



Neodecortech S.p.A.

REPORT ON THE REMUNERATION POLICY AND ON COMPENSATION PAID

(prepared pursuant to Article 123-*ter* of Legislative Decree no. 58 of 24 February 1998, and Article 84-*quater* of the Regulation approved by CONSOB Resolution no. 11971 of 14 May 1999, and in accordance with Annex 7-*bis* to said Regulation)

Report approved by the Board of Directors of Neodecortech S.p.A. at its meeting on 26 March 2026, made publicly available at the Company's registered office (via Provinciale 2, Filago (BG)) and on the website www.neodecortech.it, - *Assemblee azionisti* section, and on the authorized storage mechanism "*1info*" on the website www.1info.it.

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LETTER FROM THE CHAIR OF THE REMUNERATION AND APPOINTMENTS COMMITTEE:

Shareholders,

As Chair of the Remuneration and Appointments Committee (the "**Committee**"), I am delighted to present, also on behalf of the Board of Directors, the Report on the Remuneration Policy of Neodecortech S.p.A. ("**Neodecortech**" or the "**Company**") and its group for 2026, and on Compensation Paid in 2025.

The Committee, consisting of myself, board member Vittoria Giustiniani, and Cinzia Morelli, has developed and presented to the Board of Directors a remuneration policy of the Company and the Group for 2026, which aims to enhance the alignment of the interests of Top Management with the key goal of pursuing sustainable success, for the benefit of Shareholders and the various categories of stakeholders relevant to the Company. It also reflects the need to attract, retain and motivate people with the expertise and professionalism required for their roles, in line with the recommendations of the Corporate Governance Code promoted by the Corporate Governance Committee (the "**CG Committee**"), established by Borsa Italiana S.p.A., to which the Company adheres.

In defining the 2026 remuneration policy, as set out in the first section of this document, the Committee considered the guidelines issued by the outgoing Board of Directors and the best practices adopted by listed issuers comparable in size to Neodecortech. Additionally, specifically regarding the remuneration of Key Management Personnel, the Committee considered the results of the analysis it commissioned to establish a robust remuneration benchmark for the short-term variable incentive system (STI).

In light of the findings from this activity, and to strengthen the guiding principles of pay-for-performance and remuneration equity, the Committee considered it appropriate to also grant Key Management Personnel who are not Executive Directors an additional amount of variable remuneration in the event of overperformance, i.e., when results exceed the target set annually by the Board based on the annual budget.

On behalf of the entire Remuneration and Appointments Committee, I would like to extend my heartfelt thanks to the shareholders and stakeholders for their invaluable contributions towards consistently improving the remuneration policy of Neodecortech and its Group.

Filago, 26 March 2026

Monica Girardi

Chair of the Remuneration and Appointments Committee

DEFINITIONS

Executive Directors	the directors of the Company who are delegated with operational or managerial powers, or to whom the Board of Directors assigns specific responsibilities. At the date of this Report, the Executive Directors of the Company are (i) Luigi Cologni, Chief Executive Officer, and (ii) Massimo Giorgilli, Managing Director.
Shareholders' Meeting	the Shareholders' Meeting of Neodecortech.
Shareholders' Meeting 2024	the Shareholders' Meeting held on 19 April 2024.
Shareholders' Meeting 2025	the Shareholders' Meeting held on 29 April 2025.
BEG	Bio Energia Guarcino S.r.l., indirectly controlled by Neodecortech, with registered office in Guarcino (FR), via Madonna di Loreto 2, tax code, VAT number 02454520608 and registration number with the Frosinone Company Register 153355.
Borsa Italiana	Borsa Italiana S.p.A., with registered office in Piazza degli Affari 6, Milan.
2026 budget	the budget of the Company and the Group for 2026 as most recently approved by the Board of Directors.
CDG	Cartiere di Guarcino S.p.A., directly controlled by Neodecortech, with registered office in Guarcino (FR), via Madonna di Loreto 2, tax code 01956120131 and registration number with the Frosinone Company Register 142922, VAT no. 02657520405.
Corporate Governance Code	the Corporate Governance Code for Listed Companies, adopted by the Corporate Governance Committee in January 2020 and promoted by Borsa Italiana, ABI, Ania, Assogestioni, Assonime and Confindustria available on the website www.borsaitaliana.it <i>Borsa Italiana – Regolamento – Corporate Governance</i> section, to which the Company adheres.
Board of Statutory Auditors	the Board of Statutory Auditors of Neodecortech.
Control, Risk and Sustainability Committee	the committee responsible for fact-finding, policy-making, and advisory functions related to the internal control and risk management system, as well as for driving Neodecortech's pursuit of sustainable success.

Related Party Committee	the committee established under the RPT Procedure.
Remuneration and Appointments Committee or Committee	the committee with fact-finding, policy-making and advisory functions on remuneration and appointments of Neodecortech.
Board of Directors	the Board of Directors of Neodecortech.
Key Management Personnel or KMP	individuals who have the power and the responsibility, directly or indirectly, for planning, directing, and controlling the activities of the Company, excluding the directors (executive and non-executive) and the Statutory Auditors of the Company.
Consolidated EBITDA	the Group's EBITDA, as defined and indicated in the 2024-2026 Consolidated Plan, neutralized of "non-recurring" items, as per CONSOB Resolution no. 15519 of 27.6.06.
Neodecortech EBITDA	Neodecortech's EBITDA, as defined and indicated in the 2024-2026 Consolidated Plan, neutralized of "non-recurring" items, as per CONSOB Resolution no. 15519 of 27.6.06.
CDG EBITDA	CDG's EBITDA, as defined and indicated in the 2024-2026 Consolidated Plan, neutralized of "non-recurring" items, as per CONSOB Resolution no. 15519 of 27.6.06.
BEG EBITDA	BEG's EBITDA, as defined and indicated in the 2024-2026 Consolidated Plan, neutralized of "non-recurring" items, as per CONSOB Resolution no. 15519 of 27.6.06.
Euronext Milan	the regulated market Euronext Milan, organized and managed by Borsa Italiana.
Group	collectively, Neodecortech, BEG, CDG, NDT energy and Lamitex.
Net Financial Debt	the total amount of financial debt, which is considered onerous, owed to banks and other lenders, net of cash immediately available to the Company.
Lamitex	Lamitex S.r.l., a company directly controlled by Neodecortech, with registered office in Spilimbergo, via Zona Industriale Nord 54, tax code 022021470300 and registration no. with the Pordenone Company Register 89751, VAT no. 022021470300.
NDT energy	NDT energy S.r.l., indirectly controlled by Neodecortech, with registered office in Filago (BG), via Provinciale 2, tax code, VAT number and registration number with the Bergamo Company

	Register 04634200168.
Neodecortech or Company	Neodecortech S.p.A., a company incorporated under Italian law with shares listed on Euronext Milan - STAR Segment, with registered office in Filago (BG), Via Provinciale 2, tax code 00725270151 and VAT no. 02833670165 and registration number with the Bergamo Company Register 193331.
Consolidated Equity	the difference between the assets and liabilities of a Business Group.
2024-2026 Consolidated Plan	the Group's business plan prepared for 2024-2026 approved by the Board of Directors.
2024-2026 ESG Action Plan	the Action Plan for 2024-2026 in the Environmental, Social and Governance sphere approved by the Board of Directors on 22 February 2024.
2024-2026 Incentive Plan	the incentive plan prepared for 2024-2026, concerning, <i>inter alia</i> , the criteria for the payment of the short- and medium- to long-term monetary incentive, based on the achievement of specific performance objectives, in favour of Executive Directors and Key Management Personnel and in accordance with the Remuneration Policy.
Remuneration Policy	Section I of the Report, which sets forth in a clear and comprehensible manner: (a) the policy of the Company and the Group for 2026 regarding the remuneration of the members of the Board of Directors, Key Management Personnel, and, without prejudice to the provisions of Article 2402 of the Italian Civil Code, the members of the Board of Statutory Auditors; as well as (b) the bodies involved and the procedures used for its preparation, approval, and possible revision, as well as its duration.
2025 Remuneration Policy	the remuneration policy of the Company and the Group for 2025, approved by a binding vote at the Shareholders' Meeting on 29 April 2025 and applied during 2025.
RPT Procedure	the procedure on related party transactions adopted by the Company in accordance with the provisions of the CONSOB RPT Regulation.
CONSOB RPT Regulation	the " <i>Regulation containing provisions on related party transactions</i> " adopted by CONSOB in Resolution no. 17221 of 12 March 2010, as subsequently amended and supplemented.
Stock Exchange Regulation	the Regulation of the markets organized and managed by

	Borsa Italiana.
Issuer Regulation	the implementing regulation of the TUF, concerning the regulation of issuers, approved by CONSOB Resolution no. 11971 of 14 May 1999, as subsequently amended and supplemented.
Report	this report on the remuneration policy of the Company and the Group for 2026 and on compensation paid in 2025.
Independent Auditors	the Independent Auditors of Neodecortech, namely BDO Italia S.p.A.
Bylaws	the Bylaws of Neodecortech, as most recently amended on 27 April 2023, available on the Company website.
Total Shareholder Return	the indicator representing the overall return on investment for a shareholder, determined on the basis of the increase in the share price over a specific time horizon and any dividends paid over the same period
TUF	Legislative Decree no. 58 of 24 February 1998, as subsequently amended and supplemented.

INTRODUCTION

This Report was approved on 26 March 2026 by the Board of Directors of Neodecortech, upon the proposal of the Remuneration and Appointments Committee, and is prepared in accordance with current regulations and, specifically, in compliance with the provisions of Article 123-ter of the TUF and Article 84-*quater* of the Issuer Regulation. The Remuneration Policy was prepared in accordance with the recommendations of the Corporate Governance Code, to which the Company adheres, and was adopted by the Company in compliance with the provisions of the CONSOB RPT Regulation and the RPT Procedure.

This Report is divided into two sections:

- (i) Section I sets forth in a clear and comprehensible manner (a) the policy adopted by the Company regarding the remuneration for 2026 of the members of the Board of Directors and Key Management Personnel, and without prejudice to the provisions of Article 2402 of the Italian Civil Code, the members of the Board of Statutory Auditors, as well as (b) the bodies involved and the procedures used for the preparation, approval and possible revision of the Remuneration Policy, as well as its duration;
- (ii) Section II sets forth in a clear and comprehensible manner the compensation paid in the year ending 31 December 2025, for any reason and in any form, by the Company and Group companies, by name for the members of the Board of Directors and the Board of Statutory Auditors and in aggregate form to Key Management Personnel, providing a presentation of each of the items that make up the remuneration. Section II, in accordance with Article 84-*quater*, paragraph 4, of the Issuer Regulation, also presents, in specific tables, data on the investments held - in Neodecortech and in Group companies - by members of the Board of Directors, members of the Board of Statutory Auditors and Key Management Personnel, as well as by spouses who are not legally separated and minor children, either directly or through subsidiaries, trust companies or intermediaries, resulting from the shareholders' register, communications received and other information acquired from them by the members of the Board of Directors, members of the Board of Statutory Auditors and Key Management Personnel.

Under Article 123-*ter*, paragraph 4, letter b-*bis*) of the TUF, the Report shows how the Company took account of the vote cast in the prior year on the above Section II.

Inspired by pay-for-performance principles and remuneration equity, the Remuneration Policy provides for the systematic extension of the overperformance system to Key Management Personnel, with a view to rewarding performance exceeding expected results. Specifically, for certain TSI objectives, achieving performance levels above the target value triggers recognition of an additional amount beyond that payable upon mere achievement of the target. This increase is determined under a "sliding scale" system, whereby the bonus amount increases progressively as performance exceeds the target, based on pre-set ranges that award different bonus amounts for each level of achievement.

To note, for the purpose of this Report:

- (i) the Board in office at the date of approval of this Report consists of 7 members: Gianluca Valentini (Chairman), Luigi Cogni (Chief Executive Officer), Massimo Giorgilli (Managing

Director), Monica Girardi (Independent Director), Francesco Megali (Independent Director), Cinzia Morelli (Independent Director), and Vittoria Giustiniani (Non-Executive Director). The Board of Directors will remain in office until the approval of the financial statements for the year ended 31 December 2027;

- (ii) the Board of Statutory Auditors in office at the date of approval of this Report is composed of Edda Delon (Chair), Stefano Santucci (standing auditor), Federica Menichetti (standing auditor), Riccardo Losi (alternate auditor) and Pier Paolo Gori (alternate auditor). The Board of Statutory Auditors will remain in office until the Shareholders' Meeting called to approve the financial statements for the year ending 31 December 2025.

The Remuneration Policy, as set forth in Section I of this Report, will be submitted to a vote at the Shareholders' Meeting convened, pursuant to Article 2364 of the Italian Civil Code, for the approval of the 2025 financial statements, on 28 April 2026, at 10 a.m., in single call, at the Company's headquarters in Filago (BG), Via Provinciale 2, 24040. Pursuant to Article 123-ter, paragraphs 3-*bis* and 3-*ter*, of the TUF, the Shareholders' Meeting is in fact required to express a favourable or unfavourable opinion on Section I of the Report by means of a binding resolution, while pursuant to Article 123-*ter*, paragraph 6, of the TUF it is required to express a favourable or unfavourable opinion on Section II of the Report by means of a non-binding resolution. To this end, in accordance with Article 84-quater of the Issuer Regulation, the Report was made publicly available at the Company's registered office (Via Provinciale 2, Filago (BG)) as well as on the website (www.neodecortech.it), *Investors – Assemblee azionisti* section, and on the authorized storage mechanism "1info" at www.1info.it, by the 21st (twenty-first) day prior to the date of the Shareholders' Meeting.

EXECUTIVE SUMMARY OF PAY PACKAGE TO EXECUTIVE DIRECTORS

The following is a table summarizing the structure of the total pay package granted in 2026 to Executive Directors under this Remuneration Policy.

SUMMARY OF THE REMUNERATION OF EXECUTIVE DIRECTORS FOR 2026							
Office	Fixed		Short-term variable		Medium- to long-term variable ⁽¹⁾		
	Percentage amounts ⁽²⁾						Total
Chief Executive Officer (Luigi Cologni)	355,000	58%	130,000	21%	130,000	21%	100%
Managing Director (Massimo Giorgilli)	280,000	60%	95,000	20%	95,000	20%	100%

¹ (*) The figures for the medium- to long-term variable component were calculated, for the purpose of preparing the summary table, by taking account of the amount payable in a single financial year to Executive Directors in the event of the achievement of performance objectives (qualitative and quantitative) at the target level. The achievement of performance objectives (qualitative and quantitative) for each Executive Director will be reviewed by the Board of Directors at the end of 2026, upon the proposal of the Remuneration and Appointments Committee.

² The percentage amounts were determined on the basis of the assumption that Executive Directors would achieve their performance objectives (both qualitative and quantitative) at the target level, and do not take into account the additional variable amount that could be awarded to the Executive Directors if the performance objectives at the target level for 2026 were exceeded beyond a certain threshold. The achievement of performance objectives (qualitative and quantitative) for each Executive Director will be reviewed by the Board of Directors at the end of 2026, upon the proposal of the Remuneration and Appointments Committee.

SECTION I

1. INTRODUCTION

The Remuneration Policy outlines the principles and guidelines that Neodecortech follows when establishing the pay practices for members of the Board of Directors, Key Management Personnel, and members of the Board of Statutory Auditors. It plays a key role in supporting the corporate strategy, advancing long-term interests, and ensuring the sustainability of both the Company and the Group; additionally, it takes into consideration the compensation and working conditions of Neodecortech's employees, as well as the need of attracting, retaining, and motivating individuals with the necessary skills and professional qualities for their respective roles within the Company and/or the Group.

2. BODIES INVOLVED IN THE PREPARATION, APPROVAL, IMPLEMENTATION AND POSSIBLE REVISION OF THE REMUNERATION POLICY

The main subjects and bodies involved in the preparation, approval, and possible revision of Neodecortech's Remuneration Policy are the Shareholders' Meeting, the Board of Directors, the Remuneration and Appointments Committee, the Board of Statutory Auditors, and the Independent Auditors. They are also responsible for the proper implementation of the Remuneration Policy and see that it is properly executed. The following provides a brief overview of the responsibilities that are assigned to these bodies under applicable regulations with regard to remuneration.

Shareholders' Meeting

The Shareholders' Meeting:

- (a) approves, pursuant to Article 2364, first paragraph, no. 3, of the Italian Civil Code and Article 28 of the Bylaws, the compensation of the members of the Board of Directors (also by setting, if the case, an overall amount pursuant to Article 2389, paragraph three of the Italian Civil Code) and the Board of Statutory Auditors;
- (b) pursuant to Article 123-ter, paragraphs 3-bis and 3-ter, of the TUF, on the occasion of the approval of the financial statements, resolves, with a binding vote, on Section I of the Report prepared by the Board of Directors, upon the proposal of the Remuneration and Appointments Committee. If the Shareholders' Meeting does not approve the remuneration policy submitted for its binding vote, the Company shall continue to pay remuneration in accordance with the most recent remuneration policy approved by the Shareholders' Meeting or, failing that, may continue to pay remuneration in accordance with current practices. The Company shall submit a new remuneration policy to the shareholders' vote at the latest at the next Shareholders' Meeting provided for in Article 2364, paragraph 2, of the Italian Civil Code;
- (c) pursuant to Article 123-ter, paragraph six, of the TUF, on the occasion of the approval of the financial statements, resolves, with a non-binding vote, on Section II of the Report, prepared by the Board of Directors, upon the proposal of the Remuneration and Appointments Committee; and
- (d) resolves, pursuant to Article 114-bis of the TUF, on any compensation plans based on shares or other financial instruments intended for executive directors, employees and associates of the Group.

Board of Directors

The Board of Directors, assisted by the Remuneration and Appointments Committee:

- (a) establishes an internal Remuneration and Appointments Committee;
- (b) develops and approves the Remuneration Policy for directors, members of the Board of Statutory Auditors and Top Management;
- (c) oversees the implementation of and adherence to the Remuneration Policy, ensuring that the remuneration paid and accrued is consistent with the principles and criteria outlined in the policy, in consideration of the results achieved and other relevant factors for its implementation;
- (d) develops and approves, or submits to the Shareholders' Meeting, long-term or short-term remuneration plans based on financial or monetary instruments for directors and Top Management;
- (e) assesses the achievement of performance objectives;
- (f) determines, having reviewed the proposals of the Remuneration and Appointments Committee and having heard the Board of Statutory Auditors in accordance with Article 2389, third paragraph, of the Italian Civil Code, if the Shareholders' Meeting has not already done so, the division of the overall compensation due to the members of the Board of Directors; and
- (g) approves, upon the proposal of the Remuneration and Appointments Committee, deviations to the remuneration policy, subject to the favourable opinion of the Related Party Committee, in the cases and in the manner permitted by the provisions in force, including the RPT Procedure.

Remuneration and Appointments Committee

The Remuneration and Appointments Committee:

- (i) assists the Board of Directors in the development of the Remuneration Policy and any deviations thereto, where permitted or required by current regulations;
- (ii) submits proposals or expresses opinions on the remuneration of Executive Directors and other directors holding special offices, as well as on the setting of performance objectives related to the variable component of such remuneration;
- (iii) oversees actual application of the Remuneration Policy and assesses, in particular, actual achievement of the performance objectives;
- (iv) periodically assesses the overall adequacy and consistency of the policy for the remuneration of directors and Top Management;
- (v) provides an opinion on particular and specific matters on emoluments on which the Board of Directors has requested its review;
- (vi) provides the Board of Directors with opinions and non-binding proposals concerning the adoption (and any subsequent integration) of any incentive plans (stock options, stock grants,

“employee share ownership”, etc.), their related objectives, which are aimed at aligning them with the interests of the shareholders in the long term, as well as the criteria for assessing their achievement;

- (vii) provides the Board of Directors with opinions on the determination of any indemnities to be paid in the event of early termination of employment or termination of the directorship (so-called “golden parachutes”), defining the ceiling of the total amount payable, in relation to a given amount or a given number of years of remuneration; assesses the possible effects of termination on the rights assigned under incentive plans based on financial instruments;
- (viii) submits opinions to the Board of Directors, upon the proposal of the Chief Executive Officer, on emoluments to be paid as part of any termination agreements relating to Top Management; and
- (ix) performs any additional duties assigned to it by the Board of Directors.

The establishment of such a committee guarantees the broadest possible dissemination of information and transparency regarding the compensation payable to Executive Directors, as well as the criteria used to determine it. However, it is important to note that, under the third paragraph of Article 2389 of the Italian Civil Code, the Remuneration and Appointments Committee only has a propositional role; the ultimate authority to determine the remuneration of Executive Directors rests with the Board of Directors, which must take into account the opinion of the Board of Statutory Auditors.

Regarding the role, composition and operation of the Remuneration Committee, reference is made to Section I, Chapter 3, Paragraphs 3.1 and 3.2 of this Report.

Executive Directors

The Executive Directors:

- (a) submit proposals to the Remuneration and Appointments Committee on any compensation plans based on shares or other financial instruments or, if necessary, assist the Remuneration and Appointments Committee in their preparation, without prejudice to the principle that no Executive Director takes part in the meetings of the Remuneration and Appointments Committee where proposals are put forward on their remuneration;
- (b) provide the Remuneration and Appointments Committee with all the useful information to enable it to assess the adequacy and actual application of the Policy, with particular regard to the remuneration of Top Management; and
- (c) ensure that the Remuneration Policy is implemented in accordance with its provisions for the personnel under their supervision.

Board of Statutory Auditors

The Board of Statutory Auditors expresses its opinion on proposals for the remuneration of Executive Directors as well as additional persons holding special offices, pursuant to Article 2389, third paragraph, of the Italian Civil Code, assessing the consistency of such proposals with the Remuneration Policy adopted by the Company.

Independent Auditors

The Independent Auditors assess that the directors have prepared Section II of the Report.

3. REMUNERATION AND APPOINTMENTS COMMITTEE

3.1 *Composition and duties*

The current Remuneration and Appointments Committee in office was established by a resolution of the Board of Directors on 29 April 2025 following the appointment of the new Board of Directors by the Shareholders' Meeting held on 29 April 2025. The composition and appointment, duties and operating procedures of the Remuneration and Appointments Committee are governed by the Corporate Governance Code and the Remuneration and Appointments Committee regulation, approved in its current version by the Board of Directors on 30 March 2023⁽³⁾.

In accordance with the Corporate Governance Code's recommendations, the Remuneration and Appointments Committee consists of a minimum of 3 (three) directors, all of whom are non-executive and primarily independent; the Chair of the Committee is selected from among the independent directors. Also in accordance with the Corporate Governance Code, the Remuneration Committee regulation requires that at least 1 (one) member of the Remuneration Committee should have adequate knowledge and experience in accounting and finance or pay policies, as assessed by the Board of Directors at the time of appointment.

At the date of this Report, the Remuneration and Appointments Committee is composed as follows.

DIRECTOR	DATE OF APPOINTMENT	REQUIREMENTS HELD
Monica Girardi (Chair)	29 April 2025	Independent Director possessing the necessary knowledge and expertise in accounting and finance or pay policies
Vittoria Giustiniani	29 April 2025	Non-executive Director possessing the necessary knowledge and expertise in accounting and finance or pay policies
Cinzia Morelli	29 April 2025	Independent Director possessing the necessary knowledge and expertise in accounting and finance or pay policies

Upon their appointment, the Board of Directors evaluated all members of the Remuneration and Appointments Committee and determined that they possessed the necessary knowledge and expertise in finance and pay policies.

The Remuneration and Appointments Committee, as a remuneration committee, performs the duties outlined in Section I, Chapter 2, of this Report.

³ The Remuneration and Appointments Committee regulation is available on the Company website (www.neodecortech.it), *Investors/documenti e procedure* section

3.2 *Operation of the Remuneration and Appointments Committee and measures to avoid or manage conflicts of interest*

The Committee meets, when convened by the Chair, as often as necessary to carry out its functions and, in any case, at least twice a year, whenever the Chair of the Committee deems it appropriate or a request is made by another member of the Committee or by the Chairman of the Board of Directors. The Committee must also be convened when requested by the Chairman of the Board of Statutory Auditors.

Except in the case of absence or inability to attend, where the Committee appoints a secretary who is also chosen from outside the Committee, the secretary of the Committee is the secretary of the Board of Directors, who takes the minutes of the meetings.

Meetings of the Remuneration and Appointments Committee are held in collegiate form, and summary minutes are taken of their content and the decisions made by the Committee. The minutes, signed by the Chairman and secretary, are transcribed by the secretary in the Committee's book of meetings and resolutions, which is kept by the Company with its other books.

Members of the Board of Statutory Auditors are invited to take part in the proceedings of the Committee. The Chairman, also at the request of each member of the Committee, may also invite to individual meetings the Chairman of the Board of Directors, the Chief Executive Officer, other directors, external consultants or any other person external to the corporate organization, whose presence may be of assistance to the better performance of the Committee's functions, with regard to all or individual items on the agenda, as well as, informing the Chief Executive Officer, representatives of the corporate functions responsible for the subject matter.

In the performance of its functions, the Remuneration and Appointments Committee is empowered to access information and corporate functions and structures required to perform its duties.

The Remuneration and Appointments Committee may seek the assistance of external consultants who specialize in the area of pay policies whenever it deems necessary and/or appropriate to fulfill its responsibilities; it may draw from the annual budget established by the Board of Directors for this purpose.

The Chair of the Remuneration and Appointments Committee reports on the activities carried out at the first available meeting of the Board of Directors.

As stated in Section I, Chapter 2, the Remuneration and Appointments Committee is not the only subject involved in the preparation, approval and possible revision of the Remuneration Policy. The involvement of multiple parties not only meets regulatory requirements, but also ensures complete transparency in the decision-making processes concerning the remuneration of directors, members of the Board of Statutory Auditors, and Key Management Personnel; this approach guarantees that the relevant bodies make informed and timely decisions in a transparent manner, while preventing conflicts of interest from arising through mutual oversight.

Likewise, in accordance with the provisions of the Corporate Governance Code, no director shall take part in the meetings of the Remuneration and Appointments Committee where proposals to the Board of Directors regarding his or her own remuneration are finally made.

For further information on the activities carried out by the Remuneration and Appointments

Committee in 2025, reference is made to the report on corporate governance and ownership structure at 31 December 2025, made publicly available at the Company's registered office (via Provinciale 2, Filago (BG)) as well as on the website (www.neodecortech.it), *Investors – Assemblee azionisti* section, and on the authorized storage mechanism "1info" on the website www.1info.it, within the time limits of law.

4. COMPENSATION AND WORKING CONDITIONS OF COMPANY AND GROUP EMPLOYEES

When establishing the Remuneration Policy, the Company also considers the compensation and working conditions of its employees; Neodecortech's focus on continuous resource development for sustainable value creation is reflected also in the setting of objectives tied to the granting of the variable component of the remuneration of Executive Directors and Key Management Personnel in environmental, social, and governance matters.

Specifically, the Remuneration Policy ensures that competitive opportunities are available in the market, while fully adhering to the principles of equal opportunity, equality, and non-discrimination, and recognizing individual merit and the enhancement of professional skills. To encourage sustainable value creation over time, the Remuneration Policy utilizes various tools aimed at fostering motivation and loyalty, including:

- (a) a pay structure consisting of multiple components that are designed to attract, retain, and motivate qualified personnel;
- (b) the inclusion, in the short- and medium- to long-term incentive systems for the Chief Executive Officer, Managing Director and other Key Management Personnel of non-financial objectives, with particular emphasis on environmental, social, and governance matters; achieving these objectives has a positive impact on the general working conditions of the entire corporate population. Additionally, the financial package reserved for the beneficiaries of the 2024-2026 Incentive Plan is determined based on three criteria: (i) professional specialization; (ii) role; and (iii) responsibilities assigned to each of the beneficiaries;
- (c) the definition of the remuneration of all Company employees in compliance with the pay parameters set forth in the National Collective Bargaining Agreement applicable from time to time;
- (d) stability arrangements entered into with the Chief Executive Officer, Managing Director and Key Management Personnel in order to ensure continuity in the Company's management and retain resources considered key to the development of Neodecortech and the Group.

5. INDEPENDENT EXPERTS INVOLVED IN THE PREPARATION OF THE REMUNERATION POLICY

In defining the Remuneration Policy set out in this Report for submission to the Board of Directors, the Remuneration and Appointments Committee engaged Mercer Italia S.r.l. as an independent expert adviser, specifically in relation to the remuneration of Key Management Personnel other than Executive Directors.

6. AIMS OF THE POLICY, UNDERLYING PRINCIPLES, DURATION AND ANY CHANGES TO THE POLICY SINCE THE POLICY MOST RECENTLY SUBMITTED TO THE SHAREHOLDERS' MEETING

The Remuneration Policy is designed to establish an overall pay structure that aligns with the present

and future requirements of the Company and the Group, while recognizing the managerial value of the individuals involved and their contribution to the company's growth based on their respective skills.

The Remuneration Policy contributes to the corporate strategy, the pursuit of long-term interests, and the sustainability of the Company and the Group. It aims to attract, retain, and motivate highly professional resources, particularly in key business development and management offices; it also seeks to reward individual and corporate performance objectives tied to income and financial indicators of corporate growth, as well as specific non-financial objectives. In detail, the pay is determined based on the complexity of the role and assigned responsibilities, the results achieved, and the quality of individual professional contribution.

The main purpose of the Remuneration Policy is to align the interests of the Company's management with the pursuit of the overriding objective of creating sustainable value for the shareholders and other relevant stakeholders of Neodecortech and the Group in the medium to long term. Bearing this in mind, the Board of Directors and the Remuneration and Appointments Committee work together to develop a Remuneration Policy that ensures consistent alignment between the performance objectives assigned to management, both in the short- and medium- to long-term, and the key strategic drivers of the Company and the Group.

Consistent with the purposes outlined, the Remuneration Policy is defined on the basis of the following guiding principles:

- (a) balance between the fixed and variable components of remuneration: the fixed and variable components of remuneration (including benefits and other non-monetary components thereof, such as, for example, career development paths) are appropriately balanced in accordance with and consistent with Neodecortech's strategic objectives, also taking account of the industry in which it operates and the characteristics of its business activity. Additionally, (i) the variable component is determined in such a way as to reward commitment and enhance individual contribution to the results achieved at the Group level, without overriding the fixed component of remuneration; and (ii) the variable components of remuneration have a set ceiling;
- (b) sustainable success: the performance objectives - i.e., the income results and any other objectives, including specific non-financial ones, to which the granting of the variable components is tied - as specified in more detail below, are pre-established, measurable and linked to the aim of creating value for shareholders over a medium- to long-term horizon, as well as aimed at promoting the sustainable success of the Company and the Group. Specifically, as explained in more detail in Chapter 7, Paragraph 7.2, and in Chapter 9 of this Report, the pay of Executive Directors and Key Management Personnel is, therefore, directly tied both to individual performance and to the creation of value in the medium to long term for the Company and, therefore, for the shareholders and other relevant stakeholders of Neodecortech and the Group;
- (c) respect and enhancement of individuals: Neodecortech acknowledges that professional commitment and potential are the defining criteria for pay and career development. The determination of remuneration is based on rewarding the contribution of each individual, with systems that establish the payment of varying levels of rewards depending on the degree of

achievement of the objective, whether partial or complete. This also includes an additional bonus component if the targets set in the Budget are exceeded;

- (d) ongoing monitoring of market practices and trends: Neodecortech deems that the observation of market practices and trends allows it to attract and retain qualified and adequately motivated professional resources, as well as to define competitive pay levels, in compliance with the principles of internal equity and transparency. Specifically, market benchmarking is conducted by using analyses prepared by independent companies specializing in the field, or by studying and analyzing information from the market;
- (e) compliance: the Company follows and is inspired by best practices in remuneration matters, including applicable laws and regulations, such as the recommendations of the Corporate Governance Code, to which Neodecortech adheres.

The Company has established contractual arrangements that enable it to seek the return, in full or in part, of variable remuneration components paid (or to retain any deferred amounts), if such payments were based on information that was later found to be clearly incorrect, in accordance with Article 5, Recommendation no. 27, letter e) of the Corporate Governance Code (so called claw-back and *malus* clauses).

The Remuneration Policy runs for 1 (one) year, therefore until 31 December 2026.

Consistent with the structure of the 2025 Remuneration Policy, the 2026 Remuneration Policy seeks to harmonize pay both at Group level and at the level of individual roles (i.e., Executive Directors and Key Management Personnel). It also aims to strengthen strategic capabilities and ensure retention of key resources.

To continuously enhance its remuneration policies, the Company introduced a new element versus the 2025 Remuneration Policy. Specifically, it has structured and extended the overperformance system, which rewards performance that exceeds expected results. Specifically, for certain TSI objectives, achieving performance levels above the target value triggers recognition of an additional amount beyond that payable upon mere achievement of the target. This increase is determined under a “sliding scale” system, whereby the bonus amount increases progressively as performance exceeds the target, based on pre-set ranges that award different bonus amounts for each level of achievement. The Board of Directors and the Remuneration and Appointments Committee, in establishing the Remuneration Policy, took account of the guidelines expressed by the shareholders when voting at the Shareholders' Meeting on Section I of the report on the Remuneration Policy 2025 and on Section II of the report on compensation paid in 2024 (in both cases with favourable votes equal to 62.88% of the Company's share capital), which confirmed shareholder approval of the structure, principles, and pay levels set forth therein and, therefore, remain unchanged.

7. DESCRIPTION OF FIXED AND VARIABLE REMUNERATION POLICIES, SPECIFICALLY INDICATING THE RELATING PROPORTION WITHIN OVERALL PAY AND BREAKING DOWN SHORT- AND MEDIUM- TO LONG-TERM VARIABLE COMPONENTS

The pay of directors, Key Management Personnel, as well as members of the Board of Statutory Auditors is appropriately balanced in order to (i) ensure consistency between short-term development objectives and the sustainability of shareholder value creation in the medium to long term; as well as (ii) adjust it to the commitment and work required to perform the relevant duties in accordance with

the applicable recommendations of the Corporate Governance Code.

Specifically, this Paragraph provides a description of the components that make up the total pay package awarded to non-executive directors, Executive Directors, and Key Management Personnel. For further information on compensation awarded to members of the Board of Statutory Auditors, reference is made to Section I, Chapter 18, of this Report. For the sake of clarity, it should be noted that the pay structure for Executive Directors and Key Management Personnel consists of:

- (a) a fixed component defined fairly in accordance with the delegated powers granted, professional specialization, organizational role held, and individual strategic responsibilities;
- (b) a variable component, both short- and long-term, in monetary form set within ceilings, which pursues the objective of incentivizing, including through overperformance systems, Executive Directors and Key Management Personnel to work toward the achievement of annual goals in order to maximize the value of the Group, in line with the interests of shareholders and other stakeholders;
- (c) additional non-monetary benefits, which consist of the granting of goods and/or services assigned in accordance with market practice and in compliance with current regulations.

7.1 *Fixed component*

As previously stated, the fixed component of remuneration is adjusted according to the office and level of responsibility within the Company and the Group, and is established at a level that ensures adequate compensation for Executive Directors and Key Management Personnel, even if the variable component of remuneration is not paid due to the failure to achieve performance objectives; this is intended, among other things, to discourage behaviour that is not in line with the company's risk appetite. Specifically, the fixed component is determined based on the size of the business managed and the ability to contribute to the Group's consolidated results.

Specifically, the compensation for members of the Board of Directors and Key Management Personnel is designed to attract and motivate highly skilled professionals who can perform their duties effectively and achieve the goals set out in the Remuneration Policy.

The fixed component of the remuneration of directors is determined by the Shareholders' Meeting and the Board of Directors pursuant to Article 28 of the Bylaws and Article 2389 of the Italian Civil Code. In detail, pursuant to Article 2389, paragraph three, of the Italian Civil Code, the remuneration of directors holding strategic responsibilities is determined by the Board of Directors, after hearing the Board of Statutory Auditors. The Shareholders' Meeting may, however, decide on an aggregate amount for the remuneration of all directors, including those holding strategic responsibilities.

In addition to the compensation due to the directors as members of the Board of Directors, the total pay of the directors is composed of the compensation received for participation in the Board committees. This additional emolument is paid as a fixed amount and is proportionate to the level of commitment required from each member; thus, it is determined based on the office held by the directors in these committees, i.e., whether they serve as chair or member, with the former being assigned significant organizational and activity-driving responsibilities. Neither Executive Director serves on any committee.

It is important to note that the pay package for Executive Directors also includes their employment status as employees of Neodecortech and CDG, respectively, with executive roles.

The fixed compensation of Key Management Personnel (which do not include the Chief Executive Officer and the Managing Director) is proposed by the Chief Executive Officer and subsequently approved by the Board of Directors assisted by the Remuneration and Appointments Committee.

Additionally, infra-group chargeback systems may be established in the case of compensation paid by the Company to directors and Key Management Personnel of the latter, for carrying out the tasks assigned to them at Neodecortech's subsidiaries.

The Company may offer Executive Directors and Key Management Personnel specific financial packages at the time of recruitment or during their tenure to attract or retain key figures, subject to the approval of the Board of Directors, assisted by the Remuneration and Appointments Committee; by way of example, these include:

- (a) welcome bonuses, including those related to the loss of incentives from the previous employer and/or linked, where possible, to a commitment to maintain employment with the Company for a set period;
- (b) variable components guaranteed only for the first year of employment;
- (c) bonuses tied to the stability of the relationship over time within the limit of 30% of each beneficiary's gross annual pay.

7.2 *Variable component*

The incentive system adopted by the Company in order to maximize the value of the Group, both in the short- and medium- to long-term, in line with the interests of shareholders and other stakeholders and with a view to sustainable development, is based on the 2024-2026 Incentive Plan, in monetary form, whose beneficiaries are the Executive Directors and Key Management Personnel.

In line with the above principles, on 18 March 2024, the Board of Directors, upon the proposal of the Remuneration and Appointments Committee, approved the adoption of the 2024-2026 Incentive Plan, in continuation of and following the termination of the 2021-2023 Incentive Plan. The 2024-2026 Incentive Plan sets out, *inter alia*, the criteria for paying short- and medium- to long-term cash incentives. The adoption of the 2024-2026 Incentive Plan aims to enhance the Company's appeal to external parties, as well as retain and provide incentives to directors, employees or associates deemed significant to the Group, promoting the enhancement of the Company and the Group, the dissemination of a culture of value creation in all strategic and operational decisions, and the alignment of the interests of Top Management with those of shareholders over a long-term horizon.

The 2024-2026 Incentive Plan may also be extended to individuals who take on the abovementioned roles during its duration between the date of approval of the financial statements of Neodecortech at 31 December 2023 and the date of approval by the Board of Directors of the consolidated financial statements for the year ending 31 December 2026. In such a case, the monetary award due to them will be distributed proportionally over the months in which they have participated in the 2024-2026 Incentive Plan.

To be eligible for the 2024-2026 Incentive Plan, Executive Directors and Key Management Personnel who are beneficiaries of the Incentive Plan must meet the following requirements:

- (a) hold a permanent salaried employment relationship not on leave, or hold the office of Executive Director;
- (b) not have notified resignation or have ceased to be a director;
- (c) not have been the recipient of a notice of dismissal or removal from the role of Executive Director;
- (d) not have agreed to the mutual termination of the employment relationship.

Participation in the 2024-2026 Incentive Plan by each beneficiary shall commence from the date determined by the Board of Directors.

Additionally, with regard to the short- and medium- to long-term variable component, the Company has the option to enter into stability arrangements with the Chief Executive Officer, Managing Director and Key Management Personnel, in order to ensure continuity in the Company's management and retain the resources considered key to the development of Neodecortech and the Group, providing for the possible payment to the beneficiaries of a consideration not exceeding 30% of the gross annual pay of each.

Short-term variable component (so-called short-term incentive)

Under the 2024-2026 Incentive Plan, the short-term variable remuneration component is tied to the achievement by Executive Directors and Key Management Personnel of annual performance objectives, developed to take account, *inter alia*, of the results of the Company, Group companies and the Group itself in the reporting year.

The short-term variable component is designed as a performance-based system for achieving specific objectives assigned to each recipient or group of recipients, as identified by the Board of Directors upon the proposal of the Remuneration and Appointments Committee, in collaboration with the heads of the various business areas of the Company and the Group, and the Human Resources department. In defining the objectives, specific parameters are used by Management to oversee the performance of each 2024-2026 Incentive Plan recipient's line of business or financial indicators (such as, for example, EBITDA or EBIT), whether consolidated or relating to specific lines of business, and other additional efficiency and productivity indicators. In identifying the specific performance objectives and relating parameters, the Board of Directors, upon the proposal of the Remuneration and Appointments Committee, takes account of the need to ensure: (a) accurate, clear, objectively measurable and previously indicated and established targets and (b) coordination with the Company's strategy, at the Group level.

Payment of the short-term variable component for all 2024-2026 Incentive Plan beneficiaries is subject to the condition of achieving a threshold equivalent to 80% of Consolidated EBITDA. Therefore, this threshold represents the trigger gate for the 2024-2026 Incentive Plan with regard to the short-term objectives set for 2026. If this threshold is not reached, no potential beneficiary of the 2024-2026 Incentive Plan will receive the variable remuneration component for 2026, regardless of whether the performance objectives have been achieved or not.

The 2024-2026 Incentive Plan provides that, upon achievement of the performance objectives, the short-term variable component payable under the Plan may not exceed the threshold set each year by the Board of Directors, based upon the proposal of the Remuneration and Appointments Committee.

Specifically, on 26 March 2026, the Board of Directors, upon the proposal of the Remuneration and Appointments Committee, approved the following thresholds for 2026:

- (a) € 130,000 (one hundred thirty thousand/00) per year gross at the target level for the Chief Executive Officer in the event of the achievement of performance objectives (qualitative and quantitative), with a possible increase of up to € 10,400.00 (ten thousand four hundred/00) if the target level of the performance objectives set out in Paragraph 9.1 below is exceeded above a specified percentage threshold; and
- (b) € 95,000 (ninety-five thousand/00) per year gross at the target level for the Managing Director, in the event of the achievement of performance objectives (qualitative and quantitative), with a possible increase of up to € 6,650.00 (six thousand six hundred and fifty/00) if the target level of the performance objectives set out in Paragraph 9.2 below is exceeded above a specified percentage threshold.

With regard to the quantitative objectives tied to income performance, the payment of the short-term variable component is subject to the achievement of objectives set annually by the Board of Directors, assisted by the Remuneration and Appointments Committee, and the *quantum* payable in accordance with the 2024-2026 Incentive Plan varies in proportion to the degree to which the beneficiary achieves each objectives, so as to tie the payment of the variable component of pay to the actual improvement in the income performance indicators set as targets by the Board of Directors, upon the proposal of the Remuneration and Appointments Committee.

The 2024-2026 Incentive Plan also incorporates non-financial objectives and, specifically, includes environmental, social and governance objectives related to the development and organizational efficiency of the Group, aimed at promoting the achievement of sustainable success and value creation for shareholders and other stakeholders of the Company and the Group.

Additionally, infra-group chargeback systems may be established in the case of compensation paid by the Company to Executive Directors and Key Management Personnel of the latter, for carrying out the tasks assigned to them at Neodecortech's subsidiaries.

Lastly, in the event of extraordinary transactions or other events (including any legislative or regulatory changes and/or any changes to the scope of the Group considered for the purposes of the 2024-2026 Incentive Plan, as determined at 31 December 2025) that are likely to significantly affect the key elements of the Plan and the related economic or regulatory conditions, the Board of Directors may make any amendments and additions it deems necessary or appropriate to neutralize, in whole or in part, those effects and restore the short-term variable component of the 2024-2026 Incentive Plan to its original key terms.

The amount of pay tied to the achievement of short-term performance objectives will be awarded to beneficiaries of the 2024-2026 Incentive Plan within one week after the Shareholders' Meeting approves the financial statements for the year ending 31 December 2026.

For further information on the short-term performance objectives under the 2024-2026 Incentive Plan established by the Board of Directors, upon the proposal of the Remuneration and Appointments Committee, reference is made to Section I, Chapter 9, of this Report.

Medium- to long-term variable component (so-called long-term incentive)

The medium- to long-term variable remuneration component under the 2024-2026 Incentive Plan is tied to the achievement of multi-year performance objectives by Executive Directors and Key Management Personnel; it is intended to achieve several goals, such as: (i) directing the beneficiaries' attention to strategic elements; (ii) encouraging their loyalty; (iii) aligning the remuneration with the creation of value in the medium to long term for shareholders, taking account of the interests of other relevant stakeholders of the Company and the Group; and (iv) guaranteeing an overall competitive level of remuneration that serves an attractive and retention function, in line with the growth requirements of the Company and the Group.

Specifically, payment of the medium- to long-term variable component is tied to the achievement of performance objectives set by the Board of Directors, upon the proposal of the Remuneration and Appointments Committee. These objectives are set on the basis of: (i) the ability of the individual beneficiary to contribute to the development of the Company; (ii) the professional skills and the role held in the corporate organizational chart; (iii) the level of overall compensation received; and (iv) loyalty requirements.

For all beneficiaries of the 2024-2026 Incentive Plan, payment of the medium- to long-term variable component is conditional on reaching a threshold equal to 70% of cumulative Consolidated EBITDA, calculated as the sum of the Consolidated EBITDA forecast for each year included in the time horizon of the 2024-2026 Consolidated Plan. This threshold, therefore, represents the Incentive Plan's trigger gate with regard to the medium- to long-term objectives envisaged for 2024-2026. If this threshold is not reached, no potential beneficiary of the Incentive Plan will receive the variable remuneration component, regardless of whether the performance objectives have been achieved or not. Above this threshold, on the other hand, under the 2024-2026 Incentive Plan, the amount of the medium- to long-term variable component will be paid to individual beneficiaries as follows:

- In the event of reaching a three-year cumulative Consolidated EBITDA threshold higher than or equal to **70%** of the three-year cumulative Consolidated EBITDA under the 2024-2026 Consolidated Plan: payment of **50%** of the amount of the medium- to long-term variable component to each beneficiary of the 2024-2026 Incentive Plan;
- In the event of reaching a three-year cumulative Consolidated EBITDA threshold higher than or equal to **80%** of the three-year cumulative Consolidated EBITDA under the 2024-2026 Consolidated Plan: payment of **60%** of the amount of the medium- to long-term variable component to each beneficiary of the 2024-2026 Incentive Plan;
- In the event of reaching a three-year cumulative Consolidated EBITDA threshold higher than or equal to **90%** of the three-year cumulative Consolidated EBITDA under the 2024-2026 Consolidated Plan: payment of **80%** of the amount of the medium- to long-term variable component to each beneficiary of the 2024-2026 Incentive Plan;
- In the event of reaching a three-year cumulative Consolidated EBITDA threshold higher than or equal to **100%** of the three-year cumulative Consolidated EBITDA under the 2024-2026 Consolidated Plan: payment of **100%** of the amount of the medium- to long-term variable component to each beneficiary of the 2024-2026 Incentive Plan;

- In the event of reaching a three-year cumulative Consolidated EBITDA threshold higher than or equal to **110%** of the three-year cumulative Consolidated EBITDA under the 2024-2026 Consolidated Plan: payment of **110%** of the amount of the medium- to long-term variable component to each beneficiary of the 2024-2026 Incentive Plan;

Under the 2024-2026 Incentive Plan, the variable component of remuneration payable under it, upon achievement of performance objectives, may not exceed the threshold set by the Board of Directors, upon the proposal of the Remuneration and Appointments Committee, providing systems for deferred payment of the amounts payable. Specifically, on 18 March 2024, the Board of Directors, upon the proposal of the Remuneration and Appointments Committee, approved the following thresholds:

- (a) € 130,000.00 (one hundred and thirty thousand/00) per year gross for the Chief Executive Officer in the event of the achievement of performance objectives (qualitative and quantitative) at the target level, with a possible increase of up to € 2,600.00 (two thousand six hundred/00) per year if the target for the performance objective identified in Paragraph 9.1 below is exceeded; and
- (b) € 95,000.00 ((ninety-five thousand/00) per year gross for the Managing Director in the event of the achievement of performance objectives (qualitative and quantitative) at the target level, with a possible increase of up to € 1,900 (one thousand nine hundred/00) per year if the target for the performance objective identified in Paragraph 9.2 below is exceeded.

With regard to the quantitative objectives tied to income performance, the payment of the medium- to long-term variable component is subject to the achievement of objectives set annually by the Board of Directors, assisted by the Remuneration and Appointments Committee, and the *quantum* payable in accordance with the 2024-2026 Incentive Plan varies in proportion to the degree to which the beneficiary achieves each objective, so as to tie the payment of the variable component of pay to the actual improvement in the income performance indicators set as objective by the Board of Directors, upon the proposal of the Remuneration and Appointments Committee.

The 2024-2026 Incentive Plan also incorporates non-financial objectives and, specifically, includes environmental, social and governance objectives aimed at promoting the achievement of sustainable success and value creation for shareholders and other stakeholders of the Company and the Group.

Additionally, infra-group chargeback systems may be established in the case of compensation paid by the Company to Executive Directors and Key Management Personnel of the latter, for carrying out the tasks assigned to them at Neodecortech's subsidiaries.

The amount of pay tied to the achievement of medium- to long-term performance objectives will be awarded to beneficiaries of the 2024-2026 Incentive Plan:

- (a) 50% after 3 (three) months have passed from the date on which the Board of Directors, assisted by the Remuneration and Appointments Committee, will have verified the achievement of the objectives envisaged with regard to the consolidated financial statements relating to the last financial year of the 2024-2026 Incentive Plan (i.e. 2026) and/or the values of individual companies included in the scope of consolidation with regard to 2026;
- (b) 50% after 12 months from such date.

For further information on the medium- to long-term performance objectives under the 2024-2026

Incentive Plan established by the Board of Directors, upon the proposal of the Remuneration and Appointments Committee, reference is made to Section I, Chapter 9, of this Report.

7.3 Pay mix

Executive Directors

Based on the above remuneration structure for Executive Directors, the Board of Directors recognizes - in accordance with the principles underlying the definition of the Remuneration Policy and, with a view to pursuing its aims - that the fixed component shall not, in any case, exceed 60% of total pay.

Accordingly, for clarity, below are the summary statements of the pay-mix assuming: (i) the Executive Directors achieve the performance objectives at the target level in 2026; and (ii) the Executive Directors exceed the performance objectives at the target level in 2026 to an extent that results in the recognition of the maximum additional variable amount provided.

		AT THE TARGET LEVEL		
		FIXED COMPONENT	SHORT-TERM	MEDIUM- TO LONG-TERM ³
Chief Executive Officer	(Luigi Cologni)	58%	21%	21%
Managing Director	(Massimo Giorgilli)	60%	20%	20%

		OVERPERFORMANCE		
		FIXED COMPONENT	SHORT-TERM	MEDIUM- TO LONG-TERM ³
Chief Executive Officer	(Luigi Cologni)	57%	22%	21%
Managing Director	(Massimo Giorgilli)	59%	21%	20%

Key Management Personnel

In line with the principles underlying the Remuneration Policy and with the aim of achieving its goals, the fixed component of remuneration for Key Management Personnel shall not exceed an average of 80% of the total pay, based on the remuneration structure described above.

Accordingly, for clarity, the summary statements of the average pay-mix assuming: (i) the Key Management Personnel achieve the performance objectives at the target level in 2026; and (ii) the Key Management Personnel exceed the performance objectives at the target level in 2026 to an extent that results in the recognition of the maximum additional variable amount provided.

AT THE TARGET LEVEL			
	FIXED COMPONENT	SHORT-TERM	MEDIUM TO LONG TERM
Key Management Personnel	78%	11%	11%

OVERPERFORMANCE			
	FIXED COMPONENT	SHORT-TERM	MEDIUM TO LONG TERM
Key Management Personnel	72%	18%	10%

8. POLICY ON NON-MONETARY BENEFITS

In order to ensure that the overall remuneration offered is competitive and in line with the best market practices, the pay package for Executive Directors and Key Management Personnel may include non-monetary benefits, such as, for example, the use of a company car and forms of health insurance, in addition to any benefits established by the relevant national collective employment agreement.

Non-executive directors and members of the Board of Statutory Auditors are not assigned non-monetary benefits, except for insurance coverage for liability arising from the performance of their duties.

9. DESCRIPTION OF FINANCIAL AND NON-FINANCIAL PERFORMANCE OBJECTIVES, TAKING ACCOUNT OF THE CORPORATE RESPONSIBILITY CRITERIA, BASED ON WHICH THE VARIABLE COMPONENTS ARE ASSIGNED

The purpose of the 2024-2026 Incentive Plan is to offer a monetary incentive that corresponds to the achievement of specific financial and non-financial performance objectives, comprising objectives in the environmental, social, and governance areas, designed to encourage the achievement of sustainable success and the creation of value for shareholders and other stakeholders of the Company and the Group.

Specifically, through the adoption of the 2024-2026 Incentive Plan, the Company intends to promote and pursue the following purposes:

- (a) tie the remuneration of key corporate resources to actual results achieved and the creation of value for the Company and the Group, as envisaged in the Corporate Governance Code;
- (b) effectively tie the short- and medium- to long-term results of the Group, including those related to the pursuit of sustainable success;
- (c) align Management's interests with those of shareholders;
- (d) introduce policies aimed at retaining key resources and providing them with incentives to stay with the Group.

These purposes are also consistent with the interests of the Company and the Group in the medium to long term and contribute to the pursuit of both financial and non-financial objectives set forth in

the 2024-2026 Consolidated Plan. In detail, the performance objectives, which are used to tie the payment of short- and medium- to long-term variable remuneration of Executive Directors and Key Management Personnel, have the following characteristics, as established by the Board of Directors upon the proposal of the Remuneration and Appointments Committee:

- (a) are aimed at attracting, retaining, and motivating individuals possessing the required skills and expertise to promote the success and competitiveness of both the Company and the Group;
- (b) have been defined with sufficient detail and timing to allow for timely verification of the level of achievement of the objectives set in order to pay the variable remuneration component;
- (c) provide for different achievement objectives in order to tie payment of the variable pay component to the actual improvement of income performance indicators.

Additionally, the 2024-2026 Incentive Plan includes malus and claw-back systems, which are designed to prevent the payment of variable remuneration to beneficiaries based on distorted or incorrect results. Further information on these systems can be found in Section I, Chapter 12, of this Report.

9.1 Chief Executive Officer

Short-term variable component (so-called short-term incentive)

With regard to the Chief Executive Officer, the Board of Directors, upon the proposal of the Remuneration and Appointments Committee, established a maximum annual gross amount at the target level for 2026 equal to € 130,000.00 (one hundred thirty thousand/00), with a possible increase of up to € 10,400.00 (ten thousand four hundred/00) if the target is exceeded, as specified below (the "**Short-Term Variable Component CEO**").

Additionally, the Board of Directors set the following financial and non-financial performance objectives for the variable component of the short-term remuneration for the Chief Executive Officer:

- (a) 25% of the Short-Term Variable Component CEO upon reaching an amount of Neodecortech's gross revenue for 2026, as outlined in the 2026 Budget. Payment of such component may also occur upon achievement of a Neodecortech amount of gross revenue for 2026 below 100%, but provided that this percentage is greater than 90% of the Company's budgeted gross revenue. Specifically, this component will be paid in the percentage in which, starting from the 90% floor, the actual result comes close to the result indicated in the 2026 Budget (example: if 95% of the forecast gross revenue for 2026 is achieved, then 50% of this bonus component will be paid, as 50% of the interval between the 90% floor and the 100% target will have been achieved). If the target is exceeded by at least 10%, the component will be increased by 10%;
- (b) 30% of the Short-Term Variable Component CEO upon achievement of a Consolidated EBITDA for 2026, as resulting from the 2026 Budget (considering as "non-recurring" the identifiable elements as per CONSOB Resolution no. 15519 of 27 July 2006). Payment of such component may also occur upon achievement of a Consolidated EBITDA for 2026 below 100%, but provided that this percentage is greater than 90% of the budgeted amount. Specifically, this component will be paid in the percentage in which, starting from the 90% floor, the actual result comes close to the result indicated in the 2026 Budget (example: if 95% of the forecast Consolidated EBITDA for 2026 is achieved, then 50% of this bonus component will be paid, as

50% of the interval between the 90% floor and the 100% target will have been achieved). If the target is exceeded by at least 13%, the component will be increased by 13%;

- (c) 30% of the Short-Term Variable Component CEO upon achievement of a ratio of Net Financial Debt to Consolidated EBITDA less than or equal to the figure specified in the 2026 Budget;
- (d) 15% of the Short-Term Variable Component CEO upon achievement of Lamitex S.r.l. EBITDA for 2026, as resulting in the 2026 Budget (considering as "non-recurring" the identifiable elements as per CONSOB Resolution no. 15519 of 27 July 2006). Payment of such component may also occur upon achievement of a Lamitex EBITDA for 2026 below 100%, but provided that this percentage is greater than 90% of the budgeted amount. Specifically, this component will be paid in the percentage in which, starting from the 90% floor, the actual result comes close to the result indicated in the 2026 Budget (example: if 95% of the forecast Neodecortech EBITDA for 2026 is achieved, then 50% of this bonus component will be paid, as 50% of the interval between the 90% floor and the 100% target will have been achieved). If the target is exceeded by at least 10%, the component will be increased by 10%.

With regard to objective (d) above, it was introduced to reflect Neodecortech's acquisition of Lamitex S.r.l. on 28 November 2025 and replaces the objective tied to the ESG parameter in 2026.

Medium- to long-term variable component (so-called long-term incentive)

With regard to the Chief Executive Officer, the Board of Directors, upon the proposal of the Remuneration and Appointments Committee, established a maximum annual gross amount at the target level of € 130,000.00 (one hundred and thirty thousand/00) for each year (*i.e.*, 2024, 2025, and 2026), subject to the possible increase of a maximum of € 2,600 (two thousand six hundred/00) in the event that the target of the objective indicated in (a) is exceeded by at least 10% (the "**Long-Term Variable Component CEO**").

Additionally, the Board of Directors set the following financial and non-financial performance objectives for the variable component of the medium- to long-term remuneration for the Chief Executive Officer:

- (a) 20% of the Long-Term Variable Component CEO upon achievement of the increase in Consolidated Equity at 31 December 2026 (increased by any dividends distributed by the Company for the years 2024, 2025, 2026) with an amount higher than or equal to the amount specified in the 2024-2026 Consolidated Plan. If the target is exceeded by at least 10%, the component will be increased by 10%;
- (b) 30% of the Long-Term Variable Component CEO upon achievement of the percentage of sales of PPLF, PPF, EOStp and LAMINATE products on the total sales of the Neodecortech Company by a percentage higher than or equal to 40%, to be recorded at 31 December 2026 versus 31 December 2023;
- (c) 20% of the Long-Term Variable Component CEO upon achievement of the percentage of the ratio of total recycled waste to total waste generated by the Neodecortech Company, for a percentage higher than or equal to 85%, to be recognized at 31 December 2026;
- (d) 30% of the Long-Term Variable Component CEO following full implementation of the use of the "skills matrices" tool as the basis for defining annual organizational development plans,

annual category upgrades/increases in employee compensation, annual training plans, succession plans.

9.2 Managing Director

Short-term variable component (so-called short-term incentive)

With regard to the Managing Director, the Board of Directors, upon the proposal of the Remuneration and Appointments Committee, established a maximum annual gross amount at the target level for 2026 equal to € 95,000.00 (ninety-five thousand/00), with a possible increase of up to € 6,650.00 (six thousand six hundred and fifty/00) if the target is exceeded, as specified below (the "**Short-Term Variable Component Managing Director**").

Additionally, the Board of Directors set the following financial and non-financial performance objectives for the Managing Director's Short-term variable component:

- (a) 25% of the Short-Term Variable Component Managing Director upon reaching an amount of CDG gross revenue for 2026, as outlined in the 2026 Budget. Payment of such component may also occur upon achievement of a CDG gross revenue for 2026 below 100%, but provided that this percentage is greater than 90% of the amount set in the aforementioned document. Specifically, this component will be paid in the percentage in which, starting from the 90% floor, the actual result comes close to the result indicated in the 2026 Budget (example: if 95% of the forecast gross revenue for 2026 is achieved, then 50% of this bonus component will be paid, as 50% of the interval between the 90% floor and the 100% target will have been achieved). If the target is exceeded by at least 9%, the component will be increased by 9%;
- (b) 20% of the Short-Term Variable Component Managing Director upon achievement of a Consolidated EBITDA for 2026, as resulting from the 2026 Budget (considering as "non-recurring" the identifiable elements as per CONSOB Resolution no. 15519 of 27 July 2006). Payment of such component may also occur upon achievement of a Consolidated EBITDA for 2026 below 100%, but provided that this percentage is greater than 90% of the amount set in the aforementioned document. Specifically, this component will be paid in the percentage in which, starting from the 90% floor, the actual result comes close to the result indicated in the 2026 Budget (example: if 95% of the forecast Consolidated EBITDA for 2026 is achieved, then 50% of this bonus component will be paid, as 50% of the interval between the 90% floor and the 100% target will have been achieved). If the target is exceeded by at least 8%, the component will be increased by 8%;
- (c) 20% of the Short-Term Variable Component Managing Director upon achievement of a CDG EBITDA for 2026, as resulting in the 2026 Budget (considering as "non-recurring" the identifiable elements as per CONSOB Resolution no. 15519 of 27 July 2006). Payment of such component may also occur upon achievement of a CDG EBITDA for 2026 below 100%, but provided that this percentage is greater than 90% of the amount set in the aforementioned document. Specifically, this component will be paid in the percentage in which, starting from the 90% floor, the actual result comes close to the result assumed in the 2026 Budget (example: if 95% of the forecast CDG EBITDA for 2026 is achieved, then 50% of this bonus component will be paid, as 50% of the interval between the 90% floor and the 100% target will have been achieved). If the target is exceeded by at least 8%, the component will be increased

by 8%;

- (d) 20% of the Short-Term Variable Component Managing Director upon achievement of a ratio of Net Financial Debt to Consolidated EBITDA no greater than the figure envisaged in the 2026 Budget;
- (e) 15% of the Short-Term Variable Component Managing Director upon achievement of a 10% reduction in hourly gas consumption, based on amounts in the 2^o half of 2026. If the target is exceeded by at least 10%, the component will be increased by 10%.

Medium- to long-term variable component (so-called long-term incentive)

With regard to the Managing Director, the Board of Directors, upon the proposal of the Remuneration and Appointments Committee, established a maximum annual gross amount at the target level of € 95,000.00 (ninety five thousand/00) for each year (*i.e.*, 2024, 2025, and 2026), subject to the possible increase of a maximum of € 1,900 (one thousand nine hundred/00) in the event that the target of the objective indicated in (a) is exceeded by at least 10% (the “**Long-Term Variable Component Managing Director**”).

Additionally, the Board of Directors set the following financial and non-financial performance objectives for the variable component of the medium- to long-term remuneration for the Managing Director:

- (a) 20% of the Long-Term Variable Component Managing Director upon achievement of the increase in Consolidated Equity at 31 December 2026 (increased by any dividends distributed by the Company for the years 2024, 2025, 2026) with an amount higher than or equal to the amount specified in the 2024-2026 Consolidated Plan. If the target is exceeded by at least 10%, the component will be increased by 10%;
- (b) 30% of the Long-Term Variable Component Managing Director upon achievement of the amount of additional sales of NATURAL PAPER (SHOPPER and KRAFT), to be recognized at 31 December 2026 at an amount higher than or equal to € 2.45 million;
- (c) 30% of the Long-Term Variable Component Managing Director upon achievement of the reduction in water resource use at the rate of 15%, to be recorded at 31.12.2026 versus the final figure at 31.12.2023;
- (d) 20% of the Long-Term Variable Component Managing Director following full implementation of the use of the “skills matrices” tool as the basis for defining annual organizational development plans, annual category upgrades/increases in employee compensation, annual training plans, succession plans.

With regard to the objective (b) above, on 26 March 2026 the Board of Directors considered it appropriate to include natural paper of the “shopper” type alongside the “kraft” type, which had replaced the former in terms of strategic relevance. This change preserves the incentive purpose of the Managing Director’s medium- to long-term variable component and ensures ongoing alignment between the Company’s objectives and the objectives underlying the LTI.

9.3 Key Management Personnel

Short-term variable component (so-called short-term incentive)

With regard to Key Management Personnel, the Board of Directors, upon the proposal of the Remuneration and Appointments Committee, determined that the variable component of short-term compensation shall be broken down as follows:

- (a) for Key Management Personnel with business responsibilities:
 - (i) quantitative objectives in terms of final turnover achieved in the amount of 60-80% of the variable component at the target level;
 - (ii) quantitative objectives in terms of the mix of turnover generated in the amount of 20-40% of the variable component at the target level;
- (b) for Key Management Personnel with technical and R&D responsibilities:
 - (i) quantitative objectives to increase productivity, reduce non-compliance, lower the share of industrial personnel expense, and cut gas consumption in an amount equal to 20%, 25%, 30% and 50% of the variable component at the target level;
 - (ii) objectives related to the completion of certain specific company projects in the amount equal to 15, 40 and 60% of the variable component at the target level;
- (c) for Key Management Personnel with administration and finance responsibilities:
 - (i) quantitative objectives to improve certain financial ratios.

Mention should be made that when it comes to the specific weight of performance objectives assigned to Key Management Personnel, the total variable component payable is represented by a percentage range rather than a fixed value, since the value of the performance objectives assigned to each Key Management Personnel varies based on the strategic significance that each individual objective holds for the beneficiary.

The structure of the short-term objectives assigned to Key Management Personnel provides, in 2026, for the recognition of an additional amount if the assigned target is exceeded by more than a certain percentage, based on an incremental scale. As a result, the award amount increases progressively as performance above the target increases, based on pre-set bands that grant different award amounts for each level of achievement. The bonus amount may be awarded only if the target levels set for each STI objective assigned to the Key Management Personnel are achieved.

At most, the total increase may reach up to 200% of the amount at the target level set for each Key Management Personnel.

Medium- to long-term variable component (so-called long-term incentive)

With regard to Key Management Personnel, the Board of Directors, upon the proposal of the Remuneration and Appointments Committee, determined that the variable component of medium- to long-term remuneration shall be broken down as follows:

- (a) for Key Management Personnel with business responsibilities:

- (i) qualitative and quantitative objectives in terms of geographical expansion of sales in an amount equal to 30-50% of the variable component at the target level;
 - (ii) quantitative objectives in terms of the mix of turnover in the amount of 20-50% of the variable component at the target level;
- (b) for Key Management Personnel with technical and R&D responsibilities:
- (i) quantitative and sustainability objectives in terms of reducing electricity in an amount equal to 20-30% of the variable component at the target level;
 - (ii) quantitative and sustainability objectives in terms of reducing the use of titanium dioxide in an amount equal to 50% of the variable component at the target level;
 - (iii) quantitative and sustainability objectives in terms of reducing the use of water resources in an amount equal to 50% of the variable component at the target level;
 - (iv) quantitative and sustainability objectives in terms of the percentage of recycled waste to total waste, in an amount equal to 20-40% of the variable component at the target level;
 - (v) quantitative and sustainability objectives in terms of the percentage of the use of methane gas, in an amount equal to 40% of the variable component at the target level;
 - (vi) quantitative objectives in terms of increased sales of new products and improved productivity (such as percentage and efficiency), in an amount equal to 30-50% of the variable component at the target level;
- (c) for Key Management Personnel with administration and finance responsibilities:
- (i) quantitative objectives relating to compliance in an amount equal to 30% of the variable component at the target level;
 - (ii) qualitative objectives in terms of the implementation of the organizational model I. 262/2005, following transition to the new ERP, at the level of the entire Group, in an amount equal to 30% of the variable component at the target level;
 - (iii) quantitative objectives in terms of the percentage of financial activities on the value of production at Group level in an amount equal to 40% of the variable component at the target level.

Mention should be made that when it comes to the specific weight of performance objectives assigned to Key Management Personnel, the total variable component payable is represented by a percentage range rather than a fixed value, since the value of the performance objectives assigned to each Key Management Personnel varies based on the strategic significance that each individual objective holds for the beneficiary.

10. CRITERIA USED TO ASSESS THE ACHIEVEMENT OF THE PERFORMANCE OBJECTIVES UNDERLYING THE GRANTING OF SHARES, OPTIONS, OTHER FINANCIAL INSTRUMENTS OR OTHER VARIABLE COMPONENTS OF REMUNERATION AND

MEASUREMENT OF THE VARIABLE COMPONENT TO BE PAID ACCORDING TO THE LEVEL OF ACHIEVEMENT OF THE OBJECTIVES

The achievement of the performance objectives under the 2024-2026 Incentive Plan is assessed by the Remuneration and Appointments Committee, assisted by the Company's administration department, and payment of the accrued amounts is subsequently approved by the Board of Directors at the time of the approval of the financial statements for the relevant year.

For further information on the expected timing of the payment of the variable component of remuneration for Executive Directors and Key Management Personnel, reference is made to Section I, Chapter 7, Paragraph 7.2, of this Report.

For further information on the short- and medium- to long-term performance objectives under the 2024-2026 Incentive Plan established by the Board of Directors, upon the proposal of the Remuneration and Appointments Committee, reference is made to Section I, Chapter 9, of this Report.

11. INFORMATION HIGHLIGHTING THE CONTRIBUTION OF THE REMUNERATION POLICY, SPECIFICALLY THE POLICY ON VARIABLE COMPONENTS, TO THE COMPANY'S STRATEGY, THE PURSUIT OF THE COMPANY'S LONG-TERM INTERESTS AND SUSTAINABILITY

In line with the recommendations of the Corporate Governance Code, the main purpose of the Remuneration Policy is to align the interests of the Company's management with the pursuit of the overriding objective of creating sustainable value for the shareholders and other relevant stakeholders of Neodecortech and the Group. Bearing this in mind, the Board of Directors and the Remuneration and Appointments Committee work together to develop a Remuneration Policy that ensures consistent alignment between the performance objectives assigned to management, both in the short- and medium- to long-term, and the key strategic drivers of the Company and the Group.

For further information on the contribution of the Remuneration Policy in the pursuit of these objectives, reference is made to Section I, Chapters 6, 7 and 9 of this Report.

12. SYSTEMS FOR EX POST CORRECTION OF THE VARIABLE COMPONENT (I.E., CLAW BACK SYSTEMS)

The Company adopts contractual systems that allow it to demand the return, in whole or in part, of variable components of remuneration already paid (or to withhold sums subject to deferral), determined on the basis of data which has subsequently turned out to be manifestly misstated, regardless of the responsibility for the error, or if the achievement of the objectives is attributable to willful or grossly negligent conduct, in any case carried out in violation of the relevant standards and/or in violation of the Company's code of ethics (so-called claw back systems).

Specifically, the 2024-2026 Incentive Plan provides, with regard to both the short-term variable component and the medium- to long-term variable component that, if the amount recognized as a result of the achievement of performance objectives has been determined on the basis of data that have been proven, within 5 years from their approval, to be manifestly misstated, regardless of whether said misstatement is directly ascribable and/or attributable to the beneficiary and/or is related to willful conduct and/or actions and/or marked by gross negligence and/or in violation of the Company's code of ethics, the beneficiary Executive Director or Key Management Personnel, in the event that the monetary award:

- (a) has not been paid yet, shall lose any right to payment of said amount, regardless of the objectives achieved in the medium term. The abovementioned circumstance cannot give rise to any right of the beneficiary to receive any indemnity, even of a contractual nature, emolument and/or benefit in lieu and/or alternative, as well as any amount by way of compensation;
- (b) has already been paid, even in part, shall return to the Company the net amount received in respect of the monetary award, within 30 (thirty) days of the request for return made in writing by the Company and/or the Group.

13. INFORMATION ON ANY CLAUSES REQUIRING THE KEEPING OF FINANCIAL INSTRUMENTS IN THE PORTFOLIO AFTER THEIR ACQUISITION

The Company has not adopted any share incentive or stock option plans and has not issued any additional financial instruments.

14. POLICY REGARDING FINANCIAL PACKAGES IN THE EVENT OF TERMINATION OF OFFICE OR TERMINATION OF EMPLOYMENT

Under the 2024-2026 Incentive Plan, the beneficiary Executive Directors and Key Management Personnel are entitled to receive the short- and medium- to long-term variable component if the stipulated performance objectives are achieved, provided that their employment relationship or directorship remains in place at the end of the 2026, except as specified below.

If the beneficiary's employment with the Company is terminated before the end of 2026 as a result of:

- (i) withdrawal exercised by the Company for any reason; or
- (ii) resignation by the beneficiary,

the beneficiary will permanently forfeit the right to the short- and medium- to long-term variable component.

It remains understood that the employment relationship is deemed to have terminated before the end of 2026 even where the termination takes effect after the end of the year due to contractually required notice or any other cause of suspension. The right to receive the short- and medium- to long-term variable component is expressly excluded during the notice period, regardless of whether it is worked or not, or during the suspension period.

The beneficiary shall have no right to be indemnified and/or compensated by the Company in any capacity and for any reason whatsoever in connection with the forfeiture of the right to receive the short- and medium- to long-term variable component pursuant to the foregoing.

If the employment relationship ends by mutual agreement, or if the beneficiary becomes eligible for an old-age, seniority or permanent disability pension that results in termination of employment, the beneficiary may retain the right to receive a portion of the short- and medium- to long-term variable component. This portion is calculated by applying the "*pro-rata temporis*" criterion, based on the Board of Directors' assessment of the level of achievement of the performance objectives up to the employment termination date, subject to the opinion of the Remuneration and Appointments Committee, for plans at least 50% accrued.

In the event of resignation of the beneficiary from the directorship of the Company, the beneficiary shall definitively forfeit the right to receive the short and the medium- to long-term variable component, unless otherwise decided, with adequate reasons, by the Board of Directors, upon the proposal of the Remuneration and Appointments Committee.

If the beneficiary is removed from office as a director of the Company:

- (i) for just cause, the beneficiary shall definitively forfeit the right to receive the short- and the medium- to long-term variable component;
- (ii) in the absence of just cause, the beneficiary shall retain the right to obtain a portion of the bonus by applying the “*pro-rata temporis*” criterion on the basis of the assessment of the degree of achievement of the performance objectives - with regard to the date of termination of the employment relationship - carried out by the Board of Directors, upon the proposal of the Remuneration and Appointments Committee, for plans accruing by at least 50%.

The variable component of remuneration provided for the Chief Executive Officer and the Managing Director under the 2024-2026 Incentive Plan is awarded by reason of their roles as Executive Directors of the Company.

Additionally, with specific regard to the beneficiaries of the 2024-2026 Incentive Plan who are members of the Board of Directors, in the event that the beneficiary ceases to hold office due to completion of the term or termination of the entire Board of Directors and is not subsequently appointed at least as a director (even without delegated powers), the pro-rata payment of the variable component of remuneration is envisaged, provided that the achievement of intermediate objectives can be identified.

In the event of death of the beneficiary of the 2024-2026 Incentive Plan, those eligible shall be entitled to receive the variable component of remuneration re-determined by applying a *pro rata temporis* criterion that takes account of the period from which the beneficiary's death occurred.

Without prejudice to the provisions of the 2024-2026 Incentive Plan explained above, no financial packages are envisaged in the event of termination of office or termination of employment, except those provided for by current regulations or by the relevant national collective bargaining agreements.

15. INFORMATION ON THE PRESENCE OF ANY INSURANCE, OR SOCIAL SECURITY OR PENSION COVERAGE, OTHER THAN COMPULSORY COVERAGE

For further information on insurance, social security and pension coverage, reference is made to Section I, Chapter 8, of this Report.

16. ANY PAY POLICIES USED AS A REFERENCE IN THE PREPARATION OF THE POLICY, AND CRITERIA USED IN THE SELECTION AND INDICATION OF SUCH COMPANIES

In developing the Remuneration Policy and, specifically, the short-term variable incentive system for Key Management Personnel other than Executive Directors, the Remuneration and Appointments Committee drew on a benchmark analysis carried out by Mercer Italia S.r.l. on issuers comparable to Neodecortech in terms of size or industry.

17. POLICY DEVIATIONS FOR EXCEPTIONAL CIRCUMSTANCES

Pursuant to Article 123-ter, paragraph 3-bis of the TUF, the Company has the right to temporarily deviate from the Remuneration Policy in exceptional circumstances; these situations should be deemed necessary for pursuing the long-term interests and sustainable success of the Company as a whole or to ensure its ability to stand on the market, rather than being merely expedient.

By way of example, the Board of Directors, upon the proposal of the Remuneration and Appointments Committee, may award one-off monetary disbursements of a discretionary nature, for specific transactions and/or tasks of particular strategic relevance for the Company and/or the Group and in the event of outstanding, merit-based performance and not already included in the variable components of the short- and medium- to long-term remuneration. Additionally, if "*exceptional circumstances*" within the meaning of Article 123-ter of the TUF unforeseeable at the time of the approval of the Remuneration Policy should occur during the reporting year, the Board of Directors may also deviate from it as part of the process of assessing the level of achievement of the quantitative performance objectives of the incentive plans reserved for Executive Directors and Key Management Personnel, provided that the deviation from the floor established for the achievement of each of the aforementioned objectives is not higher than 2%.

Should the aforementioned circumstances occur, with adequate support from the Human Resources Department, as well as with the possible assistance of third-party independent experts, the Remuneration and Appointments Committee, having assessed the circumstances of the case, may submit to the approval of the Board of Directors any amendments to the incentive plans aimed at safeguarding the primary objectives of the Company and of the Group, in compliance with the rights of the beneficiaries.

In the event of deviations to the Remuneration Policy under this Paragraph 17 the provisions of the CONSOB RPT Regulation and the RPT Procedure on "*related party transactions*" shall apply.

18. COMPENSATION TO THE MEMBERS OF THE BOARD OF STATUTORY AUDITORS

The standing members of the Board of Statutory Auditors receive a fixed compensation established by the Shareholders' Meeting, in accordance with Article 2402 of the Italian Civil Code, as well as reimbursement for any expense incurred in the course of their duties.

The remuneration of the standing auditors and the chairman of the Board of Statutory Auditors is commensurate with the level of expertise, dedication and commitment required for their roles, and with the size and sector-specific characteristics of the company.

* * *

SECTION II

1. INTRODUCTION

This Section II of the Report is divided into two parts and presents the compensation to the members of the governing and supervisory bodies, as well as Key Management Personnel received in 2025. Specifically:

- (a) Part One of Section II provides an adequate, clear and understandable presentation of each of the items that make up the remuneration of the above subjects;
- (b) Part Two of Section II provides a breakdown of the compensation paid in 2025, for any reason and in any form, to the abovementioned subjects, as well as the investments held in the Company by these subjects.

Part One

2. ITEMS MAKING UP THE REMUNERATION

Except as later stated in Paragraph 2.3 of this Report, in 2025 compensation was paid in application of the principles, objectives, and purposes set forth in the 2025 Remuneration Policy.

Specifically, the allocation of compensation was determined to maintain an overall pay structure in line with the needs of the Company and the Group.

Furthermore, the compensation was allocated with a view to supporting the long-term interests and sustainability of the Company and the Group's performance and business, in line with the principles set forth in the 2025 Remuneration Policy, the aim being to attract, retain, and motivate highly skilled professionals, particularly those in key offices for the development and management of the business, while also recognizing the quality and effectiveness of their individual contributions and valuing their performance achievements.

Likewise, the objectives of aligning the interests of the Company's management with the pursuit of the overriding goal of sustainable value creation for Neodecortech's shareholders and other stakeholders in the medium to long term are deemed to be achieved through a reflective process to determine compensation.

2.1 *Fixed component*

Directors and Key Management Personnel

The current Board of Directors in office consists of 7 (seven) members and was appointed by the 2025 Shareholders' Meeting for a term of 3 (three) years, therefore, until the date of approval of the financial statements for the year ending 31 December 2027.

The remuneration of the directors is governed by the resolution of the 2025 Shareholders' Meeting, which, pursuant to Article 28 of the Bylaws and the applicable legislation in force, set the maximum total annual compensation payable to the members of the Board of Directors at € 340,000 (three hundred and forty thousand/00), in addition to reimbursement of expense incurred in the performance of and by reason of their duties, of which:

- € 150,000 (one hundred and fifty thousand/00) to the Chairman of the Board of Directors;
- € 25,000 (twenty-five thousand/00) for each of the other directors;
- € 4,000 (four thousand/00) to the lead independent director; and
- the remaining € 36,000 (thirty-six thousand/00) paid to the directors serving on the board committees, on the understanding that the Board of Directors shall allocate this amount among them, thereby determining the fixed compensation of the members of the board committees.

Additionally, pursuant to Article 2389, third paragraph, of the Italian Civil Code and Article 28.2 of the Bylaws, the 2025 Shareholders' Meeting resolved that the compensation to be attributed to directors holding strategic responsibilities shall be determined, in its fixed and variable components, by the Board of Directors, upon the proposal of the Remuneration and Appointments Committee, subject to the favourable opinion of the Board of Statutory Auditors and in accordance with the remuneration policies adopted by the Company and outlined in the Remuneration Report.

On 29 April 2025, the Board of Directors, based upon the proposal of the Remuneration and Appointments Committee and, where necessary, after obtaining the opinion of the Board of Statutory Auditors, approved the compensation for directors holding strategic responsibilities as follows:

- (a) to the Chief Executive Officer, an additional compensation on account of the powers delegated in the gross annual amount of € 70,000, for a gross annual total of € 95,000;
- (b) to the Managing Director, an additional compensation on account of the powers delegated in the gross annual amount of € 70,000, for a gross annual total of € 95,000.

Additionally, the Board of Directors at the same meeting, upon the proposal of the Remuneration and Appointments Committee and subject to the favourable opinion of the Board of Statutory Auditors pursuant to Article 2389 of the Italian Civil Code, resolved to pay the following additional compensation for the participation of the Company's directors in the Board committees: (a) € 5,000.00 gross per year to the Chair of the Remuneration and Appointments Committee and the Chair of the Related Party Committee, and € 6,000.00 gross per year to the Chair of the Control, Risk and Sustainability Committee, (b) € 3,000.00 gross per year to each member of the Remuneration and Appointments Committee and the Related Party Committee (excluding the Chair) and € 4,000.00 gross per year to each member of the Risk and Sustainability Committee (excluding the Chair).

With regard to Executive Directors, the variable component of remuneration is added to this fixed amount, as further specified below.

Furthermore, Executive Directors and other Key Management Personnel also received compensation for 2025 under their existing employment relationships - as applicable - with Neodecortech, CDG, and BEG and, in particular:

- (a) the Chief Executive Officer received a fixed remuneration totaling € 260,000 as part of his open-ended employment relationship as an executive with Neodecortech;
- (b) the Managing Director received a fixed remuneration of € 185,000 as part of his open-ended employment relationship as an executive with CDG;

- (c) the gross annual amount paid to Key Management Personnel is € 647,573, on an aggregate basis.

In detail, existing employment relationships with Executive Directors and Key Management Personnel are regulated by the National Collective Labour Agreement for Industrial Executives and severance pay accrues on the compensation received. There are no agreements providing for payment of indemnities in addition to those provided for by law and by the above collective agreement for cases of early termination of employment. Additionally, the contracts in place with Key Management Personnel do not envisage indemnities - in the event of resignation or termination of employment or revocation without just cause - in addition to those provided for in the applicable collective bargaining agreement. Lastly, the Company has not entered into any non-compete agreements with either Executive Directors or Key Management Personnel.

Board of Statutory Auditors

The standing members of the Board of Statutory Auditors receive a fixed compensation established by the Shareholders' Meeting, in accordance with Article 2402 of the Italian Civil Code, as well as reimbursement for any expense incurred in the course of their duties. In detail, the Shareholders' Meeting held on 27 April 2023 awarded each Standing Auditor a gross annual compensation of € 20,000.00 and the Chairman of the Board of Statutory Auditors a gross annual compensation of € 25,000.00.

2.2 *Variable component*

On 23 March 2026, the Board of Directors, upon the proposal of the Remuneration and Appointments Committee and subject to the favourable opinion of the Board of Statutory Auditors, assessed the level of achievement of the short-term qualitative and quantitative objectives set forth in the 2025 Remuneration Policy and, consequently, resolved to award in favour of:

- (a) the Chief Executive Officer, Luigi Cologni, a short-term variable compensation totaling € 131,291 with regard to 2025;
- (b) the Managing Director, Massimo Giorgilli, a short-term variable compensation totaling € 94,936 with regard to 2025; and
- (c) the Key Management Personnel, on an aggregate basis, a short-term variable compensation totaling € 73,285 with regard to 2025.

Regarding the Managing Director's short-term variable compensation in 2025, on 23 March 2026 the Board of Directors, based upon the proposal of the Remuneration and Appointments Committee, approved payment by the subsidiary BEG to Dr Giorgilli of an extraordinary one-time bonus of € 25,000.00. For further information, please refer to Paragraph 2.3 of this Report below.

With regard to the medium- to long-term variable component, the assessment of the achievement of qualitative and quantitative performance objectives will be carried out by the Board of Directors, upon the proposal of the Remuneration and Appointments Committee, only at the end of the last relevant year of the Incentive Plan (*i.e.*, 2026) in the manner described in Section I, Chapter 10, of this Report.

Chief Executive Officer

Based on the above information, below is the pay mix of the Chief Executive Officer for 2025.

FIXED COMPONENT	SHORT-TERM VARIABLE COMPONENT
73%	27%

Managing Director

Based on the above information, below is the pay mix of the Managing Director for 2025.

FIXED COMPONENT	SHORT-TERM VARIABLE COMPONENT
70%	30%

Key Management Personnel

In accordance with the 2025 Remuneration Policy, the short-term variable component awarded by the Board of Directors upon the proposal of the Remuneration and Appointments Committee was recognized for the achievement by each Key Management Personnel beneficiary of the 2024-2026 Incentive Plan of qualitative and quantitative performance objectives assigned on an individual basis consistent with the areas of responsibility (sales, technical, research and development, administration and finance).

Based on the above information, below is the pay mix of Key Management Personnel for 2025.

FIXED COMPONENT	SHORT-TERM VARIABLE COMPONENT
90%	10%

2.3 Deviations for exceptional circumstances

Following the outstanding performance delivered by the subsidiary BEG in 2025, the Remuneration and Appointments Committee reviewed BEG's proposal to award Neodecortech's Managing Director and BEG's CEO, Massimo Giorgilli, an extraordinary one-time bonus of € 25,000.00.

This proposal was developed in recognition of Mr. Giorgilli's instrumental contribution to BEG's results in 2025. At its meeting on 22 March 2026, the Committee confirmed BEG's outstanding performance and deemed payment of the bonus necessary to pursue the Company's and the Group's long-term interests and sustainable success, in accordance with paragraph 17 of Policy 2025. In light of the foregoing, the Committee expressed a favourable opinion on BEG's grant of the extraordinary one-time bonus to Mr. Giorgilli. This represents an exception to the ordinary remuneration structure. The Committee referred any appropriate determination on the matter to the Board of Directors, subject to the application of the provisions of the RPT Regulation and the RPT Procedure. Following the analysis carried out by the competent corporate departments, the payment of the extraordinary bonus to Mr. Giorgilli was classified as a "small amount" related-party transaction, as the bonus does not exceed the € 50,000.00 threshold set out in the RPT Procedure for transactions with related-party individuals.

On 23 March 2026, having taken note of the proposal submitted by the Committee, the Board of Directors approved BEG's proposal to grant the Managing Director an extraordinary one-time bonus. On 26 March 2026, BEG's Board of Directors, subject to the favourable opinion of the Sole Auditor, approved the payment of this bonus.

The amount will be paid as a lump sum in May 2026.

2.4 Application of ex post correction systems of the variable component (malus or claw back)

In 2025, the Company did not apply the *ex-post* adjustment systems of the variable component, although this option was envisaged in the 2025 Remuneration Policy.

2.5 Comparison, for the last 5 financial years or for the shorter period of listing of the Company or tenure of the subjects, between the annual change in (i) the total remuneration of each of the subjects for whom the information in this Report has been provided by name; (ii) the Company's results; (iii) the average gross annual remuneration, benchmarked to full-time employees, of employees other than the subjects whose remuneration is presented by name in this Report

A comparison, as of the Company's listing year, is shown below of the change between:

- (a) the total remuneration of the members of the Board of Directors, the Board of Statutory Auditors, and the Key Management Personnel:

SUBJECTS	2025	2024	CHANGE 2025 VERSUS 2024	2023	CHANGE 2025 VERSUS 2023	2022	CHANGE 2025 VERSUS 2022	2021	CHANGE 2025 VERSUS 2021
Luigi Cogni	496,153 €	448,174 €	11%	511,393 €	-3%	347,285 €	43%	416,457 €	19%
Massimo Giorgilli	3403.242€	375,220 €	7%	400,616 €	1%	253,040 €	59%	324,780 €	24%
Luca Peli ⁽¹⁾	33,622 €	104,000 €	-68%	101,616 €	-67%	65,827 €	-49%	-	-
Gianluca Valentini ⁽²⁾	151,089 €	45,000 €	236%	38,164 €	296%	17,055 €	768%	-	-
Adriano Bianchi ⁽³⁾	11,348 €	36,817 €	-69%	35,475 €	-68%	19,614 €	-42%	-	-
Sara Bertolini ⁽³⁾	9,699 €	30,000 €	-68%	28,811 €	-66%	18,255 €	-47%	-	-
Ida Altimare ⁽³⁾	10,992 €	34,000 €	-68%	32,252 €	-66%	19,433 €	-43%	-	-
Cinzia Morelli ⁽⁴⁾	35,446 €	31,482 €	13%	29,970 €	18%	19,274 €	84%	-	-
Vittoria Giustiniani ⁽⁴⁾	30,707 €	28,000 €	10%	27,523 €	12%	18,074 €	70%	-	-
Monica Girardi ⁽⁵⁾	22,332 €	-	-	-	-	-	-	-	-
Francesco Megali ⁽⁵⁾	25,715 €	-	-	-	-	-	-	-	-
Stefano Santucci ⁽⁶⁾	31,590 €	38,283 €	-17%	35,312 €	-11%	44,980 €	-30%	33,800 €	-7%
Federica Menichetti ⁽⁷⁾	26,000 €	26,000 €	0%	26,000 €	0%	26,000 €	0%	26,000 €	0%
Edda Delon ⁽⁸⁾	25,879 €	26,467 €	-2%	18,062 €	43%	-	-	-	-
KMP ⁽⁹⁾	755,896 €	744,090 €	2%	722,968 €	5%	685,279 €	10%	699,994 €	8%

⁽¹⁾ Director Luca Peli became Director on 11 May 2020 and waived his compensation until termination of the Board of Directors. With the appointment of the new Board of Directors on 27.04.2022, he received compensation including the fixed part as a member of the Board of Directors (€ 25,000) and Chairman

(€ 70,000) calculated pro rata from the date of taking office, including those for Board committees. From 2023 to 2024, the offices were taken from 01.01 to 31.12, considering the new compensation passed by the Shareholders' Meeting on 27 April 2023. The offices were taken until 28.04.2025, until the end of the term of office.

- (2) Member of the Board of Directors, appointed on 27 April 2022. For 2022, the amounts were calculated pro rata from the date of taking office. From 01.01.2023 to 31.12.2024, this office was taken based on the new compensation approved by the Shareholders' Meeting on 27 April 2023. The office was held until 28.04.2025, i.e., until the Board of Directors' term expired. Following the renewal of the Board of Directors effective 29 April 2025, he received compensation comprising the fixed fee as a member of the Board of Directors (€ 25,000) and as Chairman (€ 125,000), calculated pro-rata from the date he took office to 31.12.2025.
- (3) Members of the Board of Directors, appointed on 27 April 2022. For 2022, the amounts were calculated pro-rata from the date of taking office, including those for Board committees. From 01.01.2023 to 31.12.2024, the offices were taken considering the new compensation passed by the Shareholders' Meeting on 27 April 2023. The offices were taken until 28.04.2025, until the end of the term of office.
- (4) Members of the Board of Directors whose offices were taken on 27 April 2022. For 2022, the amounts were calculated pro-rata from the date of taking office, including those for Board committees. From 01.01.2023 to 31.12.2024, the offices were taken considering the new compensation passed by the Shareholders' Meeting on 27 April 2023. The offices were taken until 28.04.2025, until the end of the term of office. Following the reappointment of the Board of Directors, effective 29 April 2025, the directors received the compensation related to their offices and Board committees, with the latter calculated pro-rata from the date they took office until 31.12.2025.
- (5) Members of the Board of Directors whose offices were taken on 29 April 2025. For 2025, the amounts were calculated pro-rata from the date of taking office, including those for Board committees, until 31.12.2025.
- (6) Statutory Auditor Stefano Santucci served as Chairman of the Board of Statutory Auditors for the period from 20 February 2020 to 26 April 2023. Since 27 April 2023, he has served as Standing Auditor. Since 26 March 2021, he has also served as Chairman of the Board of Statutory Auditors of CDG.
- (7) The amounts also include the compensation as a member of the Supervisory Board of the parent company for € 6,000
- (8) The Chair of the Board of Statutory Auditors Edda Delon took office on 27 April 2023.
- (9) Key Management Personnel were 1 person in 2020 and 6 persons in 2021.

(b) the Company's results;

	2025	2024	CHANGE 2025 versus 2024	2023	CHANGE 2025 VS 2023	2022	CHANGE 2025 VERSUS 2022	2021	CHANGE 2025 VERSUS 2021
CONSOLIDATED EBITDA	20,867,625 €	16,632,599 €	25.46%	13,891,300 €	50.22%	15,991,229 €	30.49%	18,145,729 €	15%

(c) the average gross annual remuneration, benchmarked to full-time employees, of employees other than the subjects whose remuneration is presented by name in this section of the Report.

	2025	2024	CHANGE 2025 VERSUS 2024	2023	CHANGE 2025 VERSUS 2023	2022	CHANGE 2025 VERSUS 2022	2021	CHANGE 2025 VERSUS 2021
Average gross annual remuneration of full-time	37,912 €	33,446 €	13.4%	32,428 €	16.9%	32,218 €	17.7%	32,129 €	18%

employees (*)									
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(*) Excluding: the Chief Executive Officer, Managing Director and Key Management Personnel.

This includes employees of the acquired Lamitex S.r.l. (28 November 2025), relating to 12 months.

2.6 *Vote cast by the Shareholders' Meeting on this Section II in the prior year*

The Board of Directors and the Remuneration and Appointments Committee, in establishing the Remuneration Policy, took account of the guidelines expressed by the shareholders when voting at the shareholders' meeting on Section II of the report on the remuneration policy for 2026 and on compensation paid in 2025 (favourable votes equal to 62.88% of the Company's share capital), which confirmed a shareholder approval of the compensation paid by the Company to directors, members of the Board of Statutory Auditors, and Key Management Personnel in 2025.

** * **

The remuneration shown in this Report was determined, for 2025, in accordance with the 2025 Remuneration Policy. Further details on compensation paid are shown in the tables below.

PART TWO

Compensation paid to members of the Board of Directors and Board of Statutory Auditors and to Key Management Personnel.

(A)	(B)	(C)	(D)	(1)	(2)	(3)		(4)	(5)	(6)	(7)	(8)
Name and surname	Office	Period for which the office was held	Expiration of office	Fixed compensation	Compensation for participation in committees	Non-equity variable compensation		Non-monetary benefits	Other compensation	Total	Fair value of equity compensation	Termination of office or termination of employment indemnity
						Bonuses and other incentives	Profit sharing					
Luigi Cologni	Chief Executive Officer	From 27.04.2022 to 31.12.2025	31.12.2025	358,750 ⁽¹²⁾		131,291 ⁽¹⁴⁾		6,112		496,153	--	
Massimo Giorgilli	Managing Director	From 27.04.2022 to 31.12.2025	31.12.2025	280,000 ⁽¹³⁾		94,936 ⁽¹⁴⁾		3,306	25,000 ⁽²³⁾	403,242		
Luca Peli	Chairman	From 27.04.2022 to 28.04.2025	28.04.2025	32,329 ⁽¹⁵⁾	1,293 ⁽¹⁾					33,622		
Gianluca Valentini	Chair	From 29.04.2025 to 31.12.2025	31.12.2025	151,089 ⁽¹⁷⁾						151,089		
Adriano Bianchi	Independent Director	From 27.02.2022 to 28.04.2025	28.04.2025	8,082 ⁽¹⁶⁾	2,910 ⁽⁵⁾				357 ⁽¹⁰⁾	11,349		
Sara Bertolini	Independent Director	From 27.02.2022 to 28.04.2025	28.04.2025	8,082 ⁽¹⁶⁾	1,616 ⁽⁶⁾					9,699		
Ida Altimare	Independent Director	From 27.04.2022 to 28.04.2025	28.04.2025	8,082 ⁽¹⁶⁾	2,910 ⁽⁷⁾					10,992		
Cinzia Morelli	Independent Director	From 27.04.2022	31.12.2025	25,000 ⁽¹⁹⁾	10,060 ⁽⁸⁾				386 ⁽¹⁰⁾	35,446		

		to 31.12.2025										
Vittoria Giustiniani	Non-Executive Director	From 27.04.2022 to 31.12.2025	31.12.2025	25,000 ⁽¹⁹⁾	5,707 ⁽⁹⁾					30,707		
Monica Girardi	Independent Director	From 29.04.2025 to 31.12.2025	31.12.2025	16,918 ⁽²⁰⁾	5,414 ⁽²¹⁾					22,332		
Francesco Megali	Independent Director	From 29.04.2025 To 31.12.2025	31.12.2025	16,918 ⁽²⁰⁾	8,797 ⁽²²⁾					25,715		
Stefano Santucci	Standing Auditor of the Board of Statutory Auditors	From 27.04.2023 to 31.12.2025	31.12.2025	30,000 ⁽²⁾					1,591 ⁽¹⁰⁾	31,591		
Edda Delon	Chair of the Board of Statutory Auditors	From 27.04.2023 to 31.12.2025	31.12.2025	25,000 ⁽¹¹⁾					879 ⁽¹⁰⁾	25,879		
Federica Menichetti	Standing Auditor	From 27.04.2023 to 31.12.2025	31.12.2025	20,000					6,000 ⁽³⁾	26,000		
	Key Management Personnel ⁽⁴⁾ -	From 1.01.2025 to 31.12.2025		653,564		73,285 ⁽¹⁸⁾		29,047		755,896		
(I) Compensation in the reporting company				1,238,392	38,707	277,977		27,806	9,213	1,592,095		
(II) Compensation from subsidiaries and associates				420,422		21,535		10,659	25,000	477,616		
(III) Total				1,658,814	38,707	299,512		38,465	34,213	2,069,711		

(1) The amount consists of € 1,293 for the office of member of the Risk and Sustainability Committee.

(2) The amount consists of € 20,000 as Statutory Auditor of the parent company from 01.01.2025 to 31.12.2025 + € 10,000 as Chairman of the Board of Statutory Auditors of CDG from 01.01.2025 to 31.12.2025.

(3) The amount refers to the office of member of the SB of the parent company.

- (4) The data shown in the table include all the subjects who held the office of Key Management Personnel in 2025 (for a total of 6 offices).
- (5) The amount consists of the compensation for the office of Chairman of the Risk and Sustainability Committee and member of the Related Party Committee from 01.01.2025 to 28.04.2025.
- (6) The amount refers to the compensation received as Chairman of the Related Party Committee from 01.01.2025 to 28.04.2025.
- (7) The amount consists of the compensation for the office of Chairman of the Remuneration Committee and member of the Risk and Sustainability Committee from 01.01.2025 to 28.04.2025.
- (8) The amount consists of the compensation for the office of member of the Remuneration and Appointments Committee and the Related Party Committee from 01.01.2025 to 28.04.2025. Since 29.04.2025, he has served as Chairman of the Related Party Committee and as a member of the Risk and Sustainability Committee and the Remuneration and Appointments Committee.
- (9) The amount consists of the compensation for the office of member of the Remuneration Committee from 01.01.2025 to 28.04.2025. Since 29.04.2025, he has been a member of all Board committees.
- (10) The amount refers to expense reimbursements submitted in 2025.
- (11) The amount refers to the compensation for the office of Chairman of the Board of Statutory Auditors of the parent company from 01.01.2025 to 31.12.2025.
- (12) The amount consists of (i) € 25,000.00 as a Director (Ndt), (ii) € 70,000.00 for the Chief Executive Officer powers (Ndt), (iii) € 260,000.00 as an Executive of the Company (Ndt), and (iv) € 3,750.00 as Chief Executive Officer of the acquired company (Lamitex).
- (13) The amount consists of €: (i) 25,000.00 as a Director (Ndt); (ii) € 70,000.00 as Managing Director (Ndt); and (iii) 185,000.00 as CEO of Cartiere di Guarcino.
- (14) These amounts are allocated in connection with Directorships and refer to the final 2025 STI Incentive Plan, to be paid in 2026.
- (15) The Director received compensation as a member of the Board of Directors in the amount of € 25,000 and compensation as Chairman in the amount of € 75,000, calculated pro rata until 28.04.2025.
- (16) The amount refers to the office of Director of the Parent Company for € 8,082 from 01.01.2025 to 28.04.2025.
- (17) The amount refers to the office of Director of the Parent Company from 01.01.25 to 10.02.25, followed by Vice Chairman from 11.02.25 to 28.04.25 and then Chairman from 29.04.25, for a total of € 109,589 from 01.01.2025. Since 01.01.25, he has served as (i) a director of the subsidiary CdG for € 20,000. Since 28.04.25, he has served as (ii) Chairman of the subsidiary Beg for € 20,250. Since 28.11.25, he has served as (iii) Chairman of the Board of Directors of the acquired Lamitex for € 3,750
- (18) These amounts refer to the final 2025 STI Incentive Plan, to be paid in 2026.

- (19) The amount consists of 25,000.00 for services as Director from 01.01.2025 to 28.04.2025 and from 29.04.2025.
- (20) The amount consists of € 16,918 as Director from 29.04.2025.
- (21) The amount consists of compensation for serving as Chairman of the Remuneration and Appointments Committee and as a member of the Related Party Committee from 29.04.2025.
- (22) The amount consists of compensation for serving as Chairman of the Risk and Sustainability Committee, as a member of the Related Party Committee, and as Lead Independent Director from 29.04.2025.
- (23) Extraordinary one-off payment of € 25,000.00 made by BEG S.r.l. to Mr. Giorgilli.

In column (1) "Fixed compensation", the following are indicated separately, if the case in a note and on an accruals basis: (i) remuneration approved by the Shareholders' Meeting, even if not paid; (ii) attendance fees; (iii) lump-sum expense refunds; (iv) compensation received for carrying out special duties, pursuant to Article 2389, paragraph 3, of the Italian Civil Code (e.g. Chairman, Vice Chairman); (v) fixed pay for employees, gross of social security and tax charges borne by the employee, excluding collective compulsory social security charges borne by the company and the employee severance indemnity provision. The other components of any pay (bonuses, other compensation, non-monetary benefits, etc.) are shown in the relating columns, specifying in the note the part paid by virtue of the directorship and the part paid by virtue of the employment relationship.

In column (2), "Compensation for participation in committees" and "Compensation for Lead Independent Director" is indicated on an accruals basis and may be indicated on an aggregate basis. The notes indicate the committees on which the director serves and, if service is on more than one committee, the compensation received for each committee.

Column (3), "Bonuses and other incentives", includes the portion of pay vested, even if not yet paid, during the year for objectives achieved during the year, in relation to monetary-based incentive plans. The amount is shown on an accruals basis even if the approval of the financial statements has not yet taken place and also for the portion of the bonus that may be subject to deferral. In no event are the values of stock options granted or exercised or other compensation in financial instruments included. This value is the sum of the amounts shown in Table 3B, columns 2A, 2B and 4, line (III).

With regard to column (3), "Profit sharing" section, the amount is indicated on an accruals basis even if the approval of the financial statements and the distribution of profits have not yet taken place. Column (4) "Non-monetary benefits" indicates the value of fringe benefits (according to a taxable criterion), including any insurance policies and supplementary pension funds.

Column (5) "Other compensation" indicates separately and on an accruals basis all additional pay, if any, from other services provided. The note provides information on any loans, prepayments and guarantees granted by the Company or its subsidiaries to executive Directors and the Chairman of the Board of Directors, in case they represent a form of indirect remuneration, taking account of the specific conditions (differing from those of the market or those applicable in a standardized manner to categories of subjects).

Column (6) "Total" adds together items (1) through (5).

Column (7) "Fair value of equity compensation" indicates the fair value at the assignment date of equity-based incentive plan compensation for the year, estimated in accordance with international accounting standards. This value is the sum of the amounts shown in column 16, line III, of Table 2 and column 12, line III, of Table 3A.

Column (8) "Termination of office or termination of employment indemnity" indicates the compensation accrued, even if not yet paid, due to termination of office during the year under review, with regard to the year in which the termination took place. The estimated value of any payment of non-monetary benefits, the amount of any consultancy contracts and non-compete commitments is also shown. The amount of compensation for non-compete commitments is shown only once at the time of termination of office, specifying in the first part of the second section of the Report the duration of the non-compete commitment and the date of actual payment.

Line (III) sums up, for each column, the compensation received from the reporting company and those received for tasks carried out in subsidiaries and associates.

Monetary incentive plans for members of the Board of Directors and Key Management Personnel

A	B	(1)	(2)			(3)			(4)
Name and surname	Office	Plan	Bonuses for the year			Bonuses from prior years			Other bonuses
			(A)	(B)	(C)	(A)	(B)	(C)	
			Payable /paid	Deferred	Deferment period	No longer payable	Payable/paid	Still Deferred	
Luigi Cogni	Chief Executive Officer	STI plan approved by the Board of Directors on 24 March 2025	131,291						
Massimo Giorgilli	Managing Director	STI plan approved by the Board of Directors on 24 March 2025	94,936						25,000
	Key Management Personnel (6 offices)	STI plan approved by the Board of Directors on 24 March 2025	73,285						
(I) Compensation in the reporting company		STI plan approved by the Board of Directors on 24 March 2025	277,977						0
(II) Compensation from subsidiaries and associates			21,535						25,000
(III) Total			299,512						25,000

Total (III) is shown with regard to all columns except for column (2C).

"Column 2A" indicates the bonus accrued for the year (2025) for the objectives achieved during the year and paid or payable as not subject to further conditions (upfront compensation).

"Column 2B" indicates the bonus tied to objectives to be achieved during the year but not payable as subject to further conditions (deferred bonus). "Column 3A" indicates the sum of bonuses

deferred in prior years yet to be paid at the beginning of the year and no longer payable due to the failure to meet the conditions they are subject to.

"*Column 3B*" indicates the sum of bonuses deferred in prior years yet to be paid at the beginning of the year and paid during the year or payable. "*Column 3C*" indicates the sum of bonuses deferred in prior years yet to be paid at the beginning of the year and further deferred.

The sum of the amounts shown in columns 3A, 3B, and 3C corresponds to the sum of the amounts shown in columns 2B and 3C for the prior year. The "*Other bonuses*" column indicates bonuses accrued during the year that are not explicitly included in specific plans defined *ex ante*.

If an aggregate representation criterion is adopted, the following information should be provided in the Table:

- total bonuses for the year, broken down into paid and deferred, with indication of the average deferral period for the latter;
- total bonuses from prior years, broken down into no longer payable, paid and still deferred;
- other overall bonuses.

Investments held by members of the Board of Directors and the Board of Statutory Auditors.

Name and surname	Office	Investee	Number of shares held at the end of the prior year	Number of shares purchased	Number of shares sold	Number of shares held at the end of the current year
Luigi Cologni	Chief Executive Officer	Neodecortech S.p.A.	200,000			200,000
Massimo Giorgilli	Managing Director	Neodecortech S.p.A.	197,486			197,486
Gianluca Valentini*	Chairman	Neodecortech S.p.A.	0		0	0

(*) Gianluca Valentini is also: (i) beneficiary of the Eclips Trust which holds: (a) 33.33% of Finanziaria Valentini S.p.A., holder of no. 8,325,385 shares in Neodecortech, representing 61.60% of the Company's share capital; and (b) 33.33% of Valfina S.r.l., holder of no. 28,000 shares in the Company and (ii) 50% beneficiary of the Mercury Trust, which holds: (a) 33.33% of Finanziaria Valentini S.p.A., holder of no. 8,325,385 shares in Neodecortech, equal to 58.60% of the Company's share capital; and (b) 33.33% of Valfina S.r.l., which holds no. 28,000 shares in the Company.

Investments held by Key Management Personnel.

Number of Key Management Personnel	Investee	Number of shares held at the end of the prior year	Number of shares purchased	Number of shares sold	Number of shares held at the end of the reporting year
2	Neodecortech S.p.A.	42,650 ⁽¹⁾ ⁽²⁾		30,350	12,300 ⁽³⁾

(1) It should be noted that the number of shares refers to the investments held at the end of 2024 by those who held the office of Key Management Personnel during 2025, even for a fraction of a year.

(2) Of which 40,150 personally and 2,500 by the spouse

(3) Of which 9,800 personally and 2,500 by the spouse

Filago (BG), 26 March 2026

Neodecortech S.p.A.

For the Board of Directors

The Chairman

Gianluca Valentini