 2025 on anti-bribery matters. All members of the Board of Directors of Recordati S.p.A. received communication on the policies and procedures adopted through periodic reporting by the Group Audit Director.

Other models of control and adoption of national codes of ethics

The systemic approach of the Organization, Management and Control Model defined under Italian Legislative Decree no. 231/2001 may also be found in other models in other areas of the company, such as within the scope of health and safety in the workplace, environmental management, and data protection.

Regarding data management and privacy, as from the entry into force of the General Data Protection Regulation (No. 2016/679, hereinafter 'GDPR'), the Recordati Group has implemented a policy applicable to all European subsidiaries, which incorporates the principles of the GDPR and establishes the Group's personal data management framework. In 2024, the Group issued a Privacy and Data Protection Policy that extends the underlying principles, fundamental rules and responsibilities for the proper handling of privacy and



personal data protection to all Group companies, aligning with international standards and best practices. From an organizational perspective, the Policy defines the roles and responsibilities within the Group's privacy governance model. This includes the appointment of a Group Data Protection Officer (DPO), local DPOs where required, a Privacy Manager, and various Key Privacy Persons identified in a dedicated annex, operating in the most relevant affiliates and/or at regional level. During 2025, the Privacy department, within Group Legal, Compliance and Risk Management Department, was further strengthened to provide enhanced support to business operations, with the addition of two privacy specialists.

The Recordati Group also adheres to the codes of self-regulation issued by industry associations that oversee activities related to detailing activities. A large portion of the Group's branches has adopted the codes of ethics defined by their local pharmaceutical associations. These codes of conduct are based on the European Federation of Pharmaceutical Industries and Associations (EFPIA) code, which establishes the ethical standards for European pharmaceutical firms for the management of detailing activities and relations with the medical community.

Within the scope of involvement with the industry associations and adoption of their codes of ethics, the branches are taking specific action aimed at maximizing transparency in their management of relations with the medical and scientific community. This includes the disclosure activities (and publication of the 'Transfers of Value' for healthcare organizations and operators) and the certification of detailing procedures. This disclosure is provided by many of the Group's companies, in compliance with legal rules (such as those that apply in France, Portugal and the USA) and with ethical standards (in addition to Italy, Spain, Germany and others).

9.5 EXTERNAL AUDITOR

EY S.p.A. is the firm of external auditors appointed to audit the Company for 2025. The appointment was formally made by a Shareholders' Meeting on 29th April 2020 for the financial years 2020-2028, as proposed by the Board of Statutory Auditors.

For further information on the engagement conferred by the Shareholders' Meeting to EY S.p.A., please refer to the Shareholders' Meeting documentation available on Recordati's website in relation to the Shareholders' Meeting of 29th April 2020.

Moreover, following the entry into force of Italian Legislative Decree no. 125 of 6th September 2024 by which the CSRD was transposed into Italian law and the conditions to avail itself of the option provided for in article 18 of the aforementioned decree having been met, E.Y S.p.A. was also entrusted with the issue of the certificate of conformity on sustainability reporting following a Board of Directors' resolution, upon a proposal from the Board of Statutory Auditors, until the end of the current mandate.

9.6 THE FINANCIAL REPORTING OFFICER AND OTHER COMPANY ROLES AND FUNCTIONS

In the 2025 financial year, Mr. Niccolo Giovannini, Senior Vice President Group Finance, has been holding the role of Financial Reporting Officer for accounting and corporate reports under article 154-bis of the TUF and article 25 of the Articles of Association.

At the time of the appointment (i.e. 8th November 2024), it was confirmed that he satisfied the requirements of integrity and professionalism laid down in the applicable legislation and in the Company's Articles of Association, which stipulate, in article 25, that the Financial Reporting Officer must not only satisfy the requirements of integrity laid down by law for those performing administrative and managerial duties but also the requirements of professionalism characterized by specific competence in administrative and accounting matters. This competence, to be verified by the Board of Directors, must be acquired through working experience in a position of adequate responsibility over a suitable period of time.

The Financial Reporting Officer responsible for drawing up accounting and corporate documents has been informed of the tasks and powers for the exercise of the task also with reference to the provisions of the operational Guidelines for the Financial Reporting Officer, approved by the Board of Directors, most recently, on 8th November 2024 in order to also incorporate the tasks concerning sustainability reporting following the implementation of the CSRD in Italy as well as a general updating following the organizational changes that occurred in the meantime.

In particular, the Financial Reporting Officer is responsible for:

- a) the definition of the administrative and accounting procedures necessary for the preparation of corporate accounting documents and any other communication of a financial nature as well as their adequacy and effective application;
- b) the correspondence of the corporate accounting documents with the results in the accounting books and records and their suitability to provide a true and fair view of the asset, economic and financial position of Recordati and of the Group;
- c) the completeness of the contents and, in general, compliance with the rules applicable to financial statement documentation.

In addition, the Financial Reporting Officer is also required to certify, jointly with the delegated management bodies and in accordance with the appropriate scheme approved by Consob, that the sustainability reporting included in the management report has been prepared in accordance with the reporting standards applied pursuant to Directive 2013/34/EU and the Italian Legislative Decree adopted in implementation of article 13 of Italian Law no. 15/2024 and with the specifications adopted pursuant to article 8(4) of Regulation (EU) 2020/852¹⁸.

The Board of Directors or, in any case, the Chief Executive Officer, shall provide the Financial Reporting Officer with economic, technical and human resources and IT tools that allow him/her – with specific reference to Recordati and the entire Group – to set up a team dedicated to the preparation, updating and practical implementation of administrative and accounting procedures for the formation of corporate accounting records, as well as to the preparation of what is necessary to make the sustainability reporting attestation. In this regard, as necessary, the Financial Reporting Officer may make a reasoned request to the Chief Executive Officer, including, where deemed appropriate, a request for the extension of his/her team, through the use of resources from other functions, for specified periods of time.

The Financial Reporting Officer is granted extensive autonomy in organizing his/her team, with the use of internally available resources.

The Financing Reporting Officer has free access to any information, which is relevant or necessary, both with reference to the Company and with reference to the Group companies, he/her can liaise and exchange information with all the management and control bodies of the Company and of the group companies, including the Risk, Control and CSR Committee, the Board of Statutory Auditors and the Audit Firm.

The Financial Reporting Officer is invited to attend all Board of Directors meetings concerning the approval of any additional periodic financial information voluntarily published by Recordati, the half-yearly report, the annual financial statements and the consolidated financial statements, or other relevant data for the attestations that he/she required to issue, including that on the reporting on sustainability matters, as well as whenever deemed appropriate by the Chairman of the Board of Directors/Chief Executive Officer in view of the inclusion on the Board of Directors' agenda of matters that may affect the accounting disclosure of the Company or of the Group.

¹⁸ Unless the attestation is made by a manager other than the Financial Reporting Officer with specific competence in sustainability reporting and appointed in accordance with the modalities and in compliance with the professional requirements laid down by the Articles of Association.



9.7 CO-ORDINATION BETWEEN THOSE INVOLVED IN THE INTERNAL CONTROL AND RISK MANAGEMENT SYSTEM

The Company has specified the roles and responsibilities of those involved in the internal control and risk management system in detail in this document and also the procedures for co-ordination between the parties involved.

In this respect, the Company encourages meetings between the different roles involved in order to exchange information and to co-ordinate. As already reported, the entire Board of Statutory Auditors in particular is constantly invited to participate in the proceedings of the Risk, Control and CSR Committee and also the Director in charge of the internal control and risk management system, the Group Audit Director, the Group Chief Legal Officer (to whom the Legal, Corporate Affairs, Compliance and Risk Management report) the Vice President Corporate Law and Secretary of the Board of Directors, the Group Risk Director, the Group Compliance & Ethics Officer, the ODV (231 Compliance Body) pursuant to Italian Legislative Decree no. 231/01, the Group CFO and the Financial Reporting Officer as well as senior representatives of the external audit firm have participated in meetings on invitation of the Chair of the Committee and depending on the items on the agenda.

Interactions between the main stakeholders involved in the IC&RM System ensure the effectiveness and efficiency of the system by fostering collaboration and maximizing synergies. They consist of:

- periodic information flows for the purpose of communicating the status and results of the activities carried out;
- *ad hoc* meetings to manage specific situations or events, which may require timely monitoring and response.

Information flows shall ensure the transparency of processes and systems designed and developed by the management. Enterprise Risk Management requires an ongoing process of obtaining and sharing the necessary information from internal and external resources, flowing up, down and through the organization.

Information flows refer to information flows (i) from top to bottom (with the aim of maintaining an adequate risk appetite of the organization and setting standards) and (ii) from bottom to top (alerting management to apply relevant investigative controls and procedures to avoid or minimize operational, reputational and financial losses).

The main information flows are identified and regulated in the Internal Control and Risk Management System Guidelines and the Group Enterprise Risk Management Policy in force from time to time.

The Board of Statutory Auditors of the Company and the ODV (231 Compliance Body) pursuant to Italian Legislative Decree no. 231/01 have organized and held joint meetings during the year for the same purposes of co-ordination on matters of common interest.

Finally, the Board of Statutory Auditors meets periodically with the Financial Reporting Officer, the external auditors and the various corporate functions involved in the processes and procedures that must be subject to specific audit by the Board of Statutory Auditors, including those relating to the internal control and risk management system.

9.8 REGULATIONS FOR CONTROLLED FOREIGN COMPANIES LOCATED IN NON-EU COUNTRIES

In relation to the provisions of articles 15 and 18 of the Markets Regulations concerning the conditions for the listing of the parent companies of companies formed and regulated under the laws of countries that do not belong to the EU and which are of significant importance for the purposes of consolidated financial statements, as at 31st December 2025 the regulatory provisions of article 15 of the Markets Regulations have applied to the Turkish subsidiary Recordati İlaç Sanayi Ve Ticaret Anonim İrketi, to the American subsidiary

Recordati Rare Diseases Inc, to the Russian subsidiary Rusfic Llc, the Swiss subsidiary Recordati AG and the UK subsidiary Recordati UK limited.

With reference to those companies, the Company:

- publicly discloses its financial statements used for preparing consolidated financial statements;
- ensures that they regularly deliver information to the external auditor of the Parent Company needed to audit the annual and interim accounts of the Parent Company itself.

Finally, the Company possesses continuous knowledge of the composition of the corporate bodies of the controlled companies with information on the company officers and on the corporate by-laws of the companies.

10. DIRECTORS' INTERESTS AND RELATED-PARTIES TRANSACTIONS

As reiterated also in the Regulation of the Board of Directors, Directors who have an interest, even potential or indirect, with reference to the subject matter of a resolution of the Board of Directors shall promptly and fully inform the Board of Directors.

Without prejudice to the general rules on conflicts of interest and more specifically on related-party transactions, the Board - subject to the prior favorable opinion of the Risk, Control and CSR Committee – already in 2021, and lastly updated in 2025, approved an **ad hoc procedure aimed at regulating possible conflicts of interest of Directors in relation to M&A/Licensing-in transactions** (the '*Policy on Conflicts of Interest and Disclosure in relation to M&A/Licensing-in Transactions*'). Such transactions have been deemed worthy of specific regulation, taking into account that M&A activity has historically been an integral part of the Group's business and that the experience in the Pharma sector, which is preferred in order to enrich the Board's expertise, could give rise to conflict of interest issues.

Under this policy, directors receive certain preliminary information, prior to the details of a possible transaction being shared with them, so that they can promptly disclose to the Chief Executive Officer any interest that may constitute a conflict of interest or a potential conflict of interest. This duty remains in place even if such conflicts of interest arise after more detailed information on the M&A/licensing-in transaction has been received. The Chief Executive Officer shall determine, in consultation with the Executive VP Group Development, Licensing & Innovation Director, whether such a conflict exists and at the same time the Group Chief Legal Officer and the Vice President Corporate Law and Secretary of the Board of Directors will be informed. The director who has a conflict of interest will not receive any further information on the transaction and will not participate in the meetings of the Risk, Control and CSR Committee (called to analyze risks), if it is a member, or of the Board, in relation to the part of the meeting's discussion examining the transaction. The Company has also reserved the right to exercise its discretion in reviewing any situation that is not specifically defined as a conflict of interest under this policy, but which falls within its spirit, in accordance with the procedures set out in this policy. The Risk, Control and CSR Committee is responsible for overseeing this Policy. The Chief Executive Officer periodically reports – or promptly when circumstances render it appropriate – to the Risk, Control and CSR Committee and to the Board of Directors on the matters dealt with in the Policy.

With respect to related-party transactions, subject to the prior favorable opinion of the Risk, Control and CSR Committee identified as the Committee Responsible pursuant to article 4 paragraph 3, of Consob Regulation no. 17221 of 12th March 2010, in a meeting held on 24th November 2010, the Board adopted '*Regulations for related-party transactions*' in accordance with article 2391-*bis* of the Italian Civil Code and with the aforementioned Regulations.

The Procedure for Related-Party Transactions ('**RPT Procedure**') defines the guidelines and the criteria for the identification of related-party transactions and gives details of the roles, responsibilities and operating procedures designed to ensure adequate reporting transparency and the relative proper conduct in form and substance for those transactions. The Company has also issued internal rules in order to ensure that the Regulations are fully implemented.

The RPT Procedure, which has been in force since 1st January 2011, has been periodically reviewed and updated by the Board and, most recently, in July 2024. Its amendments, in the absence of regulatory intervention in the last three years, have mainly concerned finetuning activities or improvements in wording, or updates resulting from corporate organizational changes.

Furthermore, it should be noted that, on the basis of these Regulations:

- the Risk, Control and CSR Committee was identified as the committee responsible for issuing a reasoned opinion on both transactions of major importance and transactions of minor importance, except for related-party transactions concerning remuneration, for which the committee responsible would be the Remuneration and Nominations Committee (**‘Competent Committee’** or **‘RPT Committee’**);
- the reference is to the definition of related parties in force at the time of the start of negotiations on the transaction (as specified by Consob);
- at the date of this Report, Key Manager Personnel are those persons who have power over and responsibility, either directly or indirectly, for the planning, management and control of the activities of the Company, including the Directors (executive and non-executive) of the Company itself identified as two managers of the Company by the Board of Directors, and proposed by the Chief Executive of the Company, in addition to the two executive directors who sit on the Board of Directors (i.e. the CEO and the Group CFO);
- transactions of Major Importance are defined as those related-party transactions for which at least one of the relevance indicators contained in the aforementioned Attachment No. 3 of the Consob Related-Party Regulations and which are applicable according to the characteristics of each related-party transaction (i.e. value of the transaction in relation to shareholders’ equity or, if greater, to capitalization; total assets of the entity involved in the transaction compared to the total assets of the Company; total liabilities of the entity acquired compared to the total assets of the Company) exceeds 5%;
- Transactions of Minor Importance are defined as those related-party transactions which are not transactions of Major Importance and not transactions of negligible amounts i.e., transactions for an individual amount of less than € 150,000 if the related party is an individual, or not exceeding € 300,000 if the related party is a person other than an individual.

The procedure does not apply to:

- Transactions of Negligible Amounts unless the overall value of more than one Transaction of Negligible Amounts, to be performed as part of a single plan, exceeds the amounts indicated above, depending on the nature of the related party;
- Intercompany Transactions provided that no Significant Interests of other related parties of the Company exist in the subsidiaries of Recordati or in associate companies of Recordati which counterparties to the transaction are. It is considered that the existence of ‘Significant Interests’ of other related parties could be determined by:
 - the existence of a significant amount receivable by the Chief Executive Officer of the Parent from a subsidiary;
 - one or more directors or other key manager personnel shared between companies who benefit from share-based incentive schemes (or in any case variable remuneration) dependent on the results of subsidiaries or associate companies with which the transaction is performed;
 - an interest held in a subsidiary or associate company (even indirectly) by the party that controls the parent.
- shareholders’ resolutions pursuant to article 2389, first paragraph, of the Italian Civil Code, concerning the remuneration due to members of the Board of Directors and resolutions concerning the remuneration of Directors appointed to special positions which forms part of the total amount determined in advance by shareholders in accordance with article 2389, third paragraph, of the Italian Civil Code;
- shareholders’ resolutions pursuant to article 2402 of the Italian Civil Code, concerning the remuneration due to members of the Board of Statutory Auditors;
- remuneration schemes based on financial instruments approved by shareholders in accordance with article 114-*bis* of the TUF and the relative transactions to implement them;

- decisions (other than those referred to under the preceding point concerning the remuneration of Directors, Directors appointed to special positions and other key manager personnel, when (i) the Company has adopted a remuneration policy approved by the shareholders' meeting (the formulation of which involved a committee formed exclusively of non-executive directors, the majority of which are independent) and (ii) remuneration actually assigned is compliant with that policy and quantified on the basis of criteria that do not involve discretionary assessments. It is understood that, where resolutions on remuneration are subject to the procedure because they do not fall within the exemptions set out in this point, as well as in the three previous points, the first case described above may still apply for transactions for small amounts;
- transactions which fall within the ordinary performance of Operating Activities and the related financial activities concluded under conditions equivalent to market conditions or standards (*i.e.* conditions similar to those normally practiced with non-related parties for transactions of an analogous nature, magnitude and risk or based on regulated tariffs or on compulsory prices or those practiced for parties with which the Company is obliged by law to negotiate at a determined consideration). The 'ordinary performance' is identified by considering the contents, recurrence, function or purpose and timing of the transaction and also the nature of the counterparty, even if it is a related-party. Operating Activities are defined as the main revenue generating activities and all other normal activities of the Company that are not classifiable as investment or financial activities pursuant to International Financial Reporting standard seven adopted by EC Regulation No. 1126 of 2008, as subsequently amended from time to time. Should the exemption contained in this point apply, the Company is nevertheless required, without prejudice to Article 17 of Regulation (EU) No 596/2014 (the Market Abuse Regulation), to comply with the provisions of article 13, paragraph 3, letter c), points i) and ii) of the Consob Related-Party Regulation. More specifically, if the transactions mentioned in this item g) are of greater importance pursuant to the subsequent sub-section 03.03, the Company shall notify Consob and the Competent Committee, within seven days from the approval of the transaction, of the counterparty, the subject and the consideration for the transaction and the reasons why the transaction is considered ordinary and concluded under conditions equivalent to market or standard conditions, providing objective evidence of the same. The Competent Committee verifies without delay, and in any case within seven business days from the communication, the correct application of the aforementioned exemption;
- transactions approved by the Company and addressed to all shareholders on equal terms, including: full or partial demerger transactions in the strict sense with proportional share allocation criteria (ii) share capital increases with option rights reserved to shareholders and to any holders of financial instruments (therefore issuances which are performed without excluding their option rights) including to service convertible bonds, and capital increases on a gratuitous basis provided for by article 2442 of the Italian Civil Code; (iii) share capital reductions through reimbursement to shareholders provided for by article 2445 of the Italian Civil Code and (iv) purchases of treasury shares pursuant to article 132 of the TUF;
- transactions to be performed on the basis of instructions for the purpose of stability issued by the supervisory authority, without prejudice to disclosure obligations under Consob Regulations.

The full text of the RPT Procedure is available on the company's website <https://recordati.com/other-corporate-documents>.

As already mentioned in this Report, the RPT Committee is identified as the Risk, Control and CSR Committee, except for related party transactions concerning remuneration, for which this committee is identified as the Remuneration and Nominations Committee. It should be noted that both Committees are composed of Independent Directors only. Please refer to the table on the structure of Board committees in Section 6 of this Report for further information on their composition and note that there were no changes during the current financial year.

The meetings of the Risk, Control and CSR Committee and the Remuneration and Nominations Committee, acting as RPT Committee, are coordinated by the Chair of the relevant committee and minutes are regularly taken. In view of the fact that the RPT Committee does not constitute an autonomous committee, but that its functions and work are included into those of the two above-mentioned Board Committees, it is not

possible to provide independent data on the average duration of meetings as an RPT Committee during the Financial Year.

Reporting on the activities of the two committees, including those acting as RPT Committees, is provided to the first Board of Directors by the chair of the competent committee.

In the financial year 2025, the Remuneration and Nominations Committee was called upon to express itself as an RPT Committee on 5th and 17th September 2025, being it recalled that, when the Remuneration and Nominations Committee examines issues relating to the remuneration of the CEO and, as far as the Key Management Personnel are concerned, it also acts as a safeguard with respect to the Procedure applicable to related parties transactions.

11. BOARD OF STATUTORY AUDITORS

11.1 APPOINTMENT AND REPLACEMENT

The appointment of Statutory Auditors is governed by article 26 of the By-Laws, which is given below:

'Article 26) The Shareholders' Meeting shall appoint the Board of Statutory Auditors, comprising three statutory auditors and two alternate auditors, who may be re-elected, and shall determine their remuneration. Their powers, duties and term of office shall be as established by law. Auditors shall satisfy the requirements laid down in current laws and regulations. As regards requirements of professionalism, the matters and sectors of activity strictly connected with that of the company are the research, production and sale of chemical and pharmaceutical products. The minority shareholders shall elect one Statutory Auditor and one Alternate Auditor.

Unless otherwise provided for in laws or regulations, the Board of Statutory Auditors shall be appointed according to the procedures set out in the following paragraphs on the basis of slates submitted by Shareholders in which candidates are listed by means of a progressive number and in compliance with the existing legislation in force concerning gender balance.

The slate must specify whether each candidate is nominated for the position of Statutory Auditor or for the position of Alternate Auditor.

Only Shareholders individually or jointly possessing a total number of shares with voting rights representing at least 2.5% of capital stock or representing a lesser percentage as established or provided by binding legal or regulatory provisions which shall be specified in the notice of meeting, shall have the right to present slates. Each shareholder, including shareholders who have signed a shareholders' agreement identified in article 122 of Italian Legislative Decree no. 58/1998, controlling entities, subsidiaries, and jointly controlled entities, is prohibited from individually or jointly submitting more than one slate or voting for different slates, even through a third party or trust company. Each candidate may only run on one slate on penalty of disqualification. Endorsements of slates and votes cast in violation of this prohibition shall not be attributed to any slate.

The slates submitted shall be deposited at the Company's head offices at least twenty-five days before the date scheduled for the first convocation of the Shareholders' Meeting without prejudice to further disclosure required by regulatory or other provisions in force at the time. Without prejudice to any further procedural duty required by the legislation and also by the regulations currently in force, the following must be deposited together with each slate, within the time limit already mentioned:

- a) information on the identity of the shareholders who have submitted the slates, indicating the total percentage of capital stock held;*
- b) a declaration by shareholders other than those who hold, singly or jointly, a controlling interest or relative majority, attesting to the absence of any forms of association with such shareholders, as provided for by the regulations in force;*
- c) a thorough report of the personal characteristics of candidates and a declaration from the said candidates attesting that they possess the requirements established by law, together with their acceptance of the candidature.*

Slates containing a total number of candidates equal to or greater than three must be composed of candidates belonging to both genders, so that a percentage of candidates to the position of Statutory Auditor and candidates to the position of Alternate Auditor are equal to that required by the legislation in force at the time concerning gender balance for the composition of the Board of Statutory Auditors belongs to the less represented gender in a given slate.

Slates not satisfying the requirements specified above shall be considered as not having been submitted.

Statutory Auditors shall be elected as follows:

- 1. from the slate which obtained the highest number of votes at the Shareholders' Meeting, two Statutory Auditors and one Alternate Auditor shall be elected, based on the progressive order with which they are listed in the sections of the slate;*
- 2. from the second slate which obtained the highest number of votes at the Shareholders' Meeting and which, in accordance with regulations in force, has no connection, not even indirectly, with those who submitted and voted for the slate which obtained the highest number of votes, one Statutory Auditor, who shall chair the Board of Statutory Auditors, and one Alternate Auditor shall be elected, based on the progressive order with which they are listed in the slate.*

In the event of a tie between slates for the appointment of the Auditors indicated in point 2 of the foregoing paragraph, the slate submitted by shareholders owning the largest shareholding or, alternatively, the slate submitted by the largest number of shareholders shall prevail.

If by following the above procedures, the composition of the full members of the Board of Statutory Auditors in compliance with the legislation in force at the time concerning gender balance is not ensured, the necessary replacements shall be made from the candidates to the position of full Statutory Auditor on the slate that obtained the majority of votes on the basis of the order of the names on the slate.

Should a single slate or no slate be submitted, all candidates for that position named on the aforesaid slate or those voted by a Shareholders' Meeting (as long as they receive a relative majority of the votes cast in the Shareholders' Meeting) shall be elected as Statutory and Alternate Auditors and provided the existing legislation in force on gender balance is complied with.

Should they no longer satisfy the requirements laid down by law and in the by-laws, the auditor shall leave office.

Should it become necessary to replace a Statutory Auditor, the Alternate Auditor belonging to the same slate as the outgoing auditor shall take the latter's place or, failing this, should the minority auditor leave office, he shall be replaced by the next candidate on the slate from which the outgoing auditor was elected, or, alternatively, by the first candidate on the minority slate that obtained the second highest number of votes.

It is understood that the Board of Statutory Auditors shall continue to be chaired by the minority auditor and the composition of the Board of Statutory Auditors must comply with the existing legislation in force on gender balance.

The procedure outlined below shall be followed when the Shareholders' Meeting is required to appoint Statutory and/or Alternate Auditors to complete the board: if it is necessary to replace auditors elected on the basis of the majority slate, the replacements shall be appointed by relative majority vote without slate voting; if, however, it is necessary to replace auditors elected on the basis of the minority slate, the Shareholders' Meeting shall replace them by a relative majority vote by choosing them from the candidates on the slate from which the outgoing auditor was elected or on the slate that obtained the second highest number of votes.

Should the application of the above procedures not result in the replacement of the auditors designated by minority shareholders for whatever reason, the shareholders' meeting shall hold a relative majority vote, following the presentation of candidatures by shareholders that, individually or together with others, possess shareholdings with voting rights that represent at least the percentage indicated above in relation to the procedure for the presentation of slates. However, votes registered by shareholders who hold the relative majority of voting rights that may be exercised in the meeting as identified in disclosures made in accordance with applicable regulations, whether directly, indirectly, or jointly with other shareholders who have signed a shareholders' agreement as indicated in article 122 of Italian Legislative Decree no. 58/1998, shall not be considered in establishing the outcome of said vote.

The replacement procedures set forth in the above paragraphs must in any event ensure compliance with the legislation in force at the time concerning gender balance.

Members of the Board of Statutory Auditors may participate in meetings remotely by means of audio-visual connection, video conferencing or telephone link-up systems.

In the above case:

- *the following must always be established:*
 - a) *the identity of all members attending, at each point of connection, shall be confirmed;*
 - b) *each member attending shall be permitted to express a personal opinion verbally, to view, receive or send any documentation and to participate simultaneously in the discussion of the points at issue and pass resolutions;*
- *meetings of the Board of Statutory Auditors shall be considered to be held at the place where both the Chair and Secretary are located.*

The statutory audit of the Company's accounts shall be performed by the Audit Firm on the basis of applicable regulations'.

It is underlined, in particular, that the right to submit slates is held by shareholders who, individually or together with other shareholders submitting slates, hold voting shares representing at least 2.5% of the voting capital in the ordinary Shareholders' Meeting, or representing any lower percentage established by mandatory laws or regulations. It should be noted that In accordance with articles 144-*quater* and 144-*septies* of Consob Issuers' Regulations, according to the Consob resolution no. 123155 of 27th January 2026, the minimum percentage of the share capital required to present slates of candidates to the Board of Statutory Auditors of the Company is currently 1%.

The minority slates shall elect one Statutory Auditor and one Alternate Auditor. As regards the appointment mechanism adopted for choosing the candidates on the various slates submitted, we note that, again according to the above transcribed article 26 of the By-Laws, two Statutory auditors and one Alternate auditor are elected from the slate which obtained the highest number of votes in the Shareholders' Meeting, based on the progressive order by which they are listed in the sections of the slate; from the second slate which obtained the highest number of votes after the first slate and which has no connection, not even indirectly, with the shareholders who submitted or voted for the slate which obtained the highest number of votes, one Statutory Auditor, who will chair the Board of Statutory Auditors, and one Alternate Auditor are elected, based on the progressive order by which they are listed in the slate.

With regard to the **rules on gender balance in corporate bodies**, articles 147-*ter*, paragraph 1-*ter*, and 148, paragraph 1-*bis*, of the TUF, provide for a quota reserved for the least represented gender equal to 'at least two-fifths' (compared to previous one 'at least one-third') of the members and established that this allocation criterion applies for 'six consecutive terms of office'.¹⁹

In this respect, Consob, by means of Communication no. 1/20, has provided clarifications on the interpretation of the application, to corporate bodies composed of three members, of the rules on gender quotas, introduced by the aforementioned provisions of the TUF and which have already been applied since the renewal of the Board of Statutory Auditors at the 2020 shareholders' meetings: since in the case of boards composed of three members, the two-fifths reserve is inapplicable due to arithmetical impossibility, Consob has clarified that for corporate bodies composed of three members only the rule of rounding down rather than upwards applies, as currently provided for in article 144-*undecies*.1, paragraph 3, of the Consob Issuers' Regulations.

It should be noted that the Company By-Laws, as from 2012, provide that the Board of Directors shall be appointed in compliance with the existing legislation in force on gender balance (and in any case on the basis of slates of candidates presented by shareholders).

Again with respect to gender balance in the bodies of listed companies, the Company also acknowledged the recommendations concerning diversity, including as regards gender, in the composition of the corporate

¹⁹ As amended by Law No. 160 of 27th December 2019 (2020 Budget Law). Pursuant to the 2020 Budget Law, the allocation criterion of "at least two-fifths" applies "starting from the first renewal of the management and control bodies of listed companies on regulated markets following the date of entry into force of this law," which took place on 1st January 2020.

bodies introduced first in the Corporate Governance Code for Listed Companies approved in July 2018 by the Corporate Governance Committee and then confirmed by the CG Code, which indicates that at least one third of the board of directors and control body is made up of members of the least represented gender, despite not having put in place, even taking into account the above recommendations, specific policies on diversity in relation to the composition of the control bodies with regard to aspects such as age, gender composition, disabilities or educational and professional background.

Finally, we report that article 19, paragraph 3 of Italian Legislative Decree no. 39/2010, as amended by Italian Legislative Decree no. 135/2016, requires that members of the committee for internal control and the accounting audit – which for ‘public interest entities’ is the Board of Statutory Auditors – are competent as a whole and also in the sector in which the company operates. The business activities closely related to the Company’s activities consist of research, production and trade in chemical and pharmaceutical products.

11.2 COMPOSITION AND FUNCTIONING (pursuant to article 123-bis, paragraph 2, letter d) and d-bis) of the TUF)

The composition of the Board of Statutory Auditors in office on the closing date of the Financial Year is shown below. The Board was appointed by the Ordinary Shareholders’ Meeting of 21st April 2023 and its term of office will expire at the Shareholders’ Meeting called to approve the financial statements for the year ended on 31st December 2025.

At the Ordinary Shareholders’ Meeting of 21st April 2023, two slates for the position of statutory auditor were presented: one by the shareholder Rossini S.àr.l., holder of 108,368,721 ordinary shares equal to 51.82% of the Recordati S.p.A. share capital, and another, following the shareholding required in order to present a minority slate being cut in half, presented by other shareholders – SGR and institutional investors, - which collectively hold 1,080,879 shares equal to 0.51686% of share capital.

In detail:

The first slate, presented by Rossini S.àr.l., named the following individuals to be members of the Board of Statutory Auditors:

Statutory Auditors

Ms Livia Amidani Aliberti

Mr Ezio Simonelli

Mr Emiliano Nitti

Alternate Auditors

Ms Silvia Mina

Mr Luca Giuseppe Piovano

The second slate presented by the other shareholders – management companies and institutional investors – named the following individuals to be members of the Board of Statutory Auditors:

Statutory Auditors

Mr Antonio Santi

Alternate Auditors

Mr Andrea Balelli

The following individuals were elected:

Mr Antonio Santi

Statutory Auditor and Chair

Ms Livia Amidani Aliberti

Statutory Auditor

Mr Ezio Simonelli

Statutory Auditor

Ms Silvia Mina

Alternate Auditor

Mr Andrea Balelli

Alternate Auditor

The voting capital represented 85.153% of the Issuer's share capital with voting rights. In favour of list no. 1, 118,517,527 shares (56.673% of the share capital with voting rights). In favour of list no. 2, 59,064,313 shares (28.244% of the share capital with voting rights). Curricula vitae providing information on the personal and professional characteristics of each candidate were attached to the slates presented by Rossini S.à.r.l. and by management companies and institutional investors, accompanied by a list of the management and supervisory positions occupied in other companies and which are significant in accordance with the law and also by declarations made by each candidate that they accept their candidature and that there are no grounds for ineligibility or incompatibility and that they satisfy the requirements prescribed by law and in the By-Laws for the office of Statutory Auditor. The above documentation may be consulted on the website <https://recordati.com> (in the section Investor Relations, Shareholder Information, Shareholders' Meeting of 21st April 2023).

It is reported that, on 4th August 2025, the Statutory Auditor Livia Amidani Aliberti resigned²⁰ for personal reasons and, effective from the same date, pursuant to the law and the Bylaws, Ms. Silvia Mina, the current female-gender Alternate Statutory Auditor drawn from the same slate mentioned above, took over the position of Standing Statutory Auditor as of today and until the next Shareholders Meeting.

Moreover, it should be underlined that the personal and professional features of each auditor range from economic and financial, to legal and corporate governance subjects and are detailed in Appendix Annex 1 of this Report.

Table of the composition and structure of the Board of Statutory Auditors

BOARD OF STATUTORY AUDITORS CURRENTLY IN OFFICE AS AT 31ST DECEMBER 2025

Office	Members (surname and name)	Year of birth	Date of first appointment	In office since	In office until	Slate (M/m)	Indep under the Code	Indep under the TUF	Attendanc e at the Statutory Auditors' meetings	Numbe r of other offices
						*			**	***
Chair	SANTI Antonio	1977	11.4.2017	21.4.2023	Approval of the 2025 financial statements	m	X	X	16/16	10
Statutory Auditor	MINA Silvia	1988	21.4.2023	04.8.2025(1)	Approval of the 2025 financial statements	M	X	X	5/5	4
Statutory Auditor	SIMONELLI Ezio	1958	29.4.2020	21.4.2023	Approval of the 2025 financial statements	M	X	X	14/16	23
Alternate Auditor	BALELLI Andrea	1975	11.4.2017	21.4.2023	Approval of the 2025 financial statements	m	X	X	N/A	17
STATUTORY AUDITORS CEASED DURING THE FINANCIAL YEAR										
Statutory Auditor	AMIDANI ALIBERTI Livia	1961	17.4.2014	21.4.2023	04.08.2025	M	X	X	9/11	-

²⁰ Please refer to specific press release issued by the Company on 4th August 2025.

The date of first appointment of each auditor refers to the date on which the auditor was appointed for the first time (ever) to the issuer's board of auditors.

** M/m is indicated in this column depending on whether the member was elected from the slate voted by the majority (M) or by a minority (m).

*** This column shows the attendance of Statutory Auditors at meetings of the Board of Statutory Auditors (no. of attendances / no. of meetings held during the actual period of office of the person concerned during the financial year in question).

**** This column shows the number of positions as director or auditor held by the person concerned pursuant to article 148-bis of the TUF and the relevant implementing provisions contained in the Consob Issuers' Regulations as at 31st December 2025.

The full list of the offices is published by Consob on its website pursuant to article 144-quinquiesdecies of the Consob Issuers' Regulations. In addition, please refer to Annex 1 of this document for the curricula of the Statutory Auditors.

(1) Ms. Silvia Mina was appointed as Alternate Auditor for the first time by the Shareholders' Meeting on 21st April 2023. On 4th August 2025, she assumed the role of Standing Auditor following the resignation of Standing Auditor Livia Amidani Aliberti.

INDICATE THE QUORUM REQUIRED FOR THE SUBMISSION OF SLATES BY MINORITY SHAREHOLDERS IN ACCORDANCE WITH THE LAST APPOINTMENT: 0.5% (following the reduction of the 1% threshold in accordance with article 144-sexies, paragraph 5, of the Issuers' Regulations)

NO. OF MEETINGS HELD DURING 2025: 16

During the Financial Year the Board of Statutory Auditors met 16 times, with meetings lasting approximately 1,1 hours on average.

As regards the current financial year and until the Shareholders' Meeting convened for 29th April 2026 (given that the term of office of the current supervisory body is due to expire), 8 meetings are scheduled and the Board of Statutory Auditors has already met 6 times in 2026. The percentage attendance of Statutory Auditors in these meetings during the 2025 Financial Year is shown in the table above.

Criteria and diversity policies

Information on the diversity criteria and policies applied in relation to the composition of the control bodies with regard to aspects such as age, gender composition, disabilities or educational and professional background required by article 123-bis, paragraph 2, letter d-bis, of the TUF, is illustrated in the section of the Report dedicated to the Board of Directors (Section 4.3).

The composition of the Board of Statutory Auditors complies with the criteria indicated in the applicable provisions on gender balance and therefore at least one third of the statutory and alternate auditors is made up of auditors of the least represented gender.

Independence

In application of article 144-novies of the Issuers' Regulations and the CG Code, the satisfaction of the independence requirements pursuant to Article 148 of the TUF and the provisions of the CG Code by members of the Board of Statutory Auditors is assessed by the latter, which submits the results to the board of directors which discloses them, after the appointment, by means of a press release, and subsequently on an annual basis, in the corporate governance report.

The fulfilment of these requirements was assessed and confirmed by the Board of Statutory Auditors in office, immediately after the appointment by the Shareholders' Meeting held on 21st April 2023, also with reference to Ms. Livia Amidani Aliberti, who, as a result of her confirmation as statutory auditor of the Company, has exceeded the period of nine financial years in office, taking into account what she expressly declared in this regard in the annex to the declaration made at the time of submission of the slates for the appointment by the Shareholders' Meeting. The declaration is available, together with the other declarations, on the website www.recordati.it (in the section Investors, Shareholder Information, Shareholders' Meeting of 21st April 2023). The annual review of the independence of its members took place most recently on 13th February 2025.



As for Ms Silvia Mina, fulfilment of the aforementioned requirements was assessed and confirmed by the Board of Statutory Auditors in its meeting of the 5th August 2025²¹.

During 2026, the aforementioned assessment was renewed, with a positive outcome, on 6th February 2026.

Remuneration

The remuneration of statutory auditors is determined by the Shareholders' Meeting at the time of their appointment.

The remuneration of the Board of Statutory Auditors in charge was set by the Shareholders' Meeting of 21st April 2023 – upon recommendation of the Board of Directors included in the Directors' Report on the renewal of the Board of Statutory Auditors - providing for an annual fee of € 70,000 for the Chair of the Board of Statutory Auditors and of € 50,000 for each Statutory Auditor, gross of withholding tax.

Details of the fees earned in 2025 are nevertheless given in detail in the Remuneration Report.

Management of interests

During 2025, no relevant situations within the meaning of Recommendation 37 of the GC Code were brought to the attention of the Chair of the Board of Directors.

11.3 ROLE

The Board of Statutory Auditors monitored the independence of the auditing firm EY S.p.A., verifying both compliance with the relevant regulatory provisions and the nature and extent of non-audit services provided to certain subsidiaries by the same auditing firm and entities belonging to its network. As concerns services other than auditing provided by the audit firm to the Company and its subsidiaries, reference should be made to the specific exhibit concerning 'disclosure of audit and non-audit fees' contained in the consolidated financial statements for the year ended on 31st December 2025 and in the draft separate financial statements of Recordati S.p.A. for the year ended on 31st December 2025.

The Board of Statutory Auditors, in the performance of its activities, liaised with the Group Audit Director and with the Risk, Control and CSR Committee through the constant presence in Committee meetings, in which the Group Audit Director usually participates. It also worked with the ODV (231 Compliance Body) appointed in accordance with Italian Legislative Decree no. 231/2001. The Board reported to the Director in charge of the internal control and risk management system as well as with the Financial Reporting Officer. Finally, it participated in the works of the Remuneration and Nominations Committee and of the Risk, Control and CSR Committee.

It should also be noted that the Board of Statutory Auditors, by participating in the meetings of the Board of Directors, receives periodic updates on operations and on developments within the regulatory and legislative framework, and was involved, during 2025 in the induction activities already reported on in section 4.5.

As part of its oversight of procedures for the concrete implementation of corporate governance rules, the Board of Statutory Auditors:

- participated in the in-depth analyses, also together with the Independent Directors on governance and risk control issues;
- verified that the criteria and procedures of evaluation adopted by the Board to evaluate the independence of its members were implemented correctly.

The Board of Statutory Auditors is also called upon to carry out the duties assigned by the legislation in force to the **Committee for internal control and accounting audit** (CICAA), set up by Italian Legislative Decree no. 39/2010 (the 'Consolidated Statutory Audit Act'), which implements Directive no. 2006/43/EC concerning the statutory audit of annual accounts which entered into force on 7th April 2010, as subsequently amended.

²¹ Please refer to specific press release issued by the Company on 18th September 2025.

More specifically, the CICA is required to monitor the efficacy of systems for the internal control of a company's quality and risk management and, if applicable, internal audit, as far as the financial reporting of the entity subject to audit is concerned, without violating its independence.

Furthermore, from the specific viewpoint of the statutory audit, on the basis of the current article 19 of Italian Legislative Decree no. 39/2010, the duties of the CICA are as follows:

- to monitor the statutory audit of the annual separate company and consolidated financial reports;
- to report to the management body and the results of the statutory audit and to submit to it the additional report required by article 11 of Regulation no. 537/2014, accompanied by any remarks that there may be;
- to verify and monitor the independence of the statutory auditors or the firm of statutory auditors, especially with regard to the adequacy of non-auditing services provided;
- these activities also include responsibility for the procedure for the selection of the auditing firm as well as the indication of the firm to be appointed in the recommendation (in accordance with the provisions of article 16 of Regulation no. 537/2014).

The Board of Statutory Auditors meets systematically with the Directors of the main corporate functions, who provide the information requested by the Board.

For the activities carried out by the Board of Statutory Auditors in the context of Sustainability Reporting, please refer to paragraph 9.b of the Report.

For further details on the supervisory activities carried out by the Board of Statutory Auditors during 2025 and the related results, please refer to the Report of the Board of Statutory Auditors to the Shareholders' Meeting, available, in accordance with the law, on the website www.recordati.it (in the Investors section, Information for Shareholders, Shareholders' Meeting 29th April 2026).

12. RELATIONS WITH SHAREHOLDERS AND OTHER RELEVANT STAKEHOLDERS

As part of its governance system, Recordati places particular importance to stakeholder engagement as a tool for building lasting relationships with key stakeholders and assessing the direct and indirect impacts of the Group's activities. To this end, the Group promotes stakeholder engagement activities aimed at actively involving all interested parties and enhancing their role.

A relationship based on ongoing dialogue and active engagement is indeed essential for long-term value creation, whether it involves **shareholders, investors or other relevant stakeholders**, whose macro-categories are pictured in the chart²².

Aware that dialogue with all stakeholders represents an important opportunity for mutual growth and enrichment, Recordati's stakeholders' map, as well as the main stakeholders' engagement activities carried out, the methods, the purposes, how expectations are managed and the ways in which dialogue with additional stakeholders relevant to Recordati is promoted are **described in the Sustainability Reporting**, to which reference is made.



²² Please note that the map of stakeholders presents the macro-categories of stakeholders. Within each of these there may be further sub-categories. For example: the "Employees" category also includes Trade Unions and Workers' Representatives, and the category "Healthcare structures and operators" also includes doctors, hospitals and pharmacies. The category "Government agencies, regulators, PA" also includes industry associations, non-governmental organizations and the national health service. "Customers"



As to **relationships with shareholders and investors**, the Company has moreover created a specific section on its website called 'Investors', which is easily identifiable and accessible, and which contains important information about the Company for its shareholders so that they can exercise their rights in an informed manner. The Company has also created a special section of its website dedicated to 'Governance' containing full documentation, including this Report and an archive of past reports as well as a specific section on 'Sustainability'.

With regard to the publishing and storage of regulatory information pursuant to article 113-ter of the TUF we report that the Company - for the transmission of regulated information - makes use of the centralized publishing and storage system called "1 Info", which can be consulted at www.1info.it, which is managed by Computershare S.p.A. based in Milan (Via L. Mascheroni 19) and has been authorized by Consob with Resolution no. 18994 of 30th July 2014 and Resolution no. 18852 of 9th April 2014.

As part of the Company's organizational structure, Ms. Eugenia Litz, the VP Investor Relations, was identified as the person in charge of the management of the relations with the shareholders. In addition, the tasks of the Group Corporate Law Department also include looking after relations with shareholders in general.

The Investor Relations department of the Company is also responsible for relations with financial analysts who cover the Company and with institutional investors. This function organizes periodic conference calls regarding periodic financial information, and the documentation presented for these calls is also made available to the public on the Company's website and by way of the centralized storage system for regulatory information named '1Info' (see www.1info.it). In some important occasions, such as with respect to new Three-Year Plans or significant business development operations, the Company also organizes face-to-face meetings with the financial community. In any event, connecting remotely to such meetings is also possible.

Recordati promotes dialogue with its shareholders and institutional investors as an essential element for positively influencing the conduct of the Company and increasing the level of transparency. In this context, the Company has established an ongoing and continuous relationship with proxy advisors and major institutional investors in order to encourage their involvement in the process of defining and verifying the actual methods of implementing its governance and policy on the remuneration of directors and key management personnel.

This activity is carried out through the development of an engagement plan performed on a half-yearly or at least annual basis – although interactions with investors may occur over the full year span - which involves corporate functions such as Human Resources, Investor Relations and Secretary of the Board of Directors, supported by the Chair of the Remuneration and Nominations Committee, attesting such Committee's commitment on matters within its competence. In this respect, also supported by the external advisor Georgeson, the Company regularly and proactively fosters and holds engagement sessions with the main proxy advisors and the institutional investors, usually in view of the forthcoming Shareholders' meeting, in order to seize such opportunity to socialize topics for approval by the Shareholders' Meetings, such as with respect to remuneration and governance matters, and collect any input to this end as well as and discuss matters considered relevant.

The results, indications and feedback emerged during such engagement activities, once reported, are examined and assessed by the Remuneration and Nominations Committee. Finally, the Committee reports to the Board of Directors on the relevant developments and significant contents emerging from such engagement activities, through the Chair or another member designated by the latter and a summary is provided in the Remuneration Report. In addition, the CFO provides the Board with reporting on major interactions with investors and analysts as far as it is deemed relevant.

Finally, in compliance with the CG Code, during 2022 the Board, upon the proposal of the Chairman, formulated in agreement with the Chief Executive Officer, adopted a **policy for managing dialogue with all**

includes wholesalers, distributors and all other types of customers. In addition to suppliers, the category "Suppliers and strategic partners" also includes CROs, licensees and licensors, for example.

of the investors, also taking into account the engagement policies adopted by institutional investors and asset managers.

The Policy for managing the investors dialogue can be found on the Company's website in the Investors Section.

In summary, the adopted Policy substantially formalizes the process already followed in the past and currently by the Company in engaging with investors and potential investors, both in terms of the key players (CEO and CFO), as well as in terms of the dialogue issues. In addition, as required by the CG Code, the Chairman is expected to ensure that the Board is informed, at the first available meeting, on the development and significant contents of the dialogue held with all shareholders. In this regard, in 2025, the Chairman ensured that this disclosure was made to the Board on a timely and regular basis.

The Company has also recently adopted a specific formal **policy for dialogue with patients** (their communities and caregivers). This policy is based on the principle that patients and integrity are non-negotiable values and governs the principles, roles, and processes for structured dialogue with patients and patient associations, ensuring compliance with the highest ethical, legal, and regulatory standards. Recordati interacts with patients - including family members and caregivers - and with patient associations to better understand unmet needs and improve quality of life.

Finally, following the recommendation contained in the letter from the Chairman of the Corporate Governance Committee dated 18th December 2025, the Company is considering the preparation of an additional formal **policy dedicated to interaction with other relevant stakeholders**, such as employees, suppliers, and regulatory authorities.

13. SHAREHOLDERS' MEETINGS (pursuant to Article 123-bis, paragraph 1, letter l) and paragraph 2, letter c), of the TUF)

In accordance with article 9 of the By-Laws in force, Shareholders' Meetings are convened in the manner and within the legal time limits on the Company's website and, where necessary due to mandatory provisions or decided by the directors, in the Official Gazette and in at least one of the following national newspaper.

The law in force establishes that Shareholders' Meetings are convened by a notice published on the Company's website by the thirtieth day prior to the date of the Shareholders' Meeting and also using other procedures and within the time limit set by the Consob with regulations issued in accordance with article 113-ter, paragraph 3 of the TUF, inclusive of the publication of extracts in daily newspapers.

The By-Laws, article 9, states that 'notice to convene may also contain the date of meetings convened subsequent to the first. The Board of Directors may decide, if it considers it appropriate, to convene Ordinary and Extraordinary Shareholders' Meetings to be held following one single notice of meeting. In the case of a single call the legal majorities for that purpose apply.' Furthermore, that same article 9 of the By-Laws also states that: 'Ordinary Shareholders' Meetings are called to approve the financial statements within one hundred and twenty days of the end of the company's financial year. Where permitted by the law, a Shareholders' Meeting may be convened within one hundred eighty days from the end of the financial year. Directors shall indicate the reasons for the delay in the report required by article 2428 of the Italian Civil Code. Other than on the initiative of the Board of Directors, a Shareholders' Meeting may be called pursuant to the law by the Board of Statutory Auditors or by only two of its members, or upon the request of shareholders representing at least 5% of the share capital.

In accordance with article 12 of the By-Laws in force, resolutions of ordinary and extraordinary meetings, on the first and successive calls, as well as for single calls, are valid if made in the presence of the required number of persons and the majorities required by law. Therefore, an ordinary Shareholders' Meeting is validly constituted in first call with the attendance of shareholders accounting for at least half of the share capital with voting rights at the meeting itself and resolutions are passed by majority of those participating, including abstentions.

An ordinary shareholders' meeting is validly constituted in second call no matter what proportion of the share capital is represented and resolutions are passed by majority of those participating, including abstentions.

An extraordinary shareholders' meeting is validly constituted in first call with the attendance of shareholders accounting for at least half of the share capital and resolutions are passed with the vote in favor of shareholders representing at least two-thirds of the share capital represented in the Shareholders' Meeting.

An extraordinary shareholders' meeting is validly constituted in second call with the attendance of shareholders accounting for at least a third of the share capital and resolutions are passed with the vote in favor of shareholders accounting for at least two-thirds of the share capital represented in the Shareholders' Meeting.

In the case of a single call: an Ordinary Shareholders' Meeting passes resolutions with an absolute majority, whatever the percentage of the capital stock represented and an Extraordinary Shareholders' Meeting is validly constituted when at least one-fifth of the capital stock is represented and it passes resolutions with the vote in favor of at least two-thirds of the share capital represented in the Shareholders' Meeting.

In relation to the right to participate in Shareholders' Meetings and voting rights, on the basis of article 83-sexies of the TUF, legitimate authorization to participate in Shareholders' Meetings and to exercise voting rights is certified by a communication to the issuer, performed by the intermediary, in compliance with its accounting entries, certifying the party entitled to vote on the basis of information relating to the end of the accounting day of the seventh trading day prior to the date set for the Shareholders' Meeting in first call or a single call. Nevertheless, the legitimate right to participate and vote remains, should the communications be received by the Company later than the aforementioned time limit, provided they are received before the commencement of the proceedings of each single session of the shareholders' meetings.

In accordance with article 10 of the By-Laws, those holding the right to vote may be represented by a written proxy, pursuant to the limitations and manners set out by applicable regulations. The Company may be notified of the proxy for participation in the Shareholders' Meeting by sending the document to the email address indicated in the Notice of Meeting.

Furthermore, article 135-undecies of the TUF, inserted by Italian Legislative Decree no. 27/2010 introduced the role of the *'Appointed representative of a listed company'* *'unless the By-Laws stipulate otherwise, listed companies designate a representative for each Shareholders' Meeting to which shareholders may grant, by the end of the second day of market trading prior to the date set for the Shareholders' Meeting, even in a call after the first one, an authorization with voting instructions on all or some of the motions on the agenda. The proxy is valid solely for proposals in relation to which voting instructions have been given.'* At present Recordati's Company By-Laws contain no provisions in this respect, and this new provision is therefore considered applicable to future Shareholders' Meetings of the Company, until different provisions are introduced to the Company By-Laws.

The Board believes that, for the time being, there are no conditions that require the adoption of particular initiatives regarding attendance of Meetings and the exercise of voting rights by shareholders such as, for example, postal voting.

In accordance with article 127-ter of the TUF, shareholders may submit questions on the items on the agenda even before the Shareholders' Meeting. Answers are given to questions received prior to the Shareholders' Meeting, subject to verification of the relevance and the legitimacy of the asker, at the latest during the meeting itself and the Company has the right to give a single answer to questions having the same content.

In this respect article 127-ter of the TUF, expressly allows the Company to set a time limit within which questions formulated prior to a Shareholders' Meeting must be received if they are to be considered. The time limit is at the discretion of the Company, but cannot be earlier than five trading days prior to the date of the Shareholders' Meeting (in first or single call) or the date indicated in article 83-sexies, paragraph 2, of the TUF if the notice of call provides for the Company to provide, before the Shareholders' Meeting, an answer to the queries received. In such latter case, answers shall be provided at least two days before the

Shareholders Meeting, also by publication in a special section of the company's website, and the ownership of voting rights may be certified even after the queries have been sent, provided that this is done by the third day following the date indicated in article 83-sexies, paragraph 2, of the TUF. Cases where a reply is not obligatory are then specified: when the information required is already available in the format 'answer and reply' in the relevant section of the website and also when the reply has already been published on the website.

The Company adopts a Shareholders' Regulation, the text of which is available on the Company's website at <https://recordati.com/>, in the Investors – Shareholder Information section; this is to ensure that Shareholders' Meetings can be held in an orderly and functional manner and to ensure that each Shareholder can speak on the items on the agenda.

During the 2025 financial year, the **Shareholders met once**, in ordinary call, on 29th April 2025.

Firstly, it should be noted that, at the meeting mentioned above, as indicated in the respective notice of call, the Company decided to avail itself of the option provided for by article 106 of Italian Law Decree no. 18 of 17th March 2020 - converted with amendments into Italian Law no. 27 of 24th April 2020 as subsequently amended and supplemented - providing that the intervention at the Shareholders' Meeting of those entitled to vote was allowed exclusively through the Delegated Representative of the Company pursuant to article 135-*undecies* of the TUF to whom a proxy had to be conferred; the Delegated Representative could also be conferred proxies or sub-proxies pursuant to article 135-*novies* of the TUF, as an exception to article 135-*undecies*, paragraph 4, of the TUF.

At the Shareholders' Meeting held on **29th April 2025**, in a single call, in ordinary session, **with the attendance of 84,591% of the share capital**, it was resolved (i) to approve the financial statements for the year ended on 31st December 2024 and the allocation of the 2024 profit for the financial year, (ii) the appointment of the Board of Directors; (iii) the binding vote on the first section of the Report on remuneration policy and remuneration paid, and (iv) the authorization to purchase and dispose of treasury shares. The Shareholders' Meeting also cast its non-binding vote on the second section of the Report on remuneration policy and remuneration paid for 2024.

In addition to the Chair Mr. Andrea Recordati (present at the Company's registered office), the Shareholders' meeting was attended by the following directors: Mr. Robert Koremans (CEO, present at the Company's registered office), Ms. Elisa Corghi (via audio/video conference), Mr. Luigi La Corte (via audio/video conference), Ms. Joanna Le Couilliard (via audio/video conference), Mr. Piergiorgio Peluso (via audio/video conference) and Ms. Kim Stratton (via audio/video conference). Also present via audio-video conference for the Board of Statutory Auditors were Mr. Antonio Santi, Chair and Ms. Livia Amidani Aliberti, Statutory Auditor.

In consideration of the fact that, due to the way in which the shareholders' meeting was conducted, it was not possible to hold a debate at the meeting, the Company provided for the answers to any questions raised, pursuant to article 127-*ter* of the TUF, by certain shareholders to be published one day in advance, compared to the deadline of two days prior to the date of the shareholders' meeting indicated in the regulations, in order to allow a more informed choice in the voting instructions to the Appointed Representative.

The documentation relating to the items on the agenda, together with the voting results, has been filed in accordance with the law and applicable regulations and can be consulted on the website https://recordati.com (section – Investors/Shareholders Information - 2025).

The Remuneration and Nominations Committee and the Risk, Control and CSR Committee decided that they did not need to report to the Shareholders' Meeting on how they exercised their functions, taking into account that this information is contained, with respect to the former, in the Report on Remuneration Policy and Remuneration Paid and, for both, where applicable, also in this Report, which were made available to shareholders prior to the Shareholders' Meeting.

Lastly, it should be noted that during 2025, no changes or events occurred that would have led the Board to deem it necessary to draw up reasoned proposals to be submitted to the Shareholders' Meeting concerning (i) the choice and characteristics of the corporate model (ii) the structure of the administrative and equity

rights of the shares; and (iii) the percentages established for the exercise of the prerogatives established to protect minorities. With regard to the size, composition and appointment of the Board and the term of office of its members, with a view to the renewal of the Board expired at the Shareholders' Meeting called to approve the financial statements ended on 31st December 2024, the Board expressed itself in the Guidelines to shareholders on the qualitative and quantitative composition considered optimal: see paragraph 7.1 of the Report for more details. The corporate governance system is functional to the needs of the Company.

14. ADDITIONAL CORPORATE GOVERNANCE PRACTICES (pursuant to article 123-bis, paragraph 2, letter a) of the TUF)

The Issuer does not apply any additional corporate governance practices, other than those described in the preceding sections of this Report.

15. CHANGES OCCURRING SINCE THE END OF THE FINANCIAL YEAR OF REFERENCE

There were no further changes in the Company's corporate governance structure.

16. OBSERVATIONS ON THE LETTER OF THE CHAIR OF THE CORPORATE GOVERNANCE COMMITTEE OF 18th DECEMBER 2025

The recommendations to promote good corporate governance laid down, as per the usual practice, in the letter of the Chair of the Corporate Governance Committee dated 18th December 2025 were brought to the attention, first, of the Chair of the Board of Directors, the Chief Executive Officer, the Director in charge of the Internal Control and Risk Management System, the Board of Statutory Auditors and the members of the Risk, Control and CSR Committee on 23rd February 2026, as well as the members of the Remuneration and Nominations Committee of 26th February 2026.

The aforementioned letter was therefore made available to all of the directors prior to the Board of Directors' meeting of 29th January 2026, together with the considerations carried out by the Company after the preliminary assessment within the Risk, Control and CSR Committee and the Remuneration and Nominations Committee, as appropriate. The Board acknowledged the recommendations contained therein and the considerations made, from which a picture emerged of the Company's substantial compliance with the recommendation of the Chairman of the Corporate Governance Committee with respect to remuneration matters, while work will continue on the preparation of a further policy relating to dialogue with other relevant stakeholders, based on what is already in place at Recordati, such as employees, suppliers, and regulatory authorities.

Milan, 19th March 2026

For the Board of Directors
Chief Executive Officer
Mr Robert Koremans



ANNEX 1 PROFESSIONAL OVERVIEW OF THE DIRECTORS AND STATUTORY AUDITORS

At the date of approval of this Report (19th March 2026)

MEMBERS OF THE BOARD OF DIRECTORS

Andrea Recordati

Andrea Recordati gained a Bachelor of Arts in medieval and modern history from the University of London Royal Holloway and Bedford New College. Between September 1995 and March 1998, he participated in the SmithKline Beecham Management Access Program, in the United Kingdom, starting off as Assistant Product Manager in Consumer Healthcare and then, for one year, occupying the role of medical representative in Essex before becoming Project Manager responsible for the development and implementation of an innovative SmithKline Beecham marketing initiative. He joined Recordati in 1998 as Project Leader for a project aimed at improving Sales Force productivity and better use of marketing investments. In April 1998, he joined the Board of Directors of the Company. In 1999, he was given responsibility for Pharmaceutical Business Development.

In March 2002, the Lercanidipine Business Unit was set up and he was appointed head of that unit. Since November 2002, he has been responsible for setting up the subsidiary Recordati Ireland and its industrial plant and, subsequently, for setting up the UK subsidiary. In September 2006, he was appointed Sole Director of the German subsidiary Recordati Pharma GmbH. In August 2007, the Northern and Central Europe Subsidiaries Division was set up and he was appointed head of that division. That division was enlarged in 2010 to include all western European companies. In February 2011 he was appointed General Manager of the International Pharmaceuticals Division. In July 2013 he was appointed Chief Operating Officer, being responsible for all the commercial and production activities of the Group and sitting on several boards of directors within the Group. From 16th August 2016 to 5th February 2019, he was appointed as Vice Chairman and from 16th August 2016 to 1st December 2021 he was appointed as CEO of Recordati S.p.A., while currently he holds the office of Chairman of the Board of Directors.

Robert Koremans

Robert Koremans qualified as a medical doctor from RSM Erasmus University in the Netherlands and has over 30 years' experience in managerial and executive roles, gained mainly in the pharmaceutical industry at various international companies, including Serono, Grünenthal, Sanofi-Aventis and Teva.

He has worked globally and lived in the Czech Republic, Germany, Switzerland and the Netherlands. In 2018, he was appointed as Chief Executive Officer in Nutreco, a global leader in animal nutrition. Previously, he had been President and CEO of Global Specialty Medicines and a member of the Executive Committee at Teva Pharmaceutical Industries Ltd. From 1st December 2021, he is Chief Executive Officer of Recordati S.p.A.

Luigi La Corte

Luigi La Corte has a degree cum laude in Economia and Business (with major in Economics) from LUISS University in Rome and a professional qualification as Fellow of the Chartered Institute of Management Accountants; he has a wide experience in international finance roles, a large part of which spent in the pharmaceutical industry.

In 1993 he started his professional career at Procter & Gamble, where he covered different financial positions with growing responsibilities: Financial Analyst for Benelux, Regional Capital Markets Manager and finally Group Manager Financial Planning and Analyst for the Nordics. In 1998 he moved to PepsiCo as International Corporate Finance Manager, to support European and Middle East business. After some years as Consultant at Bain & Company Italy, in 2004 he moved to Alliance Unichem's pharmaceutical wholesaler and distribution business in Italy as Finance & Administration Director.

In 2005 he joined AstraZeneca as Chief Financial Officer of the Italian subsidiary, becoming then Regional Finance Director for the Asia-Pacific region and finally being appointed VP Finance for Global Commercial Organization, subsequently taking on financial responsibilities for the Global Product & Portfolio Strategy Unit.

In 2014 he joined GlaxoSmithKline as SVP Finance for the global Pharma R&D organization, taking later on also the responsibility of Head of Global Business Development. Finally, in 2017, he joined pladis Group, a leading snack and confectionary company, as Chief Financial Officer.

In November 2019 he joined Recordati as Group Chief Financial Officer, with responsibility for Finance, Investor Relations and Information Systems until December 2025. From April 2022 he is Director of Recordati S.p.A.

Joanna Le Couilliard

Ms. Le Couilliard has 25 years' healthcare management experience gained in Europe, the US and Asia. Much of her career has been in pharmaceuticals at GlaxoSmithKline PLC, UK, where, amongst other roles, Ms. LeCouilliard headed the US vaccines business and Asia Pacific Pharmaceuticals business and led a program to modernize the commercial model. She was previously Chief Operating Officer at the BMI Group of private hospitals in the UK.

Joanna Le Couilliard holds, in addition to her role as independent director of Recordati S.p.A., the following other offices as: (i) member of the Board of Directors of Washington Topco Ltd, UK (significantly-sized company) which is the holding company of GlobalData Healthcare, UK (since September 2024) and (ii) director of PolyPeptide AG (listed on SIX Swiss Exchange) since April 2025.

Previously, Ms. Le Couilliard was a member of the board of directors of Indivior PLC (2021-2025), Niox Group PLC, UK (2018–2024), Alliance Pharma PLC, UK (2019–2024), Cello Health PLC, UK (2018-2020), Duke-NUS Medical School, Singapore (2013-2016), Frimley Park NHS Foundation Trust, UK (2009-2012).

Ms. Le Couilliard graduated in Natural Sciences from Cambridge University and is a Chartered Accountant.

Giampiero Mazza

Giampiero Mazza graduated summa cum laude from Rice University (Houston, Texas, USA) with a degree in Economics in 1991 and he completed a Master in Business Administration at the Harvard Business School (Boston, Massachusetts, USA) in 1996.

He started his career as business strategy Advisor in Bain & Company (Dallas, Texas, USA). He joined James D. Wolfensohn Inc (New York, NY, USA), a firm specialized in M&A transactions. From 2005 to 2010 he was Partner in BC Partners (London, UK), a private equity firm.

In 2010 he joined CVC Capital Partners, a private equity fund, where he is currently Managing Partner and member of the Investment Committee of CVC of the Milan office CVC Advisers (Italia) S.r.l., responsible for the Italian business.

Giampiero Mazza also holds the following positions: (i) member of the board of directors of CVC Advisers (Italia) S.r.l., Recordati S.p.A. (listed on the Borsa Italiana Stock Exchange), Multiversity S.p.A., Pegaso Management S.r.l., Università Telematica Pegaso S.p.A., Università Telematica Pegaso S.r.l., Bip S.p.A., Bach HoldCo S.p.A., Bach MidCo S.p.A., Gruppo La Piadineria S.p.A. and (ii) Sole Director of Akoa Place S.r.l..

Diva Moriani

Diva Moriani graduated in Economics at the University of Florence.

After graduation, she immediately began her career in the investment field. Within Intek S.p.A., in less than thirteen years, she carried out a large number of acquisitions, restructuring, break-up and divestment operations. She founded and served as chair of Ergycapital S.p.A., the first listed investment company in the renewable energy sector.

In 2007 she became managing director of the private equity fund I2Capital partners.

In 2015, she became first managing director, then executive vice president and Chief Transformation Officer of KME SE, a leading European group in the copper semi-finished products sector. Within the same, she played a decisive role in the financial restructuring, strategic repositioning, refocusing of the core business

and more recent market consolidation, including through the creation of strategic joint ventures in China and in the USA.

For years she has developed a strong interest in sustainability issues, which led her to become directly involved in the creation of Dynamo Camp, a philanthropic organization dedicated to children with serious or chronic illnesses.

From 2014 to 2020, she was an independent director of ENI S.p.A., where she served as chair of the nomination committee, member of the remuneration committee and member of the control and risk committee.

From 2016 to 2025, she was an independent director of Assicurazioni Generali S.p.A., where she served as chair of the remuneration committee, member of the nomination committee and member of the related parties transactions committee.

Ms. Moriani currently holds the following offices, in addition to her role as director of Recordati S.p.A.:

(i) executive chairman of the board of directors of KME Group S.p.A. ([listed on Borsa Italiana stock exchange](#))

(ii) non independent director, member of the remuneration and nominations committee, and member of the related parties transactions committee, of Moncler S.p.A. ([listed at Borsa Italiana stock exchange](#));

(iii) independent director, lead independent director and chair of remuneration committee, of DiaSorin S.p.A. ([listed on Borsa Italiana stock exchange](#));

(iv) independent director of Juventus Football Club S.p.A. ([listed on Borsa Italiana stock exchange](#)).

Ms. Moriani is also chair of Credit Access India B.V. (sponsor company of a microcredit platform for women and SMEs operating in India, Philippines and Indonesia) and Fondazione Dynamo Arte, and serves as director in the board of Dynamo Academy and Fondazione Dynamo Camp.

Piergiorgio Peluso

Diploma in humanities, degree in 'Economics and Social Sciences (D.E.S.)' from Università Commerciale L. Bocconi, with a specialization in Finance, obtained in 1992, and an experience in Arthur Andersen, he joined Mediobanca S.p.A. in the Participations and Special Affairs Service, dealing with mergers, acquisitions and financial restructuring.

In 1998 he worked at Credit Suisse First Boston in London on mergers, acquisitions and capital market transactions in the financial institutions (banking and insurance) and utilities area.

In 2002 he joined Medio Credito Centrale S.p.A. (Capitalia Group), as Central Director of the Advisory Area, and subsequently assumed direct responsibility for the Corporate Division of the Capitalia Group with the title of Central Director and member of the Executive Committee of the banking group. During the years of his management, he was actively involved in the Capitalia Group's recovery plan. In 2007, following the merger between Capitalia S.p.A. and UniCredit Group S.p.A., he was confirmed as Head of Investment Banking in Italy and, subsequently, Managing Director of the corporate bank of the UniCredit Group (UniCredit Corporate Banking S.p.A.) and Head for Italy of the Corporate & Investment Banking Division of the banking group.

From 2011 to September 2012, he was General Manager of Fondiaria-SAI S.p.A., working on the relaunch plan of the insurance group and the subsequent integration with the Unipol group. From September 2012 to June 2019, he was Telecom Italia's CFO, with responsibilities of various kinds in the areas of: planning and control, transformation office, purchasing, real estate and logistics, finance and investments, accounting and financial, tax, mergers and acquisitions and risk management; participation in road shows and meetings with investors; regular attendance in Telecom Italia's Board of Directors and the Internal Control Committee.

From 1st March 2023 through 30th September 2025 he was Chief Financial Officer of Autostrade per l'Italia S.p.A.. During his career, he has also held the position of Director in several companies, including Banco di Sicilia S.p.A., Edison S.p.A., Gemina S.p.A., Aeroporti di Roma S.p.A., Milano Assicurazioni S.p.A., Fondazione Telecom Italia, Telecom Italia Media S.p.A. and Telecom Argentina S.A. (Argentina).

He is a member of the Board of Directors of KnowCE Srl, a start-up that deals with the monitoring of infrastructures and diagnostics for risk assessment, and of Recordati S.p.A. ([listed on the Borsa Italiana Stock Exchange](#)), and Chairman of the Board of TIMFin S.p.A.

Since 7 November 2025 he is Chief Financial Officer of TIM S.p.A.



Cathrin Petty

Cathrin Petty holds a Master of Arts in Natural Sciences from New Hall, Cambridge University and a post-graduate Diploma in Management Studies from the Judge Institute, Cambridge. She started her career at Schroders and Schroder Ventures. She has been partner at APAX Partners, and prior to moving to CVC Capital Partners, she was Head of Healthcare EMEA with JP Morgan Chase & Co.

Currently, she serves as Managing Partner and Co Head of North America for CVC Capital and Global Head of Healthcare at CVC Capital Partners, where she joined in July 2016.

Cathrin is currently member of the board of directors in the following companies: Rayner, Sebia (significantly-sized company), CVC Capital Partners SICAV-FIS S.A. (significantly-sized company), FutureLife a.s., Therakos Healthcare Limited, Recordati S.p.A. (listed on the Borsa Italiana Stock Exchange) and MedRisk.

Stephen Sands

Stephen Sands earned a Bachelor of Arts in Biology from Oberlin College, a Bachelor of Science and Master of Science in Chemical Engineering from Washington University in St. Louis, and an MBA with a concentration in Finance from New York University.

Stephen Sands is currently a managing director of SKIA Capital. He previously served as Vice Chairman of Investment Banking since March 2014 and Chairman of the Healthcare Group at Lazard Group LLC since May 2016 and has held other positions including the Global Head of the Healthcare Group at Lazard since 1994. He retired from Lazard in 2023 and served as a Senior Advisor until January 2026.

From July 1986, Stephen Sands worked at McKinsey & Company, leaving as a Partner in the healthcare practice in October 1994.

While on leave from McKinsey from December 1987 to August 1990, he co-founded two life sciences companies: Enzytech (acquired by Alkermes) and Opta Food Ingredients (spun-out of Enzytech and acquired by Stake Technology now SunOpta).

In addition to his role as director of Recordati S.p.A., he is a director of Bicycle Therapeutics plc. (company listed on Nasdaq) since February 2024.

He has previously served as director on the boards of several life sciences companies, including Cytier Therapeutics, Inc., Cytosite BioPharma, Inc., Cognition Therapeutics, Inc., National Imaging Associates, Inc. (acquired by Magellan Health), and Isogen LLC (acquired by Monsanto).

In addition, Stephen Sands is a member of the Washington University (St. Louis) McKelvey School of Engineering & Applied Science National Counsel and of the board of trustees of the New York Hall of Science.

Kim Stratton

Kim Stratton has 30+ years experience in Biopharmaceuticals as CEO, C-Suite and Non-Executive Director and has held a variety of senior commercial leadership roles at both Global and country level, combined with experience in Global External & Public Affairs, HSE and Compliance & Diversity across developed and emerging markets.

Kim Stratton is recognized for her strong track record leading international business transformations and integrations in the rare diseases, specialty and primary care businesses.

Kim is currently (i) Non-Executive Director and member of Nomination and Remuneration Committee and Integration Committee for Novonosis A/S (listed on Copenhagen Stock Exchange), a leading Biotech in industrial enzymes, proteins and microorganisms and ii) member of the Board of Directors of Recordati S.p.A. (listed on the Borsa Italiana Stock Exchange).



MEMBERS OF THE BOARD OF STATUTORY AUDITORS

STANDING AUDITORS

Antonio Santi

Graduated in Business Administration - University of Rome 'La Sapienza', with a PhD in Business Administration at University of Rome 'Roma 3'.

Registered with the Register of Italian Corporate and Tax Affairs Experts (Albo dei Dottori Commercialisti) and with the Register of Certified Auditors (Registro dei Revisori Contabili).

He carries out advisory activities with regards to the appraisal of companies and branches - of both the public and private sector -, economic and financial feasibility studies and restructuring plans. During his professional experience he has developed consistent expertise in accounting control and supervision activities carried out by company control subjects.

He is member of the Board of Directors and the Board of Statutory Auditors of companies and listed companies on the Milan Stock Exchange operating in different sectors.

Silvia Mina

Graduated in Business Administration at the University of Turin with specialization in Chartered Accountant.

Registered as Chartered Accountants and Statutory Auditors in Milan.

Her practice focuses on Corporate and Tax Law, specializing in domestic (opinion reports, financial statements and tax returns) and international tax matters.

She mainly deals with ordinary and extraordinary tax and corporate consultancy for national companies and international groups. She has gained significant experience in direct and indirect taxation, also with reference to extraordinary operations, and with reference to international tax matters.

She advises Italian and foreign multi-national and medium-size companies, also dealing with the startup phase and the management of local subsidiaries and/or branches of foreign groups, and having developed a wide experience on clients in the Consumer Products Industry, Medical, Energy market and innovative Start Up.

She is member of several Italian companies' Statutory Board of Auditors and Supervisory Board of financial intermediaries and of various companies, listed below:

- Member of the Statutory Board and Supervisory Board of Arepo Fiduciaria S.r.l.;
- Member of the Statutory Board and Supervisory Board of Forvis Mazars Italia S.p.A.;
- Member of the Statutory Board of Cloud Care Bidco S.r.l.;
- Member of the Statutory Board of Next Value SGR S.p.A. in liquidazione;
- Auditor of Coolshop S.r.l.;
- Auditor of Arch Chemicals S.r.l.
- Auditor of Arxada Milano S.r.l.
- Auditor of BeKind Foundation ETS

Ezio Simonelli

Ezio Simonelli graduated in Economics at University of Perugia (Italy) on 1980 (Grade: 110/110 cum laude).

In 1982 he has been registered Italian qualified Chartered Accountant and Tax Adviser (District of Milan) and on 1995 Italian qualified Chartered Statutory Auditor. On 1997: Journalist and Publicist.

On 2013 he has been Appointed Honorary Consul of Canada in Milan by the Government of Canada, admitted by a decision issued on 06.03.2013 by the Ministry of Foreign Affairs until May 2023.

Ezio Simonelli is currently a Managing Partner of Studio Legale Tributario Simonelli Associati, with offices in Milan and more than 20 professionals.

Previous Work Experience: Member of the Board of Directors of Banca Nazionale dell'Agricoltura and Interbanca; Member of the Supervisory Board of Banca Popolare di Milano SCARL; Chairman of Statutory Auditors of UBS Italia, ING Group Italia, Dexia Crediop, Alba Leasing, Mediolanum, Cremonini, Meridiana,



Arexpo and Lega Nazionale Professionisti Serie A e Serie B; Member of the Statutory Auditors of Cerved, Banca Akros, Abaxbank, Montetitoli, E-Mid, Mediaset and Arnoldo Mondadori Editore. Chairman of the National Professional League Serie A since December 2024.

As Author or Co-author of the following books:

- 'L'impresa e il nuovo testo unico delle imposte dirette' (IPSOA Editore 1988);
- 'L'attuazione della IV direttiva CEE' (Giuffr  Editore 1992);
- 'Oneri deducibili' (Giuffr  Editore 1993);
- 'Il revisore contabile' (Editore Il Sole 24 Ore 1996);
- 'Tassazione dell'utile e politiche fiscali sui dividendi' (Maggioli Editore 1997);
- 'Finanza straordinaria d'impresa' (Editore Il Sole 24 Ore 1999);
- 'Economia e gestione della banca' (Editore Mc Grow-Hill 2010).

Holding positions as Chairman or member of Supervisory Boards pursuant to Legislative Decree 231/01 in the following companies:

- Aprilia Racing S.r.l. (Member of the Supervisory Board);
- Principia S.p.A. (Chairman of the Supervisory Board);
- Diasorin S.p.A. (Chairman of the Supervisory Board);
- Fondazione Milano Cortina 2026 (Member of the Supervisory Board).

List of Administration and Control offices held by Mr Simonelli in other companies:

Chairman of Statutory Auditors:

- Chairman of Statutory Auditors of Aprilia Racing S.r.l.;
- Chairman of Statutory Auditors of Branchini Associati S.p.A.;
- Chairman of Statutory Auditors of Intraco S.p.A.;
- Chairman of Statutory Auditors of RTI S.p.A.;
- Chairman of Statutory Auditors of MFE Advertising S.p.A.;
- Chairman of Statutory Auditors of Sisal Gaming S.r.l.;
- Chairman of Statutory Auditors of Sisal S.p.A.;
- Chairman of Statutory Auditors of Sisal Italia S.p.A.;
- Chairman of Statutory Auditors of TSG Italy S.r.l.;
- Chairman of Statutory Auditors of Snaitech S.p.A.;
- Chairman of Statutory Auditors of Engie Italia S.p.A.;
- Chairman of Statutory Auditors of Vortice S.p.A.

Member of the Board of Statutory Auditors:

- Member of Statutory Auditors of Azzurra Investment II S.p.A.;
- Member of Statutory Auditors of Fininvest S.p.A.;
- Member of Statutory Auditors of Recordati S.p.A. (societ  quotata alla Borsa Italiana);
- Member of Statutory Auditors of Klepierre Management Italia S.r.l.;
- Member of Statutory Auditors of ISCI S.r.l.

Member of the Board of Directors:

- Member of Board of Directors of Amco S.p.A.;
- Member of Board of Directors of Ecoprogram S.p.A.;
- Member of Board of Directors of Plusadvance S.r.l.

Sole Director:

- Sole Director of Argento Vivo Srl;

- Sole Director of Gosen S.r.l.;
- Sole Director of Gosen Immobiliare S.r.l.;
- Sole Director of UBK S.p.A.

Member of Auditors' committee of Fondazione Altagamma and Federlegno Arredo.

ALTERNATE AUDITORS

Andrea Balelli

Graduated cum laude in Economics at La Sapienza University of Rome in 2000. Business Advisor, Certified Public Accountant and Auditor.

He started his professional experience at PricewaterHouseCoopers. He subsequently worked at the Government Printing Office and Mint and Capitalia Service Jv in Rome.

He then moved to Milan working for Archon Group (Goldman Sachs Group) as Vice President of the Corporate Accounting Team. He is now top management advisor for both public and private companies on strategic, organizational and financial aspects such as M&A advisory (including mergers, acquisitions, spinoffs, liquidations, fairness opinions); corporate valuations; strategic plans; business and debt restructuring; performance measurement and control systems; organizational models pursuant to legislative decree 231 of 2001.

He is member of the Board of Directors and the Board of Statutory Auditors for companies operating in various sectors.

He holds management and supervisory positions in the following companies:

- Sole Director of Fedaia Spv S.r.l.;
- Sole Director of Gardenia Spv S.r.l.;
- Sole Director of Italian Credit Recycle S.r.l.;
- Sole Director of Restart Spv S.r.l.;
- Sole Director of Rienza Spv S.r.l.;
- Sole Director of Loira Reoco S.r.l.;
- Director of Malfante 2009 S.r.l.;
- Chairman of the Board of Statutory Auditors of Salvatore Ferragamo S.p.A. (Company listed on the Borsa Italiana Stock Exchange);
- Chairman of the Board of Statutory Auditors of Banca Ifis S.p.A. (Company listed on the Borsa Italiana Stock Exchange);
- Chairman of the Board of Statutory Auditors of Ifis NPL Investing S.p.A.;
- Chairman of the Board of Statutory Auditors of illimity Bank S.p.A.;
- Chairman of the Board of Statutory Auditors of Wellcomm Engineering S.p.A.;
- Chairman of the Board of Statutory Auditors of Sirti Digital S.p.A.;
- Statutory Auditor of Pillarstone Italy S.p.A.;
- Statutory Auditor of Pillarstone Management HoldCo S.r.l.;
- Statutory Auditor of PS Reti S.p.A.;
- Statutory Auditor of Sirti S.p.A.