



BRUNELLO CUCINELLI

BRUNELLO CUCINELLI S.P.A.

Registered office: 5 Viale Parco dell'Industria, Solomeo, Corciano (PG), Italy

Fully paid-up share capital: €13,600,000

Tax code, VAT code and registration number with the Register of Companies of Umbria 01886120540

R.E.A. no. 165936

Traditional management and control model

Institutional website: www.brunellocucinelli.com

REPORT ON THE CORPORATE GOVERNANCE AND OWNERSHIP STRUCTURE OF BRUNELLO CUCINELLI S.P.A. PURSUANT TO ART. 123-BIS OF THE ITALIAN LEGISLATIVE DECREE NO. 58/1998 RELATING TO THE YEAR 2021. APPROVED BY THE COMPANY'S BOARD OF DIRECTORS IN THE MEETING OF 10 MARCH 2022.

(COURTESY TRANSLATION FOR THE CONVENIENCE OF INTERNATIONAL READERS)

SUMMARY

GLOSSARY	4
1. PROFILE OF THE ISSUER	5
2. INFORMATION ON OWNERSHIP STRUCTURES	7
a) Capital structure (art. 123-bis, para. 1a), TUF)	7
b) Restriction on the transfer of securities (art. 123-bis, para. 1b), TUF).....	7
c) Significant holdings in capital (art. 123-bis, para. 1c), TUF).....	7
d) Securities with special rights (art. 123-bis, para. 1d), TUF).....	7
e) Employee share schemes: mechanisms for the exercising of voting rights (art. 123-bis, para. 1e), TUF)	7
f) Restrictions on voting rights (ex art. 123-bis, para. 1f), TUF).....	7
g) Agreements between shareholders (art. 123-bis, para. 1g), TUF)	7
h) Change of control clauses (art. 123-bis, para. 1h), TUF) and bylaw provisions regarding public tender offers (art. 104, para. 1-ter and art. 104-bis, para. 1, TUF).....	8
i) Delegated powers regarding share capital increases and authorization for the purchase of own shares (art. 123-bis, para. 1m), TUF)	8
l) Management and coordination activities (art. 2497 et seq. Italian Civil Code)	8
3. COMPLIANCE	9
4. BOARD OF DIRECTORS	9
4.1 ROLE OF THE BOARD OF DIRECTORS	9
4.2 APPOINTMENT AND REPLACEMENT OF DIRECTORS	12
4.3 COMPOSITION.....	14
4.4 FUNCTIONING OF THE BOARD OF DIRECTORS (pursuant to art. 123-bis, paragraph 2 (d), TUF).....	17
4.5 ROLE OF THE CHAIRMAN OF THE BOARD OF DIRECTORS.....	19
4.6 EXECUTIVE DIRECTORS	20
4.7 INDEPENDENT DIRECTORS AND LEAD INDEPENDENT DIRECTOR	22
5. MANAGEMENT OF CORPORATE INFORMATION	23
6. BOARD COMMITTEES	24
7. SELF-ASSESSMENT AND DIRECTORS' SUCCESSION PLANS – REMUNERATION AND APPOINTMENTS COMMITTEE	25
7.1 SELF-ASSESSMENT AND DIRECTORS' SUCCESSION PLANS	25
7.2 REMUNERATION AND APPOINTMENTS COMMITTEE	28
8. DIRECTORS' REMUNERATION	30
9. INTERNAL CONTROL AND RISK MANAGEMENT SYSTEM – CONTROL AND RISK COMMITTEE	30
9.1. CHIEF EXECUTIVE OFFICER.....	36
9.2. CONTROL AND RISK COMMITTEE	36
9.3. HEAD OF INTERNAL AUDIT	38
9.4. MODEL PURSUANT TO THE ITALIAN LEGISLATIVE DECREE NO. 231/2001	40
9.5. EXTERNAL AUDITORS	40
9.6. MANAGER CHARGED AND OTHER BUSINESS ROLES AND FUNCTIONS.....	41
9.7. COORDINATION BETWEEN THE PARTIES INVOLVED IN THE INTERNAL CONTROL AND RISK MANAGEMENT SYSTEM	42
10. DIRECTORS' INTERESTS AND RELATED PARTY TRANSACTIONS	42
11. STATUTORY AUDITORS	44
11.1. APPOINTMENT AND REPLACEMENT.....	44

11.2. COMPOSITION AND FUNCTIONING OF THE BOARD OF STATUTORY AUDITORS (art. 123-bis, paras. 2d) and 2d-bis), TUF)	47
12. RELATIONS WITH SHAREHOLDERS	49
13. SHAREHOLDERS' MEETINGS	50
14. FURTHER CORPORATE GOVERNANCE PRACTICES	52
15. SUSTAINABILITY - COUNCIL FOR HUMAN SUSTAINABILITY AND HUMANISTIC CAPITALISM	53
16. CHANGES SINCE THE REPORTING DATE	54
17. CONSIDERATION ON THE LETTER DATED DECEMBER 3rd, 2021 SENT BY THE PRESIDENT OF THE CORPORATE GOVERNANCE COMMITTEE	54
TABLES	55
ANNEXES	64

GLOSSARY

Code/CG Code: the Corporate Governance Code for listed companies approved in January 2020 by the Corporate Governance Committee.

Civil Code: the Italian civil code.

Board: the Board of Directors of the Issuer.

NFD: Non-Financial Disclosure pursuant to art. 3 and 4 of the Italian Legislative Decree. No. 254/2016.

Issuer / Company / Brunello Cucinelli: Brunello Cucinelli S.p.A.

Year: the financial year ending on December 31st, 2021, to which the Report refers.

Group: the group headed by the Issuer.

Instructions to Market Rules: the Instructions to the Regulations of the Markets Organised and Managed by Borsa Italiana S.p.A..

Market Regulations: the Regulations of the Markets Organised and Managed by Borsa Italiana S.p.A..

Consob Regulation on Issuers: the Regulation issued by Consob with resolution no. 11971 of 14 May 1999 as subsequently amended and supplemented on issuers.

Consob Market Regulations: the Regulations issued by Consob with resolution no. 20249 of 2017 concerning markets.

Consob Related Parties Regulation: the Regulation issued by Consob with resolution no. 17221 of 12 March 2010 (as subsequently amended) concerning transactions with related parties.

Report: the report on corporate governance and ownership structures that companies are required to prepare pursuant to Article 123-bis of the TUF.

Remuneration Report: the report on the remuneration policy and the fees paid, which companies are required to draw up and publish pursuant to art. 123-ter of the TUF and 84-quater of the Consob Regulation on Issuers.

TUF: Italian Legislative Decree No. 58 of 24 February 1998: “Consolidated law on financial intermediation”, as subsequently amended and supplemented.

Unless otherwise specified, the following definitions included in the Corporate Governance Code shall also be deemed to apply: directors, Executive Directors, Independent Directors, significant shareholder, Chief Executive Officer, Board of Directors, control body, Business Plan, concentrated ownership company, large company, sustainable success, Top Management.

1. PROFILE OF THE ISSUER

Brunello Cucinelli S.p.A. is a company heading a group doing business on the domestic and international market in the luxury sector whose activity is the *design*, production and distribution of articles of clothing and accessories for man and woman.

Brunello Cucinelli is organized on the traditional model with a shareholders' meeting, a board of directors and a board of statutory auditors.

The corporate governance system adopted by the Issuer is represented by a set of legal, technical and organizational rules that are designed to ensure stakeholder protection and the maximum transparency through the proper management of the Company in terms of governance and control. This system is broken down into a set of rules and procedures which must undergo constant checking and revision to respond effectively to developments in legislation and best practices.

The Board of Directors has set up two internal committees with advisory, proposal and control functions, the Remuneration and Appointments Committee and the Control and Risk Committee, as recommended by the Corporate Governance Code.

The Company, on a voluntary basis, has also set up the following intra-company committees: Management Committee, Council for Human Sustainability and Humanistic Capitalism (previously named Council for Harmony with Creation), Human Resources Committee, Architectural Design Committee, Information Security Committee, Council of 50. During the Year the Company also set up a Human Privacy Committee. For further information on the composition and functions assigned to this Committee please refer to §14 of this Report.

In particular, it should be noted that on December 16th, 2020, the Board of Directors approved the establishment of the Council for Harmony with Creation - for morals, ethics and the dignity of the human being (later named as Council for Human Sustainability and Humanistic Capitalism) - which has been assigned propositional and consultative functions in the evaluation and decision-making processes concerning sustainability issues that are relevant to the Brunello Cucinelli Group's activities (see § 15 below).

On April 19th, 2021, on the proposal of Board of Statutory Auditors the Company's ordinary shareholders' meeting appointed PricewaterhouseCoopers S.p.A. to perform the legal audit for fiscal years 2021-2019 pursuant to the Italian Legislative Decree no. 39/2010.

Brunello Cucinelli's shares have been traded on the Electronic Stock Exchange ("MTA", now Euronext Milan) organized and managed by Borsa Italiana S.p.A. since April 27th, 2012.

On June 25th, 2014, Cav. Lav. Brunello Cucinelli established an irrevocable *trust*, transferring to Spafid Trust S.r.l. (previously named Esperia Trust Company S.r.l.), as *trustee*, the entire stake (equal to 100% of the share capital) held by him in Fedone S.r.l. ("**Fedone**"). As at the date of this Report, Fedone owns 50.05% of the share capital and voting rights of the Company and therefore has legal control of the Company.

The Company's corporate governance system is essentially oriented towards the objective of creating value for shareholders in the medium to long term, in the awareness of the social relevance of the activities in which the Company and the Group are engaged and of the consequent need to adequately consider all the interests involved in their performance.

In this regard, the Company, accepting the recommendations contained in the CG Code and in the letters addressed to Italian listed companies by the Chairman of the Corporate Governance Committee in recent years (more information regarding the most recent letter dated December 3rd, 2021 is available in §17 of this Report) regarding the need to implement sustainable success in corporate strategies. The intention to pursue this

strategic objective led to the adoption by the Board of Directors of certain measures that, in different areas, have contributed to incorporate the sustainable success in the corporate strategies and organization.

Please find below a brief description of the measures adopted during the Year by the Company to pursue sustainable success in the different relevant areas.

With reference to the fight against climate change, the Board of Directors, in its meeting held on December 14th, 2021, defined the objectives of reducing greenhouse gas emissions by 60% in terms of economic intensity over the period of the ten-year plan 2019 - 2028.

For a more detailed description of the measures adopted by the Company in this area, please refer to the NFD available at the following address: <http://investor.brunellocucinelli.com/en/services/archive/investor/non-financial-disclosure>.

With regard to the corporate governance related measures aimed at incorporating the sustainable success into the Issuer's governance system, the Board of Directors approved the establishment of the Council for Human Sustainability and Humanistic Capitalism (formerly the Council for Harmony with Creation) with the duty to support the Board in the analysis of the issues relevant to the generation of value in the long term.

For further information on the composition and functions entrusted to the Council for Human Sustainability, please refer to §15.

With regard to how the sustainable success has been incorporated into the internal control and risk management system, please refer to §9.

As far as the incorporation of sustainable success in the remuneration policies is concerned, the variable remuneration (other than the stock grant referred to below) of Managing Directors is determined, starting from the financial year 2020, in an amount equal to 50%, based on the achievement of ESG (Environmental, Social, Governance) sustainable development objectives related to the sustainability plan "*Il Tempo Nuovo*".

For further information on the variable component of the Managing Directors' remuneration please refer to the Remuneration Report available in the Investor Relations section of the institutional website dedicated to the "2022 Shareholders' Meeting".

The Company exercises management and control activities over its subsidiaries.

Today, the Company published the consolidated non-financial statement pursuant to the Italian Legislative Decree no. 254/2016 on a mandatory basis. The aforementioned statement is available in the expressly dedicated Investor Relations section of the institutional website.

The Company does not fall under the definition of small and medium enterprises (SMEs) pursuant to art.1, par.1, lett. W-quater.1) TUF and art. 2-ter Issuers' Regulations.

The Company falls within the definition of "large company" and "concentrated ownership company" under the CG Code. Detailed information about the change in the capitalization of the Issuer can be found in §13 of this Report.

2. INFORMATION ON OWNERSHIP STRUCTURES

(art. 123-bis, para. 1, TUF)

As of December 31st, 2021

a) Capital structure (art. 123-bis, para. 1a), TUF)

The Issuer's subscribed and paid-up share capital amounts to Euro 13,600,000.00 and is divided into 68,000,000 ordinary shares with no nominal value.

At the date of this Report, no classes of shares with voting or other rights other than ordinary shares have been issued.

At the date of this Report, no other financial instruments granting the right to subscribe to newly issued shares have been issued.

The structure of Brunello Cucinelli's share capital is detailed in Table 1 in the appendix to this Report.

At the date of this Report, there are no share-based incentive plans in place.

Please note that the Shareholders' Meeting, convened for April 27th, 2022, will be called to approve a stock grant plan pursuant to article 114-*bis* of the TUF concerning the free allocation of a maximum number of 275,000 ordinary shares of the Company in favour of the delegated bodies and managers of the Group.

For more detailed information in this regard, please refer to the Remuneration Report and to the additional documentation available in the Investor Relations section of the institutional website dedicated to the "2022 Shareholders' Meeting".

b) Restriction on the transfer of securities (art. 123-bis, para. 1b), TUF)

There are no restrictions on the transfer of the Company's shares.

c) Significant holdings in capital (art. 123-bis, para. 1c), TUF)

Significant shareholdings in the capital of Brunello Cucinelli are indicated, according to the communications made pursuant to art. 120 of the TUF and other information in the possession of Brunello Cucinelli, in Table 1 in the appendix to this Report.

d) Securities with special rights (art. 123-bis, para. 1d), TUF)

At the date of this Report, no securities granting special rights of control have been issued.

e) Employee share schemes: mechanisms for the exercising of voting rights (art. 123-bis, para. 1e), TUF)

At the date of this Report, there is no employee shareholding system in place.

f) Restrictions on voting rights (ex art. 123-bis, para. 1f), TUF)

There are no restrictions on the right to vote.

g) Agreements between shareholders (art. 123-bis, para. 1g), TUF)

At the date of this Report the Issuer is not aware of any agreement between shareholders pursuant to article 122 of the TUF.

h) Change of control clauses (art. 123-bis, para. 1h), TUF) and bylaw provisions regarding public tender offers (art. 104, para. 1-ter and art. 104-bis, para. 1, TUF)

At the date of preparation of this Report, neither the Issuer nor any of its subsidiaries has entered into any significant agreements that include change of control clauses.

The Issuer's Bylaws do not contain any provisions derogating from the provisions on the *passivity rule* provided for in Article 104 (1) and (1-bis) of the TUF.

The Issuer's Bylaws do not provide for the application of the neutralization rules set out in Article 104-bis, paragraphs 2 and 3, of the TUF.

i) Delegated powers regarding share capital increases and authorization for the purchase of own shares (art. 123-bis, para. 1m), TUF)

As of the date of this Report, the Board of Directors of Brunello Cucinelli has not been delegated to increase the Issuer's share capital pursuant to article 2443 of the Italian Civil Code, nor to issue participatory financial instruments.

As at December 31st, 2021, the Company did not have (and did not have at the date of the Report) any treasury shares in its portfolio.

Nevertheless, the Shareholders' Meeting, convened for April 27th, 2022, will be called to approve a plan for the purchase of treasury shares for the adoption of a stock grant plan. For more detailed information in this regard, reference should be made to the Remuneration Report and the additional documentation made available in the Investor Relations section of the institutional website dedicated to the "2022 Shareholders' Meeting".

l) Management and coordination activities (art. 2497 et seq. Italian Civil Code)

The Company is not subject to the direction and coordination of its parent company Fedone, as (i) the main decisions relating to the management of the Company and its subsidiaries are taken within the Company's own bodies; (ii) the Company's Board of Directors has the responsibility, among other things, to review and approve the strategic, business and financial plan of the Company and the Group, to review and approve the financial policies and credit access policies of the Company and the Group, to review and approve the Group's organizational structure and to assess the adequacy of the organizational, administrative and accounting structure of the Company and the Group; (iii) the Issuer operates in full autonomy with respect to the conduct of relations with customers, suppliers and commercial partners, without any interference from parties outside the Company; (iv) Fedone does not perform any centralised treasury function in favour of the Issuer.

The Issuer carries out management and coordination activities, pursuant to Article 2497 of the Italian Civil Code, on the Italian companies of the Group; it also carries out strategic direction and coordination activities, both of the structure and of the activities carried out, for all other directly or indirectly controlled companies.

The Company also provides secretarial, administrative, general accounting (including the preparation of financial statements and related tax obligations) and management control services to Group companies, in consideration of their characteristics and organisational needs. In addition, internal audit activities may refer to all Group companies.

The Issuer also coordinates and directs the Group companies in defining the investments to be made, commercial relations and administration, finance and management control and in relation to information systems.

* * *

The Issuer specifies that:

- the information required by Article 123-bis, paragraph 1, letter i), of the TUF (*"agreements between companies and directors ... providing for indemnities in the event of resignation or dismissal without just cause or if the employment relationship terminates following a takeover bid"*) are described in the Remuneration Report prepared pursuant to Article 123-ter TUF;
- the information required by Article 123-bis, paragraph 1, letter l), of the TUF (*"the rules applicable to the appointment and replacement of directors ... if different from the laws and regulations applicable in addition"*) are described in the section of this Report dedicated to the Board of Directors (§ 4);
- the information required by art. 123-bis, paragraph 1, letter l) of the TUF (*"the rules governing the amendment of the Company's Bylaws, if different from the laws and regulations applicable in addition"*) are described in the section of the Report dedicated to the Shareholders' Meeting (§ 13).

3. COMPLIANCE

(art. 123-bis, para. 2a), first section, TUF)

The Issuer has adhered to the Corporate Governance Code drawn up by the Corporate Governance Committee of Borsa Italiana S.p.A. in January 2020, available on Corporate Governance Committee's official website:

<https://www.borsaitaliana.it/comitato-corporate-governance/codice/2020.pdf>

The following paragraphs describe any deviations from the recommendations of the Corporate Governance Code and the underlying reasons.

Some of the Company's subsidiaries are subject to non-Italian legal provisions which, however, do not affect the corporate governance structure of Brunello Cucinelli and the Group.

4. BOARD OF DIRECTORS

4.1 ROLE OF THE BOARD OF DIRECTORS

(pursuant to Article 123-bis, paragraph 2(d), TUF)

The Board of Directors plays a central role in the Company's organization and is responsible for determining and pursuing the strategic objectives of the Company and the Group, as well as verifying the existence of the controls necessary to monitor the performance of the Company and the Group companies. Pursuant to art. 15 of the Company's Bylaws, the Board of Directors is responsible for the ordinary and extraordinary management of the Company and is therefore vested with all the powers of administration, with the exception of those reserved by law and by the Company's Bylaws to the Shareholders' Meeting.

In order to pursue sustainable success, as an objective which, as recommended by the CG Code, inspires the actions of the Board of Directors, during the Year the Board approved the 2028 Sustainability Plan "*Il Tempo Nuovo*", as well as the internal policies named "Sustainability Human Policy", "Human Relations Policy" and "Diversity and Inclusion Policy" (hereinafter jointly referred to as "**Company Policies**"). By adopting the Company Policies, the Company has intended to transpose the distinctive principles of the philosophy inspiring the Company and to formalize the existing practices already in place.

The Company Policies have been shared with the employees of the companies belonging to the Group and are available for Issuer's employees on the Company's intranet system.

A more detailed description of the principles contained in the Company Policies can be found in the NFD pursuant to Articles 3 and 4 of the Italian Legislative Decree no. 254 of 2016, available in the Investor Relations section of the expressly dedicated institutional website.

Not only does the Board define the strategies of the Issuer and the Group aimed at pursuing sustainable success, but also it also constantly monitors the implementation of the measures adopted in the framework of human sustainability. This function is carried out by the Board by analyzing the periodic reports and, more specifically, upon approval of the strategic plans.

With regard to the governance system, the Board deemed that the traditional administration and control system adopted by the Issuer represents the most suitable model to perform the corporate activities and achieve its strategies. Consequently, it did not deem it appropriate to submit any amendment proposal concerning this system to the attention of the Shareholders.

Moreover, the Board promotes the dialogue with the shareholders and other stakeholders that are relevant for the Issuer. In this regard, on March 11th, 2021, the Board approved a stakeholder engagement policy containing the guidelines for the dialogue with and involvement of the Company's main stakeholders.

For further information in this regard, please refer to §12 and the NFD available at the following address: <http://investor.brunellocucinelli.com/en/services/archive/investor/non-financial-disclosure>.

In addition to the powers the law and the Company's Bylaws reserve to the Company's Board, including the powers indicated in the fourth paragraph of Article 2381 of the Italian Civil Code, the Board of Directors has the following powers:

- the definition of the strategic, industrial and financial plans of the Company and the Group;
- the approval of the budget of the Company or the Group;
- the approval of agreements and strategic decisions relating both to Brunello Cucinelli S.p.A. and to the companies belonging to the Group. They must in any case be understood as strategic in nature:
 - (i) contracts and decisions relating to transactions exceeding Euro 5 (five) million each (except as provided for in (iv) below);
 - (ii) contracts and decisions concerning the purchase, sale or possible licence of trademarks, patents and other intellectual property rights, regardless of the value of the transaction (and, therefore, even if below the threshold of Euro 5 (five) million), with the exclusion of intra-group transactions and agreements instrumental or ancillary to distribution agreements (including franchising agreements) or to the supply of Brunello Cucinelli branded products;
 - (iii) contracts and decisions concerning the hiring, promotion, transfer or termination of employment or collaboration, for any reason and for any amount, in respect of the following positions: chief financial officer; investor relations officer; head of internal auditing; head of legal affairs;
 - (iv) contracts and decisions concerning the hiring, promotion, transfer or termination of employment or collaboration, for any reason, for an annual salary or remuneration exceeding Euro 3 (three) million, with respect to the managers constituting the "front lines" of the market area, the product and operations area and the shared areas.

The following transactions do not fall within the scope of decisions reserved to the Board of Directors, even if they exceed the threshold of Euro 5 (five) million:

- (i) intra-group transactions (unless they are transactions between related parties which, according to the applicable legislation and/or the Company's internal rules, fall within the competence of the Board of Directors);
- (ii) purchases of raw materials, semi-finished products and components necessary for production; supply and distribution agreements (including franchising agreements) of Brunello Cucinelli brand products;
- (iii) payment of overdue debts for taxes, salaries, dividends to be distributed, bonds and other loans.

Pursuant to article 16 of the Company's Bylaws, a majority of the directors in office must be present for meetings to be valid and resolutions are passed with the favourable vote of the majority of those present.

The authority to manage the Company's ordinary and extraordinary operations exercised by the Board of Directors pursuant to the law and the Company's Bylaws has been further detailed in the Regulation on the functioning of the Board, adopted on March 10th, 2022, whose main provisions are briefly described below (please refer to §4.4 for further detail). In particular, in consideration of Recommendation No. 1 of the CG Code, the Board:

- a) examines and approves the business plan of the Company and of the Group, also on the basis of the analysis of those matters relevant to generate long-term value, with the support of the Council for Human Sustainability, whose composition and functions are determined by the Board itself;
- b) periodically monitors the implementation of the business plan and assesses the general performance of operations, periodically comparing the results achieved with those planned;
- c) defines the nature and level of risk that are compatible with the Company's strategic objectives, including in its assessments all the elements that may be relevant to achieve a sustainable success;
- d) defines the corporate governance system of the Company and the structure of the Group to which it belongs and assesses the adequacy of the organizational, administrative and accounting structure of the Issuer and its subsidiaries with strategic importance, with particular reference to the internal audit control and risk management system;
- e) in order to ensure proper management of corporate information, adopts - upon proposal of the Chairman in agreement with the Managing Directors - a procedure for internal management and external disclosure of documents and information concerning the Company, with particular reference to inside information.

During the Year, the Board

- did not deem necessary to make reasoned proposals to the Shareholders' Meeting aimed at changing the Issuer's current governance model, since it considered that the current traditional system was the most suitable to pursue the Company's strategic objectives;
- adopted a policy for the management of dialogue with the shareholders (please refer to §12 for further details). The Chairman of the Board of Directors informs the Board about significant developments and contents of the dialogue with all shareholders.

With reference to the regulations adopted by the Company in order to govern the management of inside information, please refer to §5.

(COURTESY TRANSLATION FOR THE CONVENIENCE OF INTERNATIONAL READERS)

No additional powers have been reserved for the Board other than those described in this section of the Report.

4.2 APPOINTMENT AND REPLACEMENT OF DIRECTORS

(art. 123-bis, para. 11), TUF)

In accordance with the provisions of Article 147-ter of the TUF, the Company's Bylaws provides that the appointment of directors and statutory auditors takes place through the list voting mechanism.

This mechanism was applied for the first post-listing renewal of the Issuer's Board of Directors, resolved by the Shareholders' Meeting held on April 23rd, 2014, and for the renewal of the Board of Directors resolved by the Shareholders' Meeting held on April 20th, 2017 and, subsequently, by the Shareholders' Meeting held on May 21st, 2020.

Article 14 of the Bylaws requires directors to be elected on the basis of lists presented by shareholders (in which candidates are listed by progressive numbers), who own, individually or jointly, a shareholding of at least equal to that established by CONSOB pursuant to Article 147-ter, paragraph 1, of the TUF and in compliance with CONSOB Regulation on Issuers, as subsequently amended. In this regard, it should be noted that the shareholding threshold determined for the Issuer by Consob pursuant to Article 144-quater of the Consob Regulations on Issuers, with determination No. 28 of January 28th, 2022, is 1%.

The lists, signed by those who submit them, must be filed at the Company's registered office at least 25 days before the date set for the Shareholders' Meeting convened to appoint the members of the Board of Directors, together with (i) a statement in which the individual candidates agree to stand and attest, under their own responsibility, that there are no reasons why they may be considered ineligible or incompatible and that they hold the prerequisites prescribed by applicable law and, if it be the case, that they hold the independence prerequisites, (ii) a *curriculum vitae* for each candidate which includes a description of the management and control positions held in other companies, (iii) an attestation providing evidence that at the time the list is lodged at the Company they are the owner of the minimum interest specified for presenting lists (in accordance with the requirements of article 147-ter para. 1-bis of the TUF, this attestation may also be produced after the lodging of the list provided this takes place within the term set for the publication of the lists).

The clause specifies that the names all the directors but one to be elected shall be taken from the list resulting first regarding the number of votes it receives, with the name of the remaining director taken from the minority list which obtained the second highest number of votes and is not in any way associated, even indirectly, with the shareholders who presented or voted in favor of the majority list. This ensures that a minority director is appointed in accordance with article 147-ter, para. 3 of the TUF.

The regulation in the Bylaws, to which reference is made, also governs the situation in which two or more lists receive the same number of votes.

The Company's Bylaws do not set a minimum number of votes for a list to participate in the allocation of the directors to be elected.

In the case that the number of independent directors required by article 147-ter, para. 4 of the TUF is not ensured with the candidates elected in the above manner, article 14 of the Company's Bylaws provides for a specific mechanism. In further detail the following is envisaged: (i) first and foremost that each list must contain a minimum number of candidates having the independence prerequisites established by applicable laws and regulations, and then (ii) that if the number of independent directors required by current legislation is not reached with the candidates elected the following procedure shall be followed:

- a) if a majority list has been submitted, the non-independent candidates (equal to the number of missing independent directors) elected as last in progressive order in the majority list shall be replaced by independent directors from the same list who have not been elected following the progressive order;
- b) in the event that a majority list is not submitted, the non-independent candidates (equal to the number of missing independent directors) elected as last in the lists from which no independent director was drawn shall be replaced by independent directors from the same lists who have not been elected following the progressive order.

The Company's Bylaws (following the amendments resolved by the Shareholders' Meetings held on April 18th, 2013 and May 21st, 2020) provide that: (i) the list voting mechanism set out for the appointment of directors should lead to the achievement of a result in compliance with the *pro tempore* regulations in force relating to the balance between genders; (ii) lists containing a number of candidates equal to or greater than three must be composed of candidates belonging to both genders in order to ensure the presence of the less represented gender to the extent provided for by the *pro tempore* regulations in force relating to the balance between genders; (iii) if the mechanism under item "ii" is not sufficient to achieve the abovementioned goal, the last candidate in progressive order of the most represented gender elected from the list that obtained the highest number of votes shall be replaced with the first non-elected candidate of the less represented gender of the same list (and, in case of failure of such last remedy, the replacement will be applied by way of a Shareholders' Meeting's resolution after application of persons belonging to the less represented gender); and lastly (iv) the compliance to the provisions of "gender balance" shall be ensured even in case of replacement of ceased directors.

The election mechanism also provides that:

- (a) the loss of the independence requirements implies the removal from the office of director, unless the requirements of independence are still held by the minimum number of directors who must meet these requirements in accordance with applicable law;
- (b) in case of submission of only one list of candidates is submitted for the election of the Board of Directors, the directors shall be drawn from such list.

The Company's Bylaws do not specify the need for any independence requirements in addition to those provided in article 148, para. 3 of the TUF nor for any integrity requirements other than those provided by applicable legislation. There are no professionalism requirements needed to hold a position as director.

If it the requirement to replace one or more directors arises, the Board of Directors uses a co-opting procedure pursuant to article 2386 of the Civil Code.

The Issuer is not bound by any other provisions concerning the composition of the Board of Directors with respect to the requirements of the TUF.

Pursuant to the Company's Bylaws, for the purposes of the division concerning the Directors to be elected, account must not be taken of the lists that have not obtained a percentage of votes equivalent to at least half of those required by the Company's Bylaws itself for their submission (as allowed by art. 147-ter, paragraph 1 of the TUF).

The Company's Bylaws does not govern the possibility for the outgoing Board of Directors to submit a list of candidates for the office of Director.

With regard to information on the role of the Board of Directors and its committees in the processes of self-assessment, appointment and succession of directors, please refer to the section of the Report dealing with the self-assessment and succession of directors (§7).

There have been no changes in the composition of the Board of Directors since the end of the Year.

4.3 COMPOSITION

(art. 123-bis, paras. 2d) and 2d-bis), TUF)

Pursuant to art. 13 of the Bylaws, as amended by the Extraordinary Shareholders' Meeting held on May 21st, 2020, Brunello Cucinelli may be administered by a Board of Directors consisting of a number of directors between nine and fifteen, elected by the Ordinary Shareholders' Meeting also from among non-shareholders.

The current members of the Board of Directors are:

- Brunello Cucinelli, executive director, Chairman of the Board of Directors, appointed for the first time on 16/06/2011, re-elected on 21/05/2020;
- Riccardo Stefanelli, executive director, appointed for the first time on 16/06/2011, re-elected on 21/05/2020;
- Luca Lisandrone, executive director, appointed for the first time on 21/04/2016, re-elected on 21/05/2020;
- Camilla Cucinelli, non-executive director, appointed for the first time on 23/04/2014 and re-elected on 21/05/2020;
- Carolina Cucinelli, non-executive director, appointed for the first time on 20/04/2017 and re-elected on 21/05/2020;
- Giovanna Manfredi, non-executive director, appointed for the first time on 16/06/2011, re-elected on 21/05/2020;
- Annachiara Svelto, independent director and *Lead Independent Director*, appointed for the first time on 21/05/2020;
- Andrea Pontremoli, independent director, appointed for the first time on 16/03/2012, re-elected on 21/05/2020;
- Emanuela Bonadiman, independent director, appointed for the first time on 21/05/2020;
- Maria Cecilia La Manna, independent director, appointed for the first time on 21/05/2020;
- Ramin Arani, independent director, appointed for the first time on 21/05/2020;
- Stefano Domenicali, independent director, appointed for the first time on 21/05/2020.

The directors hold office for a period not exceeding three financial years, and until the approval of the financial statements for the last financial year of their mandate, as established by the Shareholders' Meeting at the time of their appointment, and may be re-elected.

The Issuer's Board of Directors, appointed on May 21st, 2020 by the Ordinary Shareholders' Meeting, will remain in office until the date of the Shareholders' Meeting called to approve the financial statements as of December 31st, 2022.

The Issuer's directors were elected on the basis of the two lists presented at the Shareholders' Meeting of 21/05/2020. The two lists were presented by Fedone (List 1), which held, at the moment of submission of the list, 51% of the shares, as well as by the following shareholders (List 2): Aberdeen Standard Investments, Amundi Asset Management SGR S.p.A., ARCA Fondi SGR S.p.A., Eurizon Capital S.A., Eurizon Capital SGR S.p.A., Fideuram Investimenti SGR S.p.A., Mediolanum Gestione Fondi SGR S.p.A., Pramerica SGR S.p.A., owning, at the moment of submission of the list, a total shareholding of 3.78%.

From List 1, eleven of the twelve candidates were elected (the candidate who was not elected was Moreno Ciarapica), while from List 2, the only candidate Emanuela Bonadiman was elected.

The percentage of votes in favour of List 1 was 76.007% of the voting capital, while the percentage of votes in favour of List 2 was 23.993% of the voting capital.

For further information on the composition of the Board of Directors, such as, among others, the position (executive, non-executive, independent), the role held within the Board (chairman, chief executive officer, etc.), as well as the seniority in office since the first appointment of each member, please refer to Table 2 in the Appendix.

As provided by Principle V of the CG Code, the Board of Directors is composed of executive and non-executive directors, all having professional skills and expertise appropriate for the tasks assigned. The *curricula vitae* of the Issuer's directors are available in the Investor Relations section of the corporate website at the following address: <http://investor.brunellocucinelli.com/en/governance/board-of-directors>.

As of the end of the Year, no member of the Board of Directors resigned from his/her office, nor was there any change in the composition of the Board.

As shown in Table 2 in the Appendix, most of the members of the Board of Directors (9 out of 12) are non-executive directors. The number and expertise of the non-executive directors is deemed to be such as to ensure that they have significant influence on board resolutions and to guarantee effective supervision of management.

Considering only non-executive directors, 6 out of 9 directors are independent. For further information on independent directors, please refer to §4.7.

Diversity criteria and policies in the composition of the Board and company organization

With reference to the current Board of Directors, appointed on May 21st, 2020 and in charge until the date of the Shareholders' Meeting called to approve the financial statements as of December 31st, 2022, the Issuer has not adopted, through specific resolutions or in any other form, diversity criteria and policies in relation to the composition of the administration and management bodies with regard to age, gender composition and educational and professional background.

Nevertheless, the Issuer believes that the current composition of the Board of Directors is such as to respect an adequate level of diversity, not only in terms of gender, but also in terms of age, educational and professional background. This is confirmed by the results of the self-assessment most recently conducted among the Directors which showed that the current composition of the Board is deemed as adequately balanced (see §7).

The choice on the profiles of the candidates for the position of Issuer's Directors is ultimately left to the shareholders, that, when selecting candidates, shall propose a list of candidates that is adequately balanced and heterogeneous, taking into account the above-mentioned diversity criteria.

Pursuant to the provisions of article 14 of the Company's Bylaws, as most recently amended following the amendments to Article 147-ter, paragraph 1-ter of the TUF concerning the procedure for the appointment of the Board of Directors introduced by Law no. 160/2019, as well as in accordance with Law no. 120/2011 (the so-called "Golfo-Mosca" Law), the Issuer complies, in its composition, both with the balance between genders and the adequate competence and professional skills of the members of the Board, where managerial and professional skills are adequately represented, including those of an international nature, and there are different age and seniority in office.

Six directors are women and six are men.

The members of the Board include Company managers and independent directors who have worked for many years in the same industry in which the Company operates or who have gained an extensive experience in

sectors close to that of luxury clothing or in listed companies. For detailed information on the educational and professional background of each Director, please refer to the following website: <http://investor.brunellocucinelli.com/en/governance/board-of-directors>.

Further, the Board of Directors includes 4 directors aged between 30 and 50 years old and 8 directors aged over 50 years old.

At the expiration date of the current Board of Directors, i.e. the date of the Shareholders' Meeting convened to approve the financial statements for the year ending December 31st, 2022, the Board of Directors will be renewed in compliance with the applicable laws on gender balance.

With reference to measures aimed at promoting equal treatment and opportunities between genders within the corporate organization, on March 11th, 2021, the Board of Directors adopted a policy on diversity and inclusion. The policy defines the Company's commitment in understanding and welcoming diversity within all organizational and internal management processes, fighting against unfairness and humiliation of others, strengthening the respect for individuals, at the center of each procedure, the attention to individuality and the enhancement of everyone's contribution to the achievement of the Group's objectives. More detailed information on the above policy, as well as on the additional measures adopted by the Company aimed at formalizing those principles that express the culture of inclusion and the valorization of diversity that the Group pursues, can be found in the NFD available at the following address: <http://investor.brunellocucinelli.com/en/services/archive/investor/non-financial-disclosure>.

The policy on diversity and inclusion has been shared with the employees of the companies belonging to the Group and available for the Issuer's employees on the Company's intranet system.

Maximum number of positions held in other companies

As a result of the aforementioned board evaluation, the Board (please refer to §7), in its meeting of March 11th, 2021, on the proposal of the Remuneration and Appointments Committee, expressed its recommendation on the maximum number of administration and control positions in other companies that can be considered compatible with an effective performance of the role of director of the Issuer. In particular, the Board has deemed that the administration and control positions to be taken into consideration for the adoption of the aforesaid recommendation are those possibly held in other listed companies, Italian or foreign, or in financial, banking or insurance companies or with a consolidated net equity or annual turnover exceeding 250 million euros or an equivalent amount, if the company adopts a different currency (collectively referred to as "**Relevant Companies**"). The Board therefore resolved that:

- (a) with reference to the positions that the executive directors of Brunello Cucinelli S.p.A. may hold in Relevant Companies:
 - (i) 1 (one) is the maximum number of positions as executive director;
 - (ii) 2 (two) is the maximum number of positions as non-executive director;
 - (iii) 2 (two) is the maximum number of control position;

- (b) with reference to the positions that the non-executive directors of Brunello Cucinelli S.p.A. may hold in Relevant Companies:
 - (i) 1 (one) is the maximum number of positions as executive director;
 - (ii) 5 (five) is the maximum number of positions as non-executive directors and/or control position.

For the purposes of calculating the offices indicated above, offices held in companies belonging to the Brunello Cucinelli Group shall not be considered, and companies belonging to the same group shall count as one.

In any event, it is understood that each candidate for the office of director must assess in advance, at the time of accepting the office, the compatibility with the diligent performance of the duties assumed as a director of

the Issuer of the offices of director and statutory auditor held in other companies listed on regulated markets, in financial, banking, insurance companies or companies of significant size.

Moreover, non-independent directors (with the sole exception of Cav. Lav. Brunello Cucinelli) are all executives of the Issuer and, in some cases, serve as company directors of the Issuer's subsidiaries, mainly foreign, belonging to the Group, companies of a purely commercial nature dedicated to the management of shops and the marketing of Brunello Cucinelli branded products; in light of this, their contribution to the management of the Issuer is more effective, because it is enhanced by the knowledge acquired through the management of subsidiaries, and knowledge of different geographical markets.

All 6 independent directors serve as directors in companies outside the Group. This does not undermine the degree of commitment to the Issuer's administration activities; indeed, even taking into account the limited number of other positions held, the adequacy of the time dedicated to the management of the Company is not compromised.

No director of the Issuer holds positions on the control bodies of other companies.

Induction Programme

No specific induction programme was organized during the Year. Nonetheless, the Control and Risk Committee, also jointly with the Board of Statutory Auditors, held a series of meetings during the Year with the Company's main department managers in order to examine in detail the organizational structure as well as the responsibilities, objectives and risks related to key corporate processes. These meetings, which began on March 10th, 2021 with the participation of the Managing Directors, continued at the subsequent meeting of April 20th, 2021.

Moreover, during both Board and Committee's meetings, also with the support of the Chairman of the Board of Directors, information on corporate dynamics, on the market in which the Company operates as well as on current changes and trends has been provided.

The Independent Directors had the opportunity to meet together with the Company's managers, also outside Board and Committee meetings, in order to acquire further information and knowledge on the different areas in which the Company and the Group are organized.

4.4 FUNCTIONING OF THE BOARD OF DIRECTORS (pursuant to art. 123-bis, paragraph 2 (d), TUF)

In line with Recommendation No. 11 of the CG Code, the Board of Directors, with a resolution adopted on March 10th, 2022, approved the regulations on the functioning of the Board of Directors and its Committees.

Such document is aimed at incorporating in a single document the regulation concerning the procedures relating to the convening

How the Board and its Committees are convened and how their respective meetings are conducted, with particular regard to the functions assigned to the respective chairpersons and secretaries, the deadlines to submit pre-meeting information and the procedures to record minutes.

In particular, in order to guarantee the timeliness and completeness of the pre-meeting information, the documentation relating to the items on the agenda is regularly sent to the Directors well in advance of the meeting.

In this regard, the Board of Directors, firstly in its resolution dated March 11th, 2021 and, subsequently, within the recently adopted regulation on the functioning of the Board, set 3 (three) days prior to the meeting as the deadline considered appropriate for the transmission of the preliminary documentation relating to the items on

the agenda of the meetings of the Board of Directors and the committees. For meetings with a significant number of items on the agenda (e.g. when approving the annual and half-year financial reports), the practice followed is to forward the documents to be examined as early as possible in order to facilitate the work of the Directors and Auditors.

This deadline has been respected during the Year. In those cases - which are residual compared to the totality of the meetings held - in which it has not been possible to share the documents in compliance with such notice periods described above, the Chairman, with the assistance of the Secretary, ensured that, during the meetings, Directors were provided with all the necessary information on the items on the agenda.

With regard to the way in which each session is handled, during the meeting the Chairman of the Board of Directors encourages the intervention of the Directors and any other participants for a constructive and timely analysis of all the items on the agenda, dedicating the necessary time to the analysis of the different matters. In particular, adequate time is devoted to explaining the main characteristics of the reference market and the peculiarities, including organizational ones, of the Brunello Cucinelli Group.

Pursuant to art. 16 of the Company's Bylaws, the Board meetings may be held by video or teleconference, provided that the following conditions are met

- a) the Chairman and the Secretary of the meeting, if appointed, are both present in the same place, the meeting being deemed to have been held in that place;
- b) the Chairman of the meeting is allowed to verify the identity of the participants, regulate the meeting, check and announce the results of the vote;
- c) the person drafting the minutes is able to adequately understand the events of the meeting to be minuted;
- d) those present can take part in the discussion and vote simultaneously on the items on the agenda, as well as examine, receive or transmit documents.

The minutes of the meetings of the Board and its Committees shall be drawn up by the subject appointed as secretary.

In this regard, during the same meeting held on March 10th 2022, the Board approved the appointment - until the end of the term of office (i.e. until December 31st, 2022) - of the Head of the Legal and Corporate Affairs Department, Mr. Giuseppe Labianca, as Secretary of the Board. Further information concerning the requirements and tasks assigned to this figure is available below (please refer to §4.5).

In order to record the minutes of their meetings, the Committees avail themselves of a secretary, who is either the Secretary of the Board of Directors or another person (who may also be external to the Committee) designated from time to time by the members of the committees.

A first draft of the minutes is submitted to the participants in the meetings, in order to take into account their proposed amendment and/or addition, if any. Once the completeness and accuracy of the drafted minutes have been checked, they are entered in the corporate book kept in compliance with the applicable law. The organization of meetings, together with the accuracy, completeness and timeliness of pre-meeting information, were some of the elements assessed by the Directors during the most recent self-assessment activity carried out by the Issuer. With regard to the above-mentioned elements, the Directors expressed a substantially positive opinion (please refer to §7.1).

As far as the time availability of the Board's members, the following aspects shall be taken into account.

Some Directors also act as Issuer's managers; therefore, by attending the meetings, they are able to provide their contribution on the items on the agenda with regard to the relevant area for which they are responsible. Taking into account this element - with regard to directors who are managers of the Issuer, on the one hand - and the limited number of offices held by independent directors, on the other, all members of the Board are able to devote an adequate amount of time in order to perform their duties.

For further information on the composition of the Board and the participation of each Director in the meetings held during the Year, reference should be made to Table 3 in the appendix to this Report.

Eight meetings of the Company's Board of Directors were held during the Year. The average duration of the Board meetings was two hours.

The percentage attendance of each member of the Board of Directors at the meetings held during the Year was as follows: (i) 75% for Cav. Lav. Brunello Cucinelli; (ii) 88% for Riccardo Stefanelli; (iii) 100% for Luca Lisandrone; (iv) 88% for Giovanna Manfredi; (v) 38% for Camilla Cucinelli; (vi) 63% for Carolina Cucinelli; (vii) 88% for Stefano Domenicali; (viii) 100% for Annachiara Svelto; (ix) 88% for Andrea Pontremoli; (x) 100% for Ramin Arani; (xi) 75% for Maria Cecilia La Manna; (xii) 88% for Emanuela Bonadiman. The total attendance percentage of Directors at the meetings held during the year was 82%.

Six Board meetings are scheduled for the current financial year.

As from the end of the financial year as at December 31st, 2021, two meetings on the Board of Directors have been held on January 10th, 2022 and March 10th, 2022, respectively.

4.5 ROLE OF THE CHAIRMAN OF THE BOARD OF DIRECTORS

The Chairman of the Board of Directors is responsible for coordinating the activities of the Board of Directors, convening Board meetings, setting the agenda and regulating the meeting, ensuring that the Directors are provided with the necessary documentation and information in a timely manner in accordance with the Company's Bylaws and the applicable law. He also verifies the implementation of Board resolutions, chairs the Shareholders' Meeting and has the authority to legally represent the Company.

During the meeting held on May 21st, 2020 the Issuer's Board of Directors appointed Cav. Lav. Brunello Cucinelli as "Executive Chairman" with strategic supervisory powers, granting him all management and representation powers for the implementation of the coordination, supervision and strategic planning of the activities of the Company and the Group, with the power to take any necessary measure, including the creation of informal procedures to exchange and share information also with the Chief Financial Officer, in order to ensure an effective coordination between Managing Directors, as well as between them and the Board, with regard to the implementation of the plans and the budget defined by the Board of Directors.

Moreover, the Executive Chairman - in his capacity as Creative Director - was granted the power to independently exercise the ordinary and extraordinary management of area related to style and communication.

In the exercise of his independent authority, the Chairman will inform the Managing Directors of the contracts and decisions pertaining to his areas, which, regardless of their value, are not of an ordinary and recurring nature. Moreover, the Chairman ensures that the Board of Directors is always informed about the development and significant contents of the dialogue with all shareholders.

During the Year, the Chairman of the Board - in agreement with the Managing Directors - made sure that the Issuer and Group's managers - who are responsible for the corporate departments according to the issues on the agenda of the related meetings - attended the Board's meetings in order to provide any necessary information on the subjects under discussion. The following subjects have taken part in the Board's work during the Year: the Manager in charge, the General Counsel, the manager in charge of management control and Co-CFO, the Investor Relator.

Moreover, with the assistance of the Secretary, as governed by the Company's Bylaws and the Regulation on the functioning of the Board of Directors recently adopted in compliance with the recommendations of the CG Code (see §4.4), the Chairman ensured the adequacy of the pre-meeting information, as well as of the additional information provided during the Board meetings, in order to allow the Directors to act in an informed manner in the performance of their duties.

Cav. Lav. Brunello Cucinelli also serves as Chairman and Managing Director of Fedone (see §1 above).

Secretary of the Board

In compliance with the Recommendation no. 11 of the CG Code, the Issuer adopted specific regulation on the functioning of the Board and its Committees, which was approved by the Board with a resolution dated March 10th, 2022. Pursuant to the above-mentioned regulation, the Board shall resolve - upon proposal of the Chairman - on the appointment and removal of the Secretary, and shall define his requisites (with particular regard to professional skills) and powers.

With regards to the requisites, pursuant to the said regulation, the Secretary shall have adequate knowledge and experience in corporate law and corporate governance. During the same meeting held on March 10th, 2022, the Board of Directors appointed the Head of the Legal and Corporate Affairs Department, Mr. Giuseppe Labianca, as Secretary of the Board. In carrying out his duties, the Secretary is provided with an organisational structure that is adequate for the performance of his duties.

The Secretary attends the Board's meetings and takes care of drawing up the related minutes. The drafted minutes are then submitted to the attendees of the meetings in order to incorporate any proposals for amendment and/or integration they should have. Once the completeness and accuracy of the drafted minutes have been checked, they are duly recorded in the corporate book kept in compliance with the applicable law.

During the Year, the Secretary has supported the Chairman with regard to the activities set out in Recommendation No. 12 of the CG Code and, in particular, with regard to the submission of pre-meeting information.

4.6 EXECUTIVE DIRECTORS

Managing Directors

Pursuant to Article 17 of the Company's Bylaws, the Board of Directors may delegate its duties, excluding those specifically reserved to the Board by law, to an executive committee and/or one or more members of the Board of Directors, and may appoint authorized representatives, including on a permanent basis for single acts or operations or for classes of acts or operations.

On May 21st, 2020, the Issuer's Board of Directors appointed Riccardo Stefanelli and Luca Lisandrone as Managing Directors, to head the Product and Operations area and the Markets area (as defined below) respectively, under the coordination and strategic supervision of the Chairman of the Board of Directors, Brunello Cucinelli.

The powers delegated to each CEO are divided into three degrees of autonomy:

- (i) autonomous powers to be exercised in their respective areas of competence;
- (ii) shared disjoint powers, with reporting obligations, in the following corporate areas: accounting and financial reporting, finance, taxation, customs, setting up and maintaining the internal control and risk management system, human resources, legal and corporate affairs and insurance, merchandising/buying; information systems;
- (iii) shared joint powers for certain significant decisions.

The effective coordination between the two Managing Directors and between the latter and the Board of Directors, within the framework of the implementation of the plans and budget defined by the Board itself, is entrusted to the Chairman of the Board of Directors, also through the establishment of informal procedures for the exchange and sharing of information.

In particular, the powers of ordinary and extraordinary administration of the Company conferred on the Managing Directors are exercised with the exclusion of the powers reserved to the exclusive competence of the Board of Directors, as listed in § 4.3 above (in addition to the powers that the law and regulations and the Company's Bylaws reserve to the Board of Directors, including the powers indicated in the fourth paragraph

of article 2381 of the Italian Civil Code) and to that of the Chairman of the Board of Directors with reference to style and communication.

The Managing Directors also qualify as *Chief Executive Officers* and do not hold a position as director in any other issuer in which a director of the Issuer has the role of Chief Executive Officer; therefore, the situation of interlocking directorate does not arise.

In its meeting held on May 21st, 2020, the Issuer's Board of Directors appointed Riccardo Stefanelli as Managing Director and CEO of the Company, granting him powers for the ordinary and extraordinary management of the following departments and corporate functions: production, product research and development (with the express exclusion of corporate functions falling within the style area), logistics and procurement, control and quality, facility management (jointly referred to as the "**Product and Operations**" area) as well as the related powers of representation towards third parties. These powers may be exercised with single or joint signature depending on the value of the transaction, within the limits of the budget and coordinating their exercise with the powers vested in the other Chief Executive Officer and the Chairman of the Board of Directors.

In exercising his autonomous powers, Riccardo Stefanelli is required to provide the Chairman and the other Managing Director with adequate information on contracts and decisions pertaining to his area of competence which, regardless of their value, are not of an ordinary and recurring nature.

At the same meeting held on May 21st, 2020, the Issuer's Board of Directors appointed Luca Lisandrone as Managing Director and CEO of the Company, granting him powers for the ordinary and extraordinary management of the following departments and corporate functions: retail (which includes the search for new spaces and points of sale), wholesale, e-commerce, marketing (with the express exclusion of corporate functions that fall within the communication area) (jointly referred to as the "**Markets**" area) as well as the related powers of representation towards third parties. These powers may be exercised with single or joint signature, within the limits of the budget and coordinating their exercise with the powers pertaining to the other Chief Executive Officer and the Chairman of the Board of Directors.

In exercising his autonomous powers, Luca Lisandrone is required to provide the Chairman and the other Managing Director with adequate information on contracts and decisions relating to his area of competence that, regardless of their value, are not of an ordinary and recurring nature.

The exercise of management and representation powers as conferred above on Managing Directors concerns the overall performance of the Group's business, for those activities carried out by the Company as well as for those activities carried out through subsidiaries. With regard to the latter, the Managing Directors may hold offices in their respective administrative bodies and/or exercise management and coordination powers, it being understood that both may in any case be appointed as directors of the subsidiaries.

Chairman of the Board of Directors

With reference to the role of the Chairman of the Board of Directors and his powers, please refer to section §4.5.

Executive Committee

At the date of this Report, no Executive Committee has been established.

* * *

Information to the Board by the Directors/managing directors

During the Year, the Chairman of the Board of Directors, the Managing Directors and the Chief Financial Officer constantly reported to the Board on the activities carried out in exercising the powers delegated to them at least on a quarterly basis and, in general, informed the Directors and Auditors on the ongoing projects and on the most significant operations, even when their approval did not fall within the competence of the Board.

Other Executive Directors

In addition to the Chairman and the Managing Directors, there are no other directors on the Company's Board of Directors who should be considered executive directors. The President and Managing Directors regularly attend the meetings of the Board of Directors.

4.7 INDEPENDENT DIRECTORS AND LEAD INDEPENDENT DIRECTOR

Independent Directors

There are 6 independent directors on the Company's Board of Directors: Andrea Pontremoli, Annachiara Svelto, Emanuela Bonadiman, Maria Cecilia La Manna, Ramin Arani and Stefano Domenicali. Therefore, half of the members of the Board meet the independence requirements.

The Chairman of the Board of Directors does not qualify as an independent director.

During the first meeting after their appointment, held on May 21st, 2020 (see the press release published on the same date), the Board assessed that they met the requirements to be qualified as independent in accordance with the criteria laid down in Article 147-ter, paragraph 4, of the TUF (which refers to the criteria set out in Article 148 of the TUF) and recommended by the CG Code. The same assessment was carried out again during the Board's meetings held on March 11th, 2021 and March 10th, 2022.

For the purposes of this assessment, the Board has taken into account the information provided by the directors being assessed and additional information that the Company has acquired independently, and has applied all the criteria set out in the CG Code regarding the independence of directors.

In compliance with Recommendation No. 7 of the CG Code, the Board, in its resolution dated March the 11th, 2021, resolved, also taking into account the remarks submitted by the directors as part of the most recently conducted board evaluation activity (see §7. 1), that the circumstance that a director of the Company is attributed a total remuneration exceeding, in one financial year, the amount of Euro 100,000.00, whether paid (or acknowledged) by Brunello Cucinelli S.p.A. or by Group companies, generally implies that the requirement of independence is no longer met.

During the meeting held on March 10th, 2022, the Board, among other things, also expressed its assessment on the position of the director Andrea Pontremoli. The latter was appointed for the first time by the Shareholders' Meeting on March 16th, 2012 and, therefore, held the office of director for more than nine financial years in the last twelve years.

Since this circumstance is expressly mentioned by the CG Code as one of the circumstances that compromise, or appear to compromise, the independence of a director, the Board examined Pontremoli's position and personal profile. As part of this assessment - which was carried out on the basis of the statements provided by the director and those acquired independently by the Company - the Board noted the absence, throughout the period during which the director held this office and, in any case, up to the date of this Report, of any significant commercial, financial or professional relationship, either direct or indirect, with the Company or its

subsidiaries, or with its executive directors or top management, or with the parent company, its executive directors or top management, which could compromise its independence.

Therefore, considering the absence of other significant circumstances listed in Recommendation no. 7 of the CG Code and, among these, those described in paragraphs c) and d), and in the light of the relevance of the professional profile of the person concerned, the fact that he has been a Director of the Company for more than nine financial years was not considered relevant to consider the Director Andrea Pontremoli as non-independent.

In a specific meeting, the Board of Statutory Auditors positively verified the correct application of the assessment criteria and procedures adopted by the Board to assess the independence of its members, establishing that the independence requirements are still met.

* * *

No meetings involving independent directors alone were held during the Year.

The independent directors regularly receive extensive information on the management of the Issuer so as to enable them to make a free and constructive contribution from time to time during Board meetings held during the Year.

All independent directors constantly undertake to maintain their independence.

Lead independent director

In compliance with the recommendations of the Corporate Governance Code, the Board of Directors, in its meeting held on May 21st, 2020, appointed independent director Annachiara Svelto as lead independent director for the period up to the approval of the Company's financial statements at December 31st, 2022.

At the same meeting, the lead independent director was granted the right to call, autonomously or at the request of one or more directors, special meetings exclusively called for independent directors to discuss issues deemed of interest with respect to the functioning of the Board of Directors or the management of the Issuer.

During the Year, the lead independent director attended all the meetings of the Board of Directors and, in her capacity as Chairman of the Control and Risk Committee and Chairman of the Remuneration and Appointments Committee, all the meetings of the Committees, had access to all the information concerning the Company and the Group, acting as a point of reference and coordination of the requests and contributions of the independent directors.

5. MANAGEMENT OF CORPORATE INFORMATION

Pursuant to article 114 and 181 of the TUF and to the Regulation (EU) No 596/2014 (so called “MAR”), at its meeting on 13th July 2017 the Company’s Board of Directors approved a new version of the regulation, firstly adopted on 27th January 2012 and then amended, for managing internally and communicating externally documents and information regarding the Company, with specific reference to inside information handled by directors and other persons having access by virtue of their position or function in the Company, in order to ensure that these documents and this information is properly managed, also in respect of the market communication requirements provided for in the TUF and the MAR.

The purpose of the “Regulation for Handling Inside Information” is to regulate the obligations that the relevant parties and individuals of the Company are required to follow as far as handling the Company’s inside

information is concerned, and the precautions that the Company must take and the market communication requirements it is required to satisfy.

The Regulation firstly regulates the means of assessing the “inside” nature of the information, continues with the means by which information defined as “inside information” should be communicated to the public and then states that it is forbidden for relevant persons and employees of the Company to disseminate inside information externally. The Regulation ends with details of the penalties which may be inflicted on directors and employees who disseminate inside information to the public in the absence of suitable authorization or who in any case violate the Regulation for handling inside information.

The approval of such new version of the Regulation instituted the Function responsible for handling inside information (“FGIP”), consisting of the Chairman, the Manager Charged and the General Counsel of the Company. The establishment of said Function, which is responsible for assessing whether an information is an inside information or not, has the purpose of making more efficient the entire process of handling and releasing the same information. Further (as recommended by Consob), a new preparatory stage to the identification of the inside information has been provided; such stage consisting of the early mapping of those information flaws, so called “sensible”, which may be deemed inside information, even if later on. In this respect, the Issuer has instituted the keeping of the register of sensible information, so called “RIL” (to be kept similarly to the Insider List; see below).

On the same meeting of 13th July 2017, the Board also approved a new version of the procedure for managing the mandatory disclosure of internal dealing transactions, concerning the requirements provided for in article 19 of the MAR, article 114, para. 7, of the TUF and articles 152-sexies et seq. of the Issuers Regulations. In particular, this procedure governs the transactions carried out by the directors and/or other relevant persons (including those who hold shares amounting to at least 10% of the share capital) involving the financial instruments issued by the Company, with specific reference to disclosure requirements.

6. BOARD COMMITTEES

(pursuant to Article 123-bis, paragraph 2(d), TUF)

In order to ensure that its corporate governance model complies with the recommendations of the Corporate Governance Code at its meeting of May 21st, 2020 the Company’s Board of Directors resolved to set up a remuneration and appointments committee (the “Remuneration and Appointments Committee”) and a control and risks committee (the “Control and Risks Committee”), both having propositional and consulting functions. The Control and Risk Committee was also assigned the tasks governed pursuant to the procedure for transactions with related parties adopted by the Company (see §9.2).

The composition of the Remuneration and Appointment Committee and the Control and Risks Committee complies with the requirements of the Corporate Governance Code. In line with Recommendation no. 11 of the CG Code, the Board of Directors, by means of a resolution adopted on March 10th, 2022, approved the regulations concerning the functioning of the Board of Directors and its Committees.

Pursuant to the regulations described therein, the Chairman of the Committees convenes the meetings, sets the agenda, schedules, coordinates the work and ensures that adequate information on the items on the agenda is provided to all members well in advance of the date set for the meeting. Moreover, the Chairman represents to the Board the proposals expressed by the committees and illustrates the activities carried out by them as well as their results.

With regard to the terms set out for the submission of the documents prepared taking into account the different items on the agenda, as well as the procedures to take the minutes of the meetings, reference should be made to what was said above (§ 4.4).

At the meeting held on May 21st, 2020, the Board of Directors decided to combine into a single committee the functions that the CG Code attributes to the Appointments Committee (recommendation 19) and the Remuneration Committee (recommendation 25), respectively. The Company has determined the composition of the committees by giving priority to the professional skills and experience of their members, to whose curricula vitae reference should be made, and by avoiding an excessive concentration of offices.

All the recommendations of the CG Code concerning the composition of the committees have been met.

No function attributed by the CG Code to the Committees has been reserved to the Board of Directors.

For further information on the composition and functioning of the Committees, reference should be made to §7.2 in respect to the Remuneration and Appointments Committee and to §9.2 in respect to the Control and Risk Committee, as well as to Table 3 in the appendix to the Report.

Committees other than those set forth by the applicable law or recommended by the CG Code

With the exception of the Control and Risk Committee, whose functions also include those assigned under the procedure for transactions with related parties (see §10) and the Remuneration and Appointments Committee, no further committees composed exclusively of members of the Board of Directors have been set up.

However, the Company deemed it appropriate to set up committees with mixed composition (which include employees and directors) to monitor specific areas (see §14).

In compliance with Recommendation 1, letter a) of the CG Code, the Issuer set up a specific committee (Council for Human Sustainability and Humanistic Capitalism), with investigative, proposing and advisory functions, in charge of assisting the Board of Directors in the assessment and decision-making processes concerning the sustainability issues that are relevant for the Group's activities (please refer to §15).

7. SELF-ASSESSMENT AND DIRECTORS' SUCCESSION PLANS – REMUNERATION AND APPOINTMENTS COMMITTEE

7.1 SELF-ASSESSMENT AND DIRECTORS' SUCCESSION PLANS

During the meeting held on March 11th, 2021, in compliance with the provisions of the Corporate Governance Code, the Board examined the results of a self-assessment – carried out by a questionnaire submitted to the Directors – on the functioning, size and composition of the Board itself and its committees (board evaluation). According to the information collected, the functioning and composition of the Board has been considered substantially adequate, both in terms of functioning and composition of the Board, given the type of business and the size of the Company and the Group.

In the light of the recommendations of the Corporate Governance Committee contained in the letter dated December 22nd, 2020 which, in substance, do not differ from those issues that said Committee brought to the attention of listed issuers in its letter dated December 3rd, 2021 (see §17), the questionnaire focused, among other things, on the following areas: (i) the assessment of the independence of Directors and significance of the relationships subject to said assessment; (ii) the assessment of the timeliness and completeness of documents relating to the items on the agenda to be shared before the meeting.

With reference to point (i) above, the Board, at its meeting held on March 11th, 2021, also in the light of the information collected through the board evaluation, established that, for the purposes of assessing the significance of commercial, financial or professional relationships, the circumstance that a director of the Company is granted a total remuneration exceeding the amount of Euro 100,000.00 in one financial year, whether paid (or recognised) by Brunello Cucinelli S.p.A. or by companies of the Brunello Cucinelli Group, generally invalidates the requirement of independence.

With reference to point (ii) above, the Board, in the same meeting, taking into consideration the information collected through the board evaluation, set 3 (three) days prior to the meeting as the deadline considered appropriate for the transmission of the preliminary documentation relating to the items on the agenda of the meetings of the Board of Directors and the committees.

The Board positively assessed its structure and functioning on the basis of considerations concerning, among other things, the adequacy of the number of members of the Board - also taking into account the diversity criteria set out in art. 2 of the CG Code - and, in particular, the number of independent directors; the presence within the Board of directors who, as a whole, represent all necessary competences for the Issuer; as well as the adequacy of the powers granted to the Chairman of the Board of Directors and the Managing Directors Riccardo Stefanelli and Luca Lisandrone.

With regard to the assessment on the size, composition and functioning of internal Committees, the Board confirmed that the number and composition of the Control and Risk Committee and the Remuneration and Appointment Committee are adequate. The Board also deemed that these Committees have provided an effective support to the Board in terms of analysis and contents. The independent directors shared these assessments.

The assessment was carried out with a questionnaire filled in by the members of the Board, without making use of external consultants.

The Company falls within the definitions of "large company" and "concentrated ownership" contained in the CG Code and, therefore, is not subject to the recommendation to carry out an evaluation process covering the activities of the Board and its Committees on an annual basis.

As expressly permitted by the CG Code, the Company has decided not to carry out such a process in 2022, but to conduct a new assessment process in 2023, considering the upcoming renewal of the members of the Board of Directors, also in order to assess the activities carried out during the term of office relating to the financial years 2020 (starting, of course, from the date on which the Shareholders' Meeting appointed the members of the current Board), 2021 and 2022.

The self-assessment will be carried out taking into account the most relevant elements outlined in the CG Code, such as size, composition - and, therefore, the professional skills, experience (including managerial experience) and gender of the members, as well as the seniority in office, also with regard to the diversity criteria set out in Principle VII and Recommendation 8 of the CG Code - and the actual functioning - also with regard to the role played by the Board in defining strategies and monitoring management performance and the adequacy of the internal audit and risk management system.

No member of the Board of Directors has left the office since the end of the financial year.

During the meeting held on March 10th, 2022, the Board of Directors assessed the adequacy of the organisational, administrative and accounting structure of the Issuer, as set up by the Managing Directors, with particular reference to the internal audit and risk management system. The assessment - that was positively carried out - was based on the information provided by the Managing Directors to the Directors during the financial year, as well as on the relevant discussions during the meetings of the Committees and the Board of

Statutory Auditors and on the information flows underlying the preliminary activities carried out by the Committees and the Board of Statutory Auditors.

The Board has also assessed the general performance on a quarterly basis, taking into account the information received from the delegated bodies.

As already mentioned above, the Board is responsible for the assessment and authorization of those transactions carried out by the Company and its subsidiaries, when these transactions have a significant impact on the Company's strategic, economic and financial position.

The Issuer's Shareholders' Meeting did not authorize any derogation to the non-competition clause pursuant to art. 2390 of the Italian Civil Code.

Succession plans

At its meeting held on December 13th, 2013, the Board of Directors approved the guidelines of a plan, called "Generational Transition", aimed at facilitating turnover in positions of responsibility in the most important offices and departments in which the Company's organisational structure of the Company, through the selection, induction and training of a new generation of managers.

The program aims to train young capable and highly motivated employees, while also achieving the goals of preserving company knowledge and continuity in the management of the Company.

The program requires that each employee of the Company in charge of an office participates in training and tutoring programs for the workers of her/his office; one of these workers may be selected as the "second in charge", who, for formation, capabilities, technical skills, etc. , may become in the future the person in charge of the office. However, it is possible to become "second in charge" only after a trial period of three years, during which she/he shall give proof of their skills and capabilities to assume the role of first in charge of the office. The designation of an employee as "second in charge" does not guarantee his future appointment as "first in charge". The program provides that the succession at the head of an office applies when the person in charge reaches the age of 60 years.

The mechanisms for choosing the "second in charge" shall also apply to the selection of candidates to the positions of CEO (*Chief Executive Officer*), CFO (*Chief Financial Officer*) and COO (*Chief Operating Officer*).

In particular, without prejudice to the competence of the Board of Directors in delegating its powers, the candidate to the position of CEO will be selected among the Company's top management at the end of a trial period during which the abilities and the skills of the candidate for an office of such high responsibility could be properly tested. Differently from the other offices, the mandatory handover at the reaching of the age of 60 years does not apply.

During the meeting held on May 21st, 2020, the Board of Directors appointed Riccardo Stefanelli and Luca Lisandrini as new Managing Directors and CEOs, granting them all the necessary managerial powers to perform their respective functions. The Chairman of the Board of Directors, Brunello Cucinelli, was confirmed as Executive Chairman and Creative Director of the Company (see § 4.6).

As at the date of this Report, the Board of Directors has not expressed any opinion on the ideal composition, in terms of quantity and quality, of the Board. However, also taking into account the results of the most recent self-assessment process carried out by the Company (see §7.1), it is believed that the current composition of the Board is adequately heterogeneous and balanced in terms of skills, gender and age represented.

7.2 REMUNERATION AND APPOINTMENTS COMMITTEE

Composition and functioning of the Remuneration and Appointments Committee (pursuant to art. 123-bis, paragraph 2 (d) of the TUF)

During the meeting held on May 21st, 2020, the Board of Directors of Brunello Cucinelli set up the Remuneration and Appointments Committee, which was assigned the functions set forth in recommendation no. 19 and 25 of the Corporate Governance Code.

The Issuer, availing itself of the option provided by the Corporate Governance Code, has decided to concentrate the functions of the Appointments Committee and the Remuneration Committee in a single committee, in compliance with the conditions laid down by the CG Code for the composition of the relevant Committees.

The Committee is composed of 3 non-executive and independent directors and chaired by a director chosen from among the independent directors¹: Annachiara Svelto, as Chairman of the Committee, Emanuela Bonadiman and Stefano Domenicali. All members of the Committee meet the independence requirements set out in the Corporate Governance Code. At the time of their appointment, the Board assessed the knowledge and experience in accounting and finance and in remuneration policies as adequate for all Committee members. In this respect, please refer to the *curricula vitae* of each member, available in the Investor Relations section of the institutional website at the following address: <http://investor.brunellocucinelli.com/en/governance/board-of-directors>.

The appointment of the Committee is valid until the approval of the Issuer's financial statements as at December 31st, 2022 and, therefore, until the date on which the Shareholders' Meeting is held to approve the financial statements for the year ending on December 31st, 2022.

As of the end of the Year, there were no changes in the composition of the Committee

During the Year, the Committee met 4 times, on January 11th, February 9th, March 10th and May 18th 2021. Items on the agenda of the above mentioned meetings were related exclusively to remuneration related matters.

The meetings, chaired by the Chairman of the Committee and duly minuted, lasted an average of 1 hour and 26 minutes. The meetings were attended by all the members of the Committee and, at the invitation of the Chairman of the Committee itself, by members of the Board of Statutory Auditors. All Committee meetings held during the Year were attended by at least one Standing Auditor.

In addition, at the invitation of the Committee Chairman, the General Counsel and the Head of the Internal Audit Function attended all meetings, after informing the relevant CEO.

In line with the provisions of Recommendation No. 26 of the CG Code, during the Year, none of the Directors attended any Remuneration and Appointments Committee's meetings having as an item on the agenda the submission of proposals to the Board of Directors relating to their own remuneration.

The Committee had the opportunity to access useful information as well as the corporate functions necessary for the performance of its duties.

The meetings of the Remuneration and Appointments Committee are regularly minuted. Please refer to §4.4 for further information on how minutes are recorded.

In 2022, the Remuneration and Appointments Committee expects to hold a similar number of meetings as in 2021. From the beginning of 2022 and until the date of this Report, the Committee met on March 9th, 2022.

¹ No member of the Remuneration and Appointments Committee holds the office of Chairman of the Board of Directors.

Please refer to Table 3 in the Appendix for additional information regarding the composition and attendance of Committee members at meetings held during the Year.

Remuneration and Appointments Committee's Functions

The Remuneration and Appointments Committee performs proposing and advisory functions vis-à-vis the Board of Directors and, in particular, with regard to remuneration matters:

- a) assists the Board in drawing up the remuneration policy;
- b) submits proposals and expresses opinions on the remuneration of executive directors and other directors holding specific offices, as well as on the setting of the performance objectives related to the variable component of this remuneration;
- c) monitors the concrete application of the remuneration policy and verifies, in particular, the effective achievement of the performance objectives;
- d) periodically assesses the adequacy and overall consistency of the policy for the remuneration of directors and top management.

With regard to the appointment function, the Committee supports the Board in the activities described below:

- a) self-assessment of the Board of Directors and its committees;
- b) definition of the ideal composition of the Board of Directors and its Committees;
- c) identification of the candidates for the office of director in case of co-optation;
- d) possible presentation of a list by the outgoing administrative body, to be carried out according to methods that ensure its transparent formation and presentation;
- e) preparation, updating and implementation of the succession plan, if any, for the Chief Executive Officers and the other executive directors.

The Remuneration and Appointments Committee has not been assigned functions other than those described above.

In the exercise of the functions assigned to it with regard to remuneration, the Committee, during the Year:

- monitored the actual implementation of the remuneration policy approved by the Shareholders' Meeting on May 21st, 2020, by verifying, in particular, the actual achievement of the performance objectives set for the allocation of the variable compensation to Managing Directors for the 2020 financial year. Further information can be found in the Remuneration Report available in the Investor Relations section of the corporate website dedicated to the "2022 Shareholders' Meeting";
- made proposals to the Board of Directors in order to determine the performance objectives related to the variable component of remuneration to be allocated to Managing Directors with reference to the Year;
- assessed the adequacy, overall consistency and actual implementation of the Issuer's policy concerning the remuneration of directors and key executives. The Remuneration and Appointments Committee carries out proposal and advisory functions vis-à-vis the Board of Directors and, in particular, with regard to remuneration:

With regard to the self-assessment process of the Board and its Committees, during the Year, the Committee did not have the opportunity to support the Board in carrying out this activity since, as clarified in §7.1, the Company is not obliged to perform a self-assessment activity on an annual basis. The Issuer intends to carry out a self-assessment process at the end of the term of office of the current Board. On that occasion, the Committee will support the Board in making sure that such process is adequate and transparent.

With reference to the activities related to the appointment function, during the Year the Committee started a discussion on management incentive and succession plans.

In the performance of its functions, the Remuneration and Appointments Committee had access to the information and corporate functions necessary to carry out its tasks.

No specific financial resources have been allocated to the Committee since, in order to perform its tasks, it makes use of the Issuer's corporate means and structures and, if necessary, of external consultants, whose expenses are borne by the Company.

During the Year, the Committee did not avail itself of a consultant in order to obtain information on market practices regarding remuneration policies.

8. DIRECTORS' REMUNERATION

For all the information relating to the remuneration of the Company's directors and for the indemnity of the directors in case of resignation, layoff or termination of the business relationship as a result of a takeover bid, reference should be made to the Remuneration Report prepared by the Issuer pursuant to article 123-ter of the TUF, available in the Investor Relations section of the Investor Relation website dedicated to the "2022 Shareholders' Meeting".

9. INTERNAL CONTROL AND RISK MANAGEMENT SYSTEM – CONTROL AND RISK COMMITTEE

The Issuer considers that it has adopted an Internal Control and Risk Management System (for the sake of brevity, also the "ICRMS") suitable to allow the identification, measurement, management and monitoring of the main risks, in line with the corporate strategies and the recommendations of the Code.

The ICRMS is constructed in an integrated manner and is based on the principles of transparency, segregation of responsibilities, traceability of operations carried out and proportionality with respect to the characteristics of the company. It consists of all the rules, procedures and organisational structures aimed at an effective and efficient identification, measurement, management and monitoring of the main risks, thus contributing to the sustainable success of the Issuer.

As provided for by Principle XIX and Recommendation no. 33, letter a), of the Code, the ICRMS is governed by specific "guidelines for the internal control and risk management system" approved by the Board of Directors with a resolution dated March 12th, 2013 and lastly updated by the Board with a resolution dated December 14th, 2021, also in compliance with the renewed provisions of the Code and in consideration of the changes in the internal context (hereinafter referred to as the "**Guidelines**"). The Guidelines describe the principles on which the ICRMS is based, as well as the formal and organisational elements of the ICRMS, subjects operating in this context and the coordination mechanisms between them, in order to effectively and efficiently implement the Company's strategies on risk management, reliability of financial information, compliance with laws and regulations and safeguarding of corporate assets.

In particular, the ICRMS incorporates the following essential elements:

- (i) the enterprise risk management process that the Company has implemented in its organisation during the Year 2021 (hereinafter, "**ERM**"), through a project based on the methodology provided for by the relevant best-practices and international standards, such as the "COSO Enterprise Risk

Management Framework - Integrating with Strategy and Performance" and the "COSO-WBCSD - Applying Enterprise Risk Management to environmental, social and governance-related risks", as described in detail in the specific guidelines approved by the Board of Directors on December 14th, 2021 ("**ERM Guidelines**"), which regulates the responsibilities and activities aimed at identifying, assessing and managing all the risks that may have an impact on the company's business and affect the achievement of the Company's objectives of sustainable success, it being understood that - in the Company's vision - the aforementioned risks may be relevant for the purposes of ERM even if they are not directly related to its objectives for the period, but may have an impact on compliance with its values;

- (ii) the Code of Ethics and all other elements that make up the organisation, management and control model pursuant to Italian Legislative Decree No. 231/2001, as described in detail in the document named "Reference Principles of the Organisation, Management and Control Model", approved by the Company's Board of Directors with a resolution dated June 20th, 2021 and most recently updated by the Board with a resolution dated March 10th, 2022 (hereinafter briefly referred to as the "**Model**");
- (iii) the risk management and internal control systems in place in relation to the financial reporting process (briefly defined below as the "**System**" and better described pursuant to Article 123-bis, paragraph 2, letter b, of the TUF).

The essential structure of the ICRMS consists of three levels:

- (i) the first line of defence involves the so called "line checks", carried out directly by the process owner with the purpose of identifying, monitoring, mitigating and reporting, primarily, the inherent risks of the ordinary business activities (in particular, production, sales and commercial distribution);
- (ii) the second level includes controls carried out by corporate functions in charge of managing the risks typical of the Group's activities, as better identified in the Guidelines;
- (iii) the third level of controls is reserved to the Internal Audit Function, which provides independent and objective assurance and consulting services, designed to improve the efficiency and the effectiveness of the organisation, through a systematic professional approach.

In the above-mentioned structure of the ICRMS, the Board of Directors plays a central role and to this end is supported by the chief executive officers (also "**CEO**") and the Control and Risk Committee.

With regard to the ICRMS, in addition to the powers and responsibilities provided by law and the Company's Bylaws, the Board is entrusted with the functions referred to in recommendations no. 1.d), 32.a) and 33 of the Code. In particular, the Board is called upon to approve the Guidelines, in line with the Company's strategies, and to assess, at least once a year, the adequacy of the ICRMS with respect to the characteristics of the Company and the risk profile assumed, as well as its effectiveness. In this perspective, the Board, with the support of the Control and Risk Committee:

- (i) appoints and removes the head of the internal audit function, defining his/her remuneration in line with company policies, and ensuring that he/she has adequate resources to perform his/her duties;
- (ii) approves, at least once a year, the work plan prepared by the head of the internal audit function, after consulting the Statutory Auditors and the CEOs;
- (iii) assesses whether it is appropriate to adopt measures to ensure the effectiveness and impartiality of judgement of the other corporate functions involved in the controls, verifying that they have adequate professionalism and resources;

(COURTESY TRANSLATION FOR THE CONVENIENCE OF INTERNATIONAL READERS)

- (iv) assigns to a specially established body the supervisory functions under Article 6(1)(b) of Italian Legislative Decree no. 231/2001, assessing the appropriateness of appointing within the body at least one non-executive director and/or a member of the control body and/or the holder of legal or control functions of the company, in order to ensure coordination between the different subjects involved in the ICRMS;
- (v) assesses, after consulting the Statutory Auditors, the results set out by the auditing firm in the letter of suggestions, if any, and in the additional report addressed to the supervisory body;
- (vi) in the report on corporate governance: describes the main features of the ICRMS and the methods of coordination between the parties involved in it, indicating the models and relevant national and international best practices; expresses its overall assessment of the adequacy of the ICRMS; being accountable for the choices made regarding the composition of the supervisory body pursuant to Article 6, paragraph 1, letter b) of the Italian Legislative Decree no. 231/2001.

In addition to the Board of Directors, the Company's ICRMS involves the following persons, each within its respective sphere of competence:

- (i) the CEOs, also in their capacity as persons in charge of setting up and maintaining the ICRMS (please refer to § 9.1);
- (ii) the Control and Risk Committee, set up within the Board of Directors, with the task of supporting the Board's assessments and decisions in relation to the ICRMS and the approval of periodic financial and non-financial reports (please refer to § 9.2);
- (iii) the Internal Audit function, which is responsible for verifying that the ICRMS is working, adequate and consistent with the Guidelines (please refer to § 9.3);
- (iv) the Supervisory Body pursuant to the Italian Legislative Decree 231/2001, which monitors compliance with the Model (please refer to §9.4);
- (v) the manager responsible for preparing the company's financial reports pursuant to article 154-bis of the TUF ("Manager Charged"), with the support of the "Compliance L. 262/2005" department (please refer to § 9.6);
- (vi) other corporate functions involved in controls, as referred to in Recommendation no. 32(e) of the Code, which, according to the Guidelines, are entrusted with the analysis and management of specific risks, including in particular the following subjects:
 - the Legal and Corporate Affairs function;
 - the *Data Protection Officer ex Reg. (EU) 2016/679 (GDPR)*, appointed by the Board by resolution of May 10th, 2018, who is responsible for the supervision and control relating to the protection of personal data on the activities carried out by the Company;
 - the other functions monitoring the risks of non-compliance identified by the Guidelines;
- (vii) the Board of Statutory Auditors, which supervises the effectiveness of the ICRMS, in accordance with the law, the Company's Bylaws and the Code (see §11 below).

In addition, during the Year, the Company planned to set up a function in charge of managing and developing the ERM process.

For further information, see the relevant section of the Company's investor relations website, available at <http://investor.brunellocucinelli.com/en/governance/risk-management>.

Main features of the existing risk management and internal control systems in relation to the financial reporting process pursuant to article 123-bis, paragraph 2, letter b), TUF.

Introduction

The risk management and internal control system adopted by the Company for the Brunello Cucinelli Group in relation to the financial reporting process (the "**System**") is an integral part of the broader ICRMS described above.

The objective of the System is to provide reasonable assurance about the reliability, accuracy and timeliness of the financial information itself and about the ability of the process of preparing the financial statements to produce financial information in accordance with generally accepted international accounting standards.

The design approach followed in the construction of the System was inspired by international best practices in the field, as well as by the guidelines of the main relevant bodies and associations.

As mentioned above, the Company has implemented an ERM model, for the identification, assessment and management of risks, based on the best practices developed by the Committee of Sponsoring Organizations of the Treadway Commission (also known as COSO) and on an integrated view of risks, which therefore includes financial risks and compliance risks related to financial reporting.

Description of the main features of the System

The System consists of the set of administrative-accounting procedures and internal control tools put in place to ensure the achievement of the objectives of reliability, accuracy, trustworthiness and timeliness in the preparation of the annual and consolidated financial statements and other reports and communications of an economic, equity and financial nature prepared in accordance with the law and/or regulations. The System is also completed with control and monitoring activities, in order to verify the effective application of these procedures and control tools, also to support the certification process of the financial statements and financial communications by the Manager Charged, as provided for by article 154-bis of the TUF.

The administrative-accounting procedures used to prepare the financial statements and any other financial communication are designed and spread throughout the organisation under the responsibility of the Manager Charged with preparing a company's financial reports who, together with the Managing Directors, certifies their adequacy and effective implementation when preparing the annual and consolidated financial statements and the half-yearly financial report of the Company.

a) Phases of the existing risk management and internal control system in relation to the financial reporting process

- Determination of the companies falling within the scope of action and relevant administrative-accounting processes

This activity involves identifying the Group companies and the processes that contribute to the income statement and balance sheet of these companies through quantitative analysis (significance of each company in terms of turnover and assets) and qualitative analysis (specific, potential or past risk, linked to the activities carried out and the reference context).

The determination of the scope of action is regularly updated by the Company, which identifies, if necessary, the need to make changes or additions to it.

- Analysis of administrative and accounting processes, risks and controls

In order to effectively mitigate the potential risks of misrepresentation of corporate events, the analysis of processes, risks and administrative-accounting controls is carried out both for each individual company of the Group (so called, "entity level") and on a process scale (for each entity).

This analysis is based first of all on a "risk assessment" activity, which - given the integrated nature of the ICRMS - is aimed at identifying and assessing the probability of occurrence and the possible impact of all events that could potentially compromise the achievement of all the Company's objectives. After having carried out *ad hoc* risk assessment activities in previous periods, during the Year, the Company launched an ERM project, in which the levels of risk appetite and tolerance were defined, including those of a financial nature and non-compliance with financial reporting, also establishing metrics for assessing the probability of occurrence, potential impact, and effectiveness of preventive and corrective controls associated with the risks concerned, which will be analysed annually by all the Company's risk owners. In the same context, a risk assessment was completed on all corporate risks, including those related to administrative and accounting processes, and the results were shared with all corporate bodies.

In addition, with specific reference to the risks strictly linked to administrative-accounting processes, as of 2019 the Manager Charged avails himself of a special function called "Compliance L. 262/2005" which provides him with support in both the design and verification of the functioning of the System. In this context, the Manager Charged and the Compliance L. 262/2005 function assess the risks associated with the failure to achieve the control objectives aimed at ensuring a true and fair view of financial information or at minimising the probability and impact of their possible occurrence (i.e. financial statement assertions: existence and occurrence, completeness, rights and obligations, valuation and recording, presentation and disclosure) and other general control objectives (i.e. compliance with authorisation limits, segregation of duties, controls on physical security and existence of assets, documentation and traceability of transactions).

These analyses are regularly updated in order to identify the main changes in the structure of the processes, including the administrative-accounting ones, following the natural evolution of the business, the organisation and the involvement of external factors.

- Definition of the system of administrative and accounting controls

On the basis of the results of the risk identification and assessment activity of the financial reporting process at an "inherent" level (i.e. by carrying out the risk assessment regardless of the related controls), the Company defines the structure and methods of execution of the administrative and accounting controls considered adequate to guarantee the containment and reduction of the risks to a residual level, considered acceptable.

The approach adopted takes into account both manual controls and those provided by the information systems supporting the administrative-accounting processes, i.e. the so-called automatic controls at the level of the application systems, as well as the so-called "IT general controls", i.e. controls to monitor those areas relating to system access, system changes and, in general, the adequacy of IT structures.

- Verification of administrative and accounting controls

As for the risks analyzed, the system of controls designed to mitigate them is also subject to periodic monitoring, in order to ensure that the risk coverage requirements and the related controls are adequate and consistent over time, despite any changes in the Group's business, organization and processes. Moreover, systematic verification of the effectiveness of administrative and accounting controls is envisaged, namely, the performance of specific tests of control in order to ascertain the correct

implementation by corporate functions of the controls envisaged, as well as the implementation of the corrective measures defined.

The monitoring and testing of the System is carried out by the Manager Charged, with the support of the Compliance function L.262/2005. To this end, periodic reporting by the Manger Charged (with the support of the Compliance function L.262/2005) on the design, structure and operation of the System, as well as on the assessment of its adequacy and effectiveness, is provided to the Board of Directors.

b) Role and functions involved

The System is managed by the Manager Charged appointed by the Board of Directors in compliance with the applicable regulations and statutory provisions.

In carrying out his activities, the Executive in Charge:

- is assisted by the Compliance function L.262/2005 for the care and updating of the System, as well as for the verification and monitoring of its operation;
- is supported by the department managers involved who, in relation to their own area of competence, ensure the completeness and reliability of the information flows to the Manager Charged;
- coordinates, through the Co-CFO, the activities carried out by the administrative managers of the relevant subsidiaries;
- establishes a reciprocal exchange of information with the Control and Risk Committee, the Board of Directors and the Board of Statutory Auditors on the activities carried out, the adequacy, including organisational adequacy, of the System and the reliability of the administrative and accounting system.

Both the monitoring of the actual application of the System, and its periodic evaluation, were carried out continuously during the Year under the supervision of the Manager Charged, who is directly responsible for verifying the correct and timely execution of management activities in the administrative, accounting and financial field carried out by the companies of the Group.

Upon completion of the above checks, the Manager Charged, together with the Managing Directors, shall provide the certification provided for by paragraph 5 of article 154-bis of TUF.

In order to ensure the adequate management of the risks and controls of the financial reporting process, on the initiative of the Manager Charged, who is responsible for overseeing the entire System, the administrative managers of each relevant subsidiary have been assigned responsibility for ensuring the adequate implementation and maintenance of the System on behalf of the Manager Charged. In addition, the Co-CFO coordinates the activities of the aforementioned administrative managers, with the power to provide guidelines and directives, or to request specific checks.

* * *

During the Year, the Control and Risk Committee reported regularly to the Board of Directors on the work of the Committee itself, on the outcome of the audits carried out and on the functioning of the Internal Control and Risk Management System, highlighting how this was substantially adequate in relation to the size and organisational and operational structure of the Issuer.

In the meetings held on March 11th, 2021 and August 25th, 2021, as well as most recently on March 10th, 2022, the Board, upon receiving the assent of the Control and Risk Committee, having acknowledged the reports of the Manager Charged, the Internal Audit Function and the Supervisory Body, taking into account the results of the risk assessments conducted in the period and also acknowledging the verification of the process carried out

by the Board of Statutory Auditors, expressed an overall assessment of the substantial adequacy, effectiveness and actual functioning of the ICRMS.

9.1. CHIEF EXECUTIVE OFFICER

On May 29th, 2020, the Board appointed two Chief Executive Officers, assigning to each of them the title of Chief Executive Officer, as well as the duty to establish and maintain the ICRMS, also pursuant to Recommendation no. 32, letter b), of the Code.

During the course of the Year, the CEOs, also through other corporate functions and appointed consultants:

- have identified the main corporate risks, taking into account the characteristics of the activities carried out by the Issuer and its subsidiaries, and have submitted them to the Board for examination, in the context of the ERM project;
- have implemented the Guidelines, taking care of the design, implementation and management of the ICRMS, verifying its adequacy and effectiveness, and adapting it to the dynamics of the operational conditions and the legislative and regulatory landscape;
- they did not consider it necessary to entrust the Internal Audit function with the performance of checks on specific operational areas and on compliance with internal rules and procedures in the execution of corporate transactions other than those provided for in the relevant activity plan, pursuant to Recommendation No. 34(c) of the Code;

During the Year, no problems or critical issues arose in the performance of the CEOs' functions, which the CEOs had to report to the Control and Risk Committee.

9.2. CONTROL AND RISK COMMITTEE

At its meeting of May 21st, 2020, the Board of Directors of Brunello Cucinelli appointed a Control and Risk Committee (please refer to §6 above)

Composition and functioning of the Control and Risk Committee (ex art. 123-bis, paragraph 2, lett. d), TUF)

During the Year, the Control and Risk Committee met 10 times, on January 8th, February 9th, March 10th, April 20th, May 14th, June 8th, July 12th, August 25th, October 21st and November 22nd, 2021. The meetings of the Control and Risk Committee lasted on average two hours and eleven minutes and were duly minuted.

In 2022, the Control and Risk Committee plans to hold a similar number of meetings as in 2021. Since the beginning of 2022, up to the date of this Report, 2 meetings of the Control and Risk Committee have been held, on February 14th and March 9th.

For further information on the composition and functioning of the Control and Risk Committee, please refer to Table 3 in the Appendix.

On May 21st, 2020, Annachiara Svelto, as Chairman of the Control and Risk Committee, Andrea Pontremoli and Maria Cecilia La Manna were appointed as members of the Control and Risk Committee until the approval of the Company's financial statements for the year ending on December 31st, 2022. All the members of the Committee are non-executive and independent directors.

Also during the Year, the composition of the Control and Risk Committee has always complied with the indications contained in the CG Code, according to which the Committee must be composed only of non-executive directors, the majority of whom must be independent and chaired by an independent director.

The existence of the independence requirements, and, also in consideration of the relative professional profile, the possession of adequate competence in the business sector in which the Company operates, as well as adequate knowledge and experience in accounting and financial matters and risk management for all members of the Control and Risk Committee were lastly confirmed by the Board at its meeting of March 10th, 2022.

The entire Board of Statutory Auditors is always invited to join the meetings of the Control and Risk Committee, in addition to its members. All the meetings of the Control and Risk Committee held during the year were attended by at least one Standing Auditor.

In addition, at the invitation of the Committee, the General Counsel and the Head of the Internal Audit Function attended all the meetings, while the representatives of the Independent Auditors and the representatives of the competent corporate functions took part in the discussion of the items on the agenda of their respective interest, upon the express request of the Committee and after informing the relevant CEO.

Functions assigned to the Control and Risk Committee

The Control and Risk Committee is vested all the functions assigned to it by the Code; therefore, based on Recommendation no. 35 of the Code and in accordance with the provisions of the Guidelines, the Control and Risk Committee, when assisting the Board in relation to the ICRMS:

- a) assesses, after consultation with the Manager Charged, the statutory auditor and the Board of Statutory Auditors, the correct use of the accounting standards and their consistency for the purposes of preparing the consolidated financial statements;
- b) assesses the suitability of periodic financial and non-financial information to correctly represent the Company's business model, strategies, the impact of its activities and the performance achieved;
- c) examines the content of periodic non-financial information relevant to the ICRMS;
- d) expresses opinions on specific aspects relating to the identification of the main corporate risks and supports the Board's evaluations and decisions relating to the management of risks arising from prejudicial events of which the Board has become aware;
- e) examines periodic and particularly important reports prepared by the Internal Audit function;
- f) monitors the autonomy, adequacy, effectiveness and efficiency of the Internal Audit function;
- g) may entrust the Internal Audit Function with the task of carrying out checks on specific operational areas, simultaneously notifying the Chairman of the Board of Statutory Auditors;
- h) reports to the Board, at least on the occasion of the approval of the annual and semi-annual financial reports, on the activities carried out and the adequacy of the ICRMS;
- i) issues the opinions required by the Code in support of the Board of Directors.

Furthermore, the Board has assigned to the Control and Risk Committee the functions and responsibilities of the committee for transactions with related parties provided for by the Consob Related Parties Regulation and the Procedure for Transactions with Related Parties adopted by the Company.

During the Year, the Control and Risk Committee had access to the information and the corporate functions necessary to perform its duties and carried out, in particular, the following activities:

- (i) examined the new Code and the recommendations expressed by the Corporate Governance Committee, expressing guidelines on the maximum number of positions on the boards of directors or auditors in other listed or large companies that can be considered compatible with the effective performance of directorships within the Company, as well as on self-assessment by the Board;

- (ii) examined the financial reports for the period, the report on corporate governance and ownership structure and the non-financial statement;
- (iii) supervised the progress of the ERM implementation project and provided guidance;
- (iv) supported the Board in approving the activity plan of the Internal Audit function and in reviewing the periodic reports in relation to its implementation;
- (v) examined the periodic reports of the Supervisory Body pursuant to the Italian Legislative Decree no. 231/2001;
- (vi) met with the CFO and Manager Charged, as well as with representatives of the Administration, Finance and Control function and of the Compliance function under Law 262/2005, to receive information on the design and operation of the System, as well as for periodic in-depth analysis in relation to the Group's economic performance and national and international taxation;
- (vii) having consulted with the Manager Charged, the auditing firm and the Board of Statutory Auditors, assessed the correct use of the accounting standards and their consistency for the purposes of preparing the consolidated financial statements;
- (viii) gave its assessment of the ICRMS;
- (ix) took part, to the extent of its competence, in the revision of the Procedure for Transactions with Related Parties adopted by the Company and its application, in the approval process of transactions of minor importance;
- (x) constantly monitored the measures taken by the Company in the context of the COVID-19 health emergency.

During the Year, the Committee had access to the information and company functions necessary to carry out its tasks. No specific financial resources have been allocated to the Control and Risk Committee for the performance of its duties, as it can avail itself of the Issuer's means and structures, as well as external consultants whose costs would be borne by the Company.

9.3. HEAD OF INTERNAL AUDIT

On July 13th, 2017, the Board of Directors, upon the proposal of the director then in charge of establishing and maintaining the ICRMS, subject to the favourable opinion of the Control and Risk Committee and having consulted the Board of Statutory Auditors, appointed Dr. Emanuele Marconi as head of the internal audit function (the "**Head of Internal Audit Function**"). The administrative body defines the remuneration of the Head of the Internal Audit Function in line with company policies and ensures that he is provided with adequate resources to carry out his duties.

The Head of Internal Audit, who is not responsible for any operational area, reports hierarchically to the Board of Directors and, in the exercise of his functions, ensures the due information to the Board of Directors, the Control and Risk Committee and the Board of Statutory Auditors. Furthermore, upon invitation of the Board of Statutory Auditors and the Control and Risk Committee, it systematically takes part in the examination of the various items on the agenda.

In compliance with the aims, powers and responsibilities defined by the Board of Directors, as well as the audit plan approved from time to time, the Internal Audit function carries out its activities also with a view to verifying that the ICRMS is functional, adequate and consistent with the Guidelines. In this perspective, the

Internal Audit Function may extend its activities to Brunello Cucinelli Group companies, with particular regard to the companies identified by the Board as companies of strategic importance.

The Head of the Internal Audit Function has direct access to all information useful to perform its duties. In the event that the Company or the other companies in the Group engage third parties to provide consultancy services for specific controls, the Head of Internal Audit has also access to the documentation produced by the appointed parties.

During the Year, the Head of the Internal Audit Function:

- had direct access to all information relevant to the performance of their duties;
- carried out its activities on the basis of a plan approved by the Board of Directors on March 11th, 2021 and subsequently amended on August 26th, 2021, subject to the favourable opinion of the Control and Risk Committee, after consulting the Board of Statutory Auditors and the CEOs;
- on the basis of the approved plan, has developed a process of analysis and prioritisation of the main risks that have emerged through the implementation of ERM, preparing a plan for audits of the operation and suitability of the ICRMS against risk appetite and tolerance levels, which may be carried out in 2022;
- prepared periodic reports containing adequate information on its activities, on the way in which risk management is carried out and on compliance with the plans defined for their containment, as well as an assessment of the ICRMS, and forwarded them to the Board of Auditors, the Control and Risk Committee, the Board and the CEOs.

The Company has not set aside any financial resources for the Internal Audit Function, but from time to time the administrative body provides the Head of the Internal Audit Function with the resources necessary to perform his functions.

In particular, during the Year, the Internal Audit Function carried out the following activities:

- assurance on the design and operation of controls to guard against operational and compliance risks in relation to the management of the suppliers' register;
- assurance on the work of the Compliance function L. 262/2005;
- consulting on the implementation of ERM;
- advising on the analysis of existing risks and controls in relation to specific assets and information systems;
- advice on request and in support of management in relation to risk management and corporate governance issues;
- participation in the Information Security Committee;
- activities in support of and on behalf of the Supervisory Body pursuant to the Italian Legislative Decree no. 231/2001, of which the Head of the Internal Audit Function is also a member;
- activities in support of the management and control bodies of the Company;
- training activities in favour of other corporate functions.

9.4. MODEL PURSUANT TO THE ITALIAN LEGISLATIVE DECREE NO. 231/2001

The Company adopted its own Model pursuant to the Italian Legislative Decree No. 231/2001, by resolution of the Board of Directors dated June 20th, 2011. The Model was lastly updated on March 10th, 2022, by resolution of the Board of Directors, after the Control and Risk Committee's favourable opinion.

The Model consists of a first, so-called "general" section, in which following a description of the Company's activities and its organization the objectives, the underlying principles and the recipients of the Model are illustrated. The general part regulates the structure, functioning and duties of the Supervisory Body pursuant to article 6(1)(b) of the Italian Legislative Decree no. 231/2001, as well as the establishment of specific information flows to and from the Supervisory Body itself, a disciplinary system and a training system for the benefit of the Company's staff.

The general part of the Model is available on the Company's investor relations site at the following address: <http://investor.brunellocucinelli.com/en/services/archive/governance/documents>.

The Model also includes a second, so-called "special" section, which identifies the processes for which there is the risk that one of the offences referred to in the Italian Legislative Decree no. 231/2001 ("**Sensible Activities**"), with the criteria and control tools adopted by the Company to prevent the commission of such offences. In particular, the special section includes an appendix including: (i) a list of the administrative offences and predicate offences referred to in the Italian Legislative Decree no. 231/2001; (ii) an analysis of the cases that the Company has deemed it necessary to take in particular account considering its business; (iii) the Sensible Activities identified with respect to such offences with the related control tools adopted by the Company, in order to prevent that any such offence is committed.

Finally, the following documents form an integral part of the Model: (i) the Code of Ethics describing the fundamental values that inspire the Company and the Group in the performance of its activities, adopted by resolution of the Company's Board of Directors on June 20th, 2011 and most recently updated by resolution of March 14th, 2019; (ii) the Guidelines; (iii) the organisational chart and function chart; (iv) the Anti-Corruption Policy approved by the Board on March 14th, 2019; (v) the Whistleblowing Procedure pursuant to Italian Law no. 179/2017 approved by the Board on March 7th, 2018; (vi) the risk assessment and scoring activities implemented by the Company and the Body in order to identify Sensitive Activities; (vii) all other documents approved by the Company expressly for the purpose of supplementing or implementing the Model.

* * *

The Issuer has deemed it appropriate to appoint a specially constituted Supervisory Body, rather than assigning its functions to the Board of Statutory Auditors, in order to ensure a proper division of powers and control tasks; however, the Board has positively evaluated the opportunity to include within the Supervisory Body the Head of the Internal Audit Function, in order to facilitate coordination between the various parties involved in the ICRMS.

The Company's Supervisory Body, in its current composition, was appointed by the Board on May 21st, 2020. The Supervisory Body is composed of Lorenzo Ravizza (expert in accounting and tax matters), who is Chairman of the Board, Prof. Carlo Fiorio (professor of criminal procedural law) and Emanuele Marconi (Head of Internal Audit Function). The members of the Supervisory Body remain in office until the Shareholders' Meeting convened to approve the Company's financial statements for the year ending on December 31st, 2022.

9.5. EXTERNAL AUDITORS

Pursuant to Article 14 of the Italian Legislative Decree No. 39 of 27 January 2010, the Ordinary Shareholders' Meeting of the Company held on April 19th, 2021 resolved to appoint the auditing firm

(COURTESY TRANSLATION FOR THE CONVENIENCE OF INTERNATIONAL READERS)

"PricewaterhouseCoopers S.p.A.", to audit the Issuer's separate financial statements and the Group's consolidated financial statements for the financial years 2021-2029, as well as to perform a limited audit of the condensed consolidated half-year financial statements relating to said nine-year period, and that operations have been properly recognized in those accounting books and records during those years, all in accordance with the terms and conditions included in the engagement letter issued by the firm and held in the Company's records.

On February 8th, 2022, PricewaterhouseCoopers S.p.A. was also appointed, subject to the favourable opinion of the Board of Statutory Auditors, to issue, pursuant to article 3, paragraph 10, of Italian Legislative Decree No. 254/2016, the compliance of the non-financial information provided by the Company with respect to the requirements of the Italian Legislative Decree No. 254/2016, with reference to the Year.

9.6. MANAGER CHARGED AND OTHER BUSINESS ROLES AND FUNCTIONS

On May 21st, 2020, the Issuer's Board of Directors, after receiving the favourable opinion of the Board of Statutory Auditors, confirmed the appointment of the Chief Financial Officer, Moreno Ciarapica, as the Company's Manager Charged with the powers and functions referred to in Article 154-bis of the TUF, article 23 of the Company's Bylaws and the Guidelines, also confirming the assignment of functions related to the management and supervision of all administrative, financial and management control activities of the Company and the Group.

At the time of his appointment, the Board granted the Manager Charged with all the powers and means necessary to perform the tasks assigned to him, and also instructed the Managing Directors to grant the Manager Charged, by means of a power of attorney, management and representation powers in banking, insurance and tax matters, to be exercised in relation to the functions performed by him as Chief Financial Officer, within the limits of the plans approved by the Company's Board of Directors and after informing the Managing Directors.

The function of the Manager Charged is regulated by the Guidelines approved by the Company's Board of Directors, in accordance with the recommendations of the Code, and in the relevant annexes, including the "Regulation of the Executive in charge of Financial Reporting", which identifies the tasks, responsibilities and powers connected with this function, as well as the duration, causes of withdrawal and lapse, the resources available to him, as well as relations with corporate bodies, other corporate functions and subsidiaries.

In particular, the Manager Charged is responsible for: (i) preparing adequate administrative and accounting procedures for the preparation of the Company's annual and consolidated financial statements and any other communication having financial nature; (ii) together with the Managing Directors, certifying with a specific report on the Company's annual and consolidated financial statements the adequacy and effective application of the procedures referred to in point (i) above during the period to which the documents refer, verifying that the documents are drawn up in compliance with the applicable international accounting standards recognised in the European Union pursuant to Regulation (EC) No. 1606/2002 of the European Parliament and of the Council (as subsequently amended and supplemented), as well as their correspondence with the results of the accounting books and records and their suitability to provide a true and fair view of the financial position, results of operations and cash flows of the Company and of all the companies included in the consolidation.

With reference to the other corporate functions involved in controls, as per Recommendation no. 33, d), of the Code, reference is made to what was previously reported with reference to the persons involved in the ICRMS. In this regard, it should also be noted that the Board, on May 20th, 2020, assessed the advisability of adopting measures to ensure the effectiveness and impartiality of judgement of the aforesaid corporate functions involved in controls, providing that all contracts and all decisions relating to the hiring promotion, transfer or

termination of employment or collaboration relations for any reason and for any amount, with regard to the Head of Legal and Corporate Affairs (as well as the Chief Financial Officer and the Head of the Internal Audit Function, who - as already mentioned - report hierarchically to the Board).

The head of the Legal and Corporate Affairs department is the Company's General Counsel, Mr. Giuseppe Labianca.

9.7. COORDINATION BETWEEN THE PARTIES INVOLVED IN THE INTERNAL CONTROL AND RISK MANAGEMENT SYSTEM

As already mentioned (please refer to §9), the Company has adopted an integrated approach in the design and functioning of the ICRMS, as well as in the adoption of each act of which it consists. In particular, the Board, in the Model pursuant to the Italian Legislative Decree no. 231/2001, has provided for specific information flows and has synergistically mentioned to the controls provided for in the administrative-accounting procedures pursuant to article 154-bis of the TUF within the measures adopted in order to prevent the commission of certain predicate offences.

The Company also promotes the organisation of joint meetings between the corporate bodies and the subjects involved in the second and third levels of the ICRMS, in order to coordinate their respective activities and functions and to ensure a complete and effective exchange of information on risks and controls. To this end, the Board of Statutory Auditors has always been invited to join in its entirety the meetings of the Control and Risk Committee, and periodic meetings of these bodies with the Supervisory Body pursuant to the Italian Legislative Decree no. 231/2001 and with the independent auditors are regularly planned.

10. DIRECTORS' INTERESTS AND RELATED PARTY TRANSACTIONS

In accordance with the requirements of Consob Related Parties Regulation on related party transactions ("Related Party Transactions"), after receiving the favourable opinion of the Control and Risks Committee, the Company's Board of Directors adopted an internal procedure for the Management of Related Party Transactions (the "Procedure"), which became effective at the date trading started in the Company's ordinary shares on the MTA (now Euronext Milan), namely 27th April 2012. The Procedure has been further amended by the Board of Directors on 12th May 2015 with reference to the definition of transactions for smaller amounts. In any case the Board of Directors assesses at least every three years whether to amend or not the Procedure, taking into account any variation occurred with reference to the ownership structures, as well as the effectiveness of the Procedure. In this regard, it should be noted that, during the Year, in the light of the latest amendments introduced by Consob to the aforementioned Consob Related Parties Regulation with resolution no. 21624 of 10 December 2020, applicable as of July 1st, 2021, the Board of Directors, upon favourable opinion expressed by the Control and Risk Committee, has decided to revise and update the Procedure with effect from July 1st, 2021. Subsequently in this Report, the terms "Procedure" and "Regulation 17221/2010" refer to the version of these documents currently in force. For the sake of completeness, the following paragraphs highlight the changes made as of July 1st, 2021.

The procedure applies to Related Party Transactions (reference should be made to the respective definitions in Regulation no. 17221/2010, explicitly referred to in the Procedure, for the underlying concept) carried out by the Company or through its subsidiaries.

More specifically, the Procedure identifies the discipline applicable to two classes of Related Party Transaction: (i) Related Party Transactions of Greater Importance (identified on the basis of the criteria stated in Regulation no. 17221/2010) and (ii) Related Party Transactions of Lesser Importance (the concept of which is taken from

Regulation no. 17221/2010), and provides for specific steps to be taken regarding the initial enquiry into these and their approval.

In accordance with article 8 of Regulation no. 17221/2010 (Procedures for transactions of greater importance in companies adopting traditional or one-tier management and control systems), the approval of Transactions of Greater Importance is reserved for the Company's Board of Directors, and the involvement of the Control and Risks Committee is also envisaged. More specifically, the Control and Risks Committee is required to issue a binding reasoned opinion on the interest of the Company in carrying out each Transaction of Greater Importance and the convenience and the substantial correctness of the underlying terms. As of July 1st, 2021, such opinion shall be attached to the minutes of the Control and Risks Committee's meeting.

On the other hand, as far as Transactions of Lesser Importance are concerned, approval is remitted to the body (delegated body, Board of Directors, shareholders' meeting) having competence in adopting the relevant decision by law or under the Bylaws. In addition, before the transaction is approved, the Control and Risks Committee must issue a reasoned (non-binding) opinion on the interest of the Company in carrying out the transaction and the convenience and the substantial correctness of the underlying terms. As of July 1st, 2021, such opinion shall be attached to the minutes of the Control and Risks Committee's meeting.

If Transactions of Lesser Importance are approved by the Board of Directors despite the adverse opinion of the Control and Risks Committee, this fact must be publicized by making an information document available to the public, within fifteen days of the end of each quarter, which contains details of the Transactions of Lesser Importance approved in the relevant quarter on which the Control and Risk Committee expressed a negative opinion, and this opinion must be attached to that document.

The delegated body has specific subsequent quarterly requirements to report to the Board of Directors and the Board of Statutory Auditors on Transactions of Lesser Importance and Transactions of Greater Importance.

In addition, the Board of Directors may adopt framework resolutions regarding a series of homogeneous transactions in relation to (i) transactions for the sale, supply or delivery of items of clothing and accessories or other goods forming part of the ordinary activities of the Company or the Group, (ii) transactions relating to commercial distribution agreements or (iii) transactions for the provision of services, including those of a consulting nature.

The Procedure envisages certain exemptions from its application, identified on the basis of Regulation no. 17221/2010, of which the following are noted:

- shareholders' resolutions regarding the compensation paid to members of the Board of Directors and resolutions on the compensation paid to directors having specific duties (article 2389, paragraph 3 of the Civil Code and article 19 of the Company's Bylaws);
- Transactions for Small Amounts (as defined in the Procedure);
- Regular Transactions that are carried out under Market or Standard Equivalent Terms (as defined in the Procedure on the basis of the provisions of Regulation no. 17221/2010);
- shareholders' resolutions regarding the compensation paid to members of the Board of Statutory Auditors (article 2402 of the Civil Code);
- Related Party Transactions with or between subsidiaries, also jointly, and with associates, if there are no significant interests in the counterparty subsidiaries or associates;
- transactions resolved by the Company and addressed to all shareholders on equal terms, including:
 - (i) rights issues, including to service convertible bonds, and free capital increases pursuant to Article 2442 of the Italian Civil Code;

- (ii) full or partial spin-offs, with proportional share allocation criterion;
- (iii) share capital reductions by means of reimbursement to the shareholders pursuant to art. 2445 of the Italian Civil Code and the purchase of own shares pursuant to art. 132 of the TUF.

With respect to the approval of both Transactions of Greater Importance and Transactions of Lesser Importance (for which the Board of Directors has competence), the Procedure requires that the directors be provided with details of any interests (including indirect interests) of the members of the corporate governance bodies in such transactions. Transactions of Lesser Importance for which the Managing Directors having competence holds an interest, also on behalf of third parties, remain the competence of the Board of Directors. In addition, if in respect of a Transaction of Greater Importance or a Transaction of Lesser Importance one of the members of the Control and Risks Committee is a related party in respect of a specific transaction, as defined in Regulation no. 17221/2010, the duties for which the Control and Risks Committee is responsible are carried out by the other members of the Committee who are Independent and Unrelated Directors, as defined by the Procedure. If this is not the case, the Board of Directors shall proceed to supplement the Committee with one or more Unrelated Independent Directors, even if only on an *ad hoc* basis in order to carry out the work and activities related to the transaction.

With respect to both Transactions of Greater Importance and Transactions of Lesser Importance falling within the competence of the Board of Directors, the Involved Directors refrain from voting on the same.

The Procedure has been made available on the Company website at the address <http://investor.brunellocucinelli.com/en/services/archive/governance/documents>.

The Issuer has not provided for a specific procedure aimed at identifying situations in which a director has an interest on his own behalf or on behalf of third parties, leaving the detection of this situation to the reporting to the Board by the individual director. For an analysis of the Transactions with Related Parties occurred during the Year, please refer to the annual financial report.

11. STATUTORY AUDITORS

11.1. APPOINTMENT AND REPLACEMENT

The board of statutory auditors (“Board of Statutory Auditors”) is appointed by the Ordinary Shareholders’ Meeting.

The mechanism for the election of the statutory auditors is regulated by article 21 of the Company’s Bylaws, in accordance with the provisions of article 148 of the TUF and the relative implementation provisions of article 144-quinquies et seq. of the Consob Regulation on Issuers, which: (i) make a list vote mandatory for the appointment of the statutory auditors and regulate the mechanism for this; (ii) require the Chairman of the Board of Statutory Auditors to be appointed from the statutory auditors elected by the minority and (iii) identify the limits to the number of positions that statutory auditors may hold.

In addition to the provisions contained in the TUF, the Issuer is not subject to further regulations (such as, for example, those set out by sector-specific regulations) concerning the composition of the Board of Statutory Auditors.

The Shareholders' Meeting held on April 18th, 2013 introduced, for the first time, amendments to the Bylaws concerning the election mechanism of the Board of Statutory Auditors, with the aim to ensure a balance between gender balance in compliance with Law No. 120/2011. Further amendments to the Company’s Bylaws aimed at ensuring that the procedure to appoint the Standing and Alternate Auditors by list voting complied with the *pro tempore* regulations in force on gender balance were approved by the Shareholders' Meeting held on May 21st, 2020.

Article 21 of the Bylaws of Brunello Cucinelli S.p.A. requires statutory auditors to be appointed on the basis of two separate lists: one for candidates for the position as standing auditor, the other for candidates for the position as substitute auditor, in which the candidates are assigned a sequential number. Lists must be presented by shareholders who, on their own or together with other shareholders are holders, at the time the lists are lodged, of an interest that is at least that established by Consob pursuant to article 147-ter, paragraph 1 of the TUF, and in accordance with the Issuers' Regulation, with a resolution dated January 28th, 2022 no. 60 equal to 1%.

In addition, the Board of Directors arranges for the minimum shareholding eligible for presenting lists of candidates to be included with the publication of the notice convening the shareholders' meeting called to approve the appointment of the statutory auditors.

The minimum shareholding required to present the lists is calculated with reference to the shares recorded in the shareholder's name on the day on which the lists are lodged with the Company.

Each shareholder may present, or join with others to present, including through an intermediary or a trust company, and vote in favour of one single list. In addition, the following may present, or join with others to present, including through an intermediary or a trust company, and vote in favour of one single list: (i) shareholders belonging to the same group; and (ii) shareholders who are party to the same shareholders' agreement whose object is the Company's shares as per article 122 of the TUF.

Each candidate may only appear on one list, under penalty of inadmissibility.

The lists, signed by those presenting them, are lodged at the Company's registered office at least 25 (twenty five) days prior to the date set for the shareholders' meeting in first call, together with:

- details of the identity of the shareholders who have presented the lists, with a statement as to the total percentage shareholding held and an attestation in which the ownership of the shareholding is confirmed. This attestation must be produced by the different date specified by the applicable legislation and regulations;
- statements in which the individual candidates accept to stand for the position and attest, under their own responsibility, that there are no reasons why they may be considered incompatible and that they hold the prerequisites prescribed by current law for the specific position;
- a *curriculum vitae* containing the personal and professional characteristics of the candidates, which includes a description of the management and control positions held in other companies; and
- a statement of the shareholders other than those who hold, also jointly, a controlling interest or a relative majority interest, attesting to the absence of the relationships of association specified in article 144-quinquies of the Issuers' Regulations with the latter.

Any list for which the provisions of this paragraph are not observed is considered as not having been presented.

The lists that have a total number of candidates equal to or greater than three must be composed of candidates belonging to both genders, so that the least represented gender in the list belongs to the quota of candidates for the office of Standing Auditor and for the office of Substitute Auditor, as established by the *pro tempore* regulations in force relating to the balance between genders .

In the event that only one list has been lodged at the date on which the term of 25 (twenty five) days for lodging the lists and documents at the Company's registered office expires, or only lists presented by shareholders who are associated with each other within the meaning of article 144-quinquies of the Issuers' Regulations, lists may be presented up the end of the third day following that date. In that case, the percentage thresholds provided in the Bylaws are reduced by one half.

The first two candidates on the list obtaining the highest number of votes (the “Majority List”) and the first candidate on the list which obtained the second highest number of votes (the “Minority List”) and is not associated, even indirectly, with the shareholders who presented or voted in favour of the Majority List are elected as standing statutory auditors; the latter candidate shall also be appointed as the Chairman of the Board of Statutory Auditors.

The first substitute candidate on the Majority List and the first substitute candidate on the Minority List are elected as substitute statutory auditors.

If two or more lists obtain the same number of votes, a ballot is held between those lists in a new round of voting at which all those attending the shareholders’ meeting and entitled to vote take part, with the candidates on the list obtaining a simple majority of the votes cast being elected.

If the methods above described do not assure the composition of the Board of Statutory Auditors, in its standing members, in conformity with the regulations currently in force concerning the balance between genders, then the candidates for the office of standing auditor of the Majority List will be replaced as necessary, according to the order in which the candidates are listed.

If a standing auditor ceases to hold office before the end of the term for any reason, the first substitute on the list of the statutory auditor being replaced takes over and holds office until the next shareholders’ meeting. If the chairman has to be replaced, the chair is held until the next shareholders’ meeting by a substitute member taken from the minority list.

If only one list is presented or if two or more lists obtain the same number of votes, if the Chairman has to be replaced the first standing auditor on the list of the Chairman being replaced takes over the position until the next shareholders’ meeting.

If the number of substitute auditors is not sufficient to make up the Board of Statutory Auditors a shareholders’ meeting must be called to supplement this number, with resolutions being adopted on the basis of the legal majorities and in compliance with current laws and regulations. More specifically:

- if the auditor being replaced is (i) the standing auditor and/or the Chairman or (ii) the substitute auditor taken from the Minority List, the names are proposed of the unelected candidates who stood for the position as standing auditor for case (i) and as substitute auditor for case (ii) listed in the corresponding sections of the same Minority List, and the person obtaining the highest number of votes in his favour is elected;
- in the absence of names to be proposed pursuant to the preceding paragraph and if it is a question of replacing the standing and/or substitute auditor(s) taken from the Majority List, the provisions of the Civil Code are applied and the shareholders’ meeting adopts resolutions on the basis of the majority of votes cast.

It is understood that, at the time of replacement, the composition of the Board of Statutory Auditors shall comply with the rules currently in force concerning the balance between genders.

If only one list is presented, the shareholders’ meeting casts its vote on that alone; if the list obtains a relative majority of the votes cast, without counting abstentions, the candidates stated in the respective section of the list are elected as standing auditors and substitute auditors; the person at the top of the list becomes the Chairman of the Board of Statutory Auditors. If no list have been submitted, the shareholders’ meeting decides with the majority of law. In any case, the compliance to the law currently in force concerning the balance between genders is required.

The list vote mechanism described above has been applied for the first post-listing renewal of the Issuer’s Board of Statutory Auditors and therefore at the Shareholders’ Meeting held on April 23rd, 2014 as well as on

for the renewal of the Board of Statutory Auditors resolved by the Shareholders' Meeting held on April 20th, 2017 and the subsequent renewal resolved by the Shareholders' Meeting held on May 21st, 2020.

The Company's Bylaws do not provide for the election of more than one statutory auditor from the minority list.

11.2. COMPOSITION AND FUNCTIONING OF THE BOARD OF STATUTORY AUDITORS (art. 123-bis, paras. 2d) and 2d-bis), TUF)

According to article 20 of the Company's Bylaws, the Board of Statutory Auditors shall consist of 3 standing auditors and 2 substitute auditors, all holding the requirements stated in current provisions.

The statutory auditors hold office for a term of three fiscal years which expires at the date of the shareholders' meeting called to approve the financial statements of the last year of their term.

In accordance with applicable laws and regulations, the appointment of statutory auditors is subject to the requirement that the auditors shall respect the limit on the number of positions they may hold.

In compliance with the relevant legal and regulatory provisions, the appointment of Statutory Auditors is subject to their compliance with the limits on the maximum number of positions, without prejudice to the obligation to notify CONSOB and to resign from one or more positions if these limits have been exceeded.

The Board of Statutory Auditors in office at December 31st, 2021 was appointed by the Ordinary Shareholders' Meeting held on May 21st, 2020 and will remain in office until the approval of the financial statements at December 31st, 2022.

The current Board of Statutory Auditors was elected on the basis of the two lists submitted.

List no. 1 was submitted by Fedone S.r.l., which held, at the moment of submission of the list, 51% of the shares and its candidates, Gerardo Longobardi and Alessandra Stabilini, were elected with 72.998% of votes in favour of the voting capital.

List no. 2 was presented by the following shareholders: Aberdeen Standard Investments, Amundi Asset Management SGR S.p.A., ARCA Fondi SGR S.p.A., Eurizon Capital S.A., Eurizon Capital SGR S.p.A., Fideuram Investimenti SGR S.p.A., Mediolanum Gestione Fondi SGR S.p.A., Pramerica SGR S.p.A., owning, at the moment of submission of the list, a total shareholding of 3.78%. List no. 2 expressed the candidate, Prof. Paolo Prandi, elected with a percentage of votes in favour compared to the voting capital equal to 23.963%. Pursuant to art. 148, paragraph 2-bis, TUF, Prof. Prandi was appointed Chairman of the Board of Statutory Auditors.

Reference should be made to Table 3 included in the annex to this Report for the composition of the Board of Statutory Auditors.

In accordance with the provisions of Article 144-decies of the Consob Regulation on Issuers, the personal and professional characteristics of each Auditor are provided in Annex "B" to this Report.

During the year, the Board of Auditors met 12 times and the average duration of the meetings was 2 hours and 4 minutes.

The Board of Auditors has scheduled 10 meetings throughout the financial year 2022. Up to the date of this Report, the Board of Statutory Auditors met on February 7th 2022.

The Board of Statutory Auditors carries out its meetings and verifications after having shared preliminary activities (where possible and appropriate) with all interested parties and in carrying out its activities has coordinated regularly with the Internal Audit Function, the Control and Risks Committee and the Supervisory Body. This coordination took place through the participation of these bodies at specific meetings, as stated in

§9.7; further, the Board of Statutory Auditors has requested the systematic participation of the General Counsel and the Head of Internal Audit also in order to have continuous and effective information flows.

As from the end of the Year, there were no changes in the composition of the Board of Statutory Auditors.

Diversity criteria and policies

The Issuer has currently not adopted - through specific resolutions or in any other form - diversity criteria and policies with regard to the composition of the Board of Statutory Auditors, in terms of age, gender composition and educational and professional background. Nevertheless, the Issuer believes that the current composition of the Board of Statutory Auditors is adequately balanced in terms of age, gender (one woman and two men) as well as educational and professional background, since both professional and academic components are represented.

In the light of the above, the Board of Directors has not yet considered it necessary to formalize a policy on diversity in the composition of the Board of Statutory Auditors.

The choice on the profiles of the candidates for the position of Issuer's auditor is ultimately up to the shareholders, who, when composing the lists, shall propose a list of candidates that is adequately balanced, taking into account the above-mentioned diversity criteria.

Pursuant to article 21 of the Company's Bylaws, as amended following the amendments to Article 148, paragraph 1-*bis* of the TUF relating to the composition of the Board of Statutory Auditors introduced by Law no. 160/2019, as well as in accordance with Law no. 120/2011 (the so-called "Golfo-Mosca" Law) the Issuer complies, in the composition of the current Board of Statutory Auditors appointed on May 21st, 2020 and in office until the date of the Shareholders' Meeting for the approval of the financial statements as at December 31st, 2022, with both the balance between genders and the adequate competence and professionalism of the members of the Board, where managerial and professional skills are adequately represented and there are different age and seniority in office.

In this respect, it is noted, in fact, that one in three members is a woman and that the Board of Statutory Auditors, in terms of composition, not only complies with legal requirements, but also gives value to the technical competence and the knowledge of the industry, as well as to the academic component.

At the expiration of the current Board of Statutory Auditors, that is at the date of the Meeting called to approve the financial statements for the year ending as of December 31st, 2022, the Board of Statutory Auditors will be renewed in compliance with the legislation on gender balance and the aforementioned statutory clause.

Independence

The Board of Statutory Auditors of the Issuer successfully verified the independence of its members since its appointment by the Shareholders' Meeting on May 21st, 2020. During the meeting held on March 1st, 2022, the Board of Statutory Auditors verified that its members comply with those independence requirements, according to the criteria set out in art. 148, paragraph 3 of the TUF and recommended by the CG Code.

With regard to the assessment of the independence of the members of the Board of Statutory Auditors, the Issuer has not, at the date of this Report, deemed it necessary to adopt - by a specific resolution or in such other form - a policy describing the criteria to be followed in order to assess the significance of the concerned relationships, by formalizing the symptomatic circumstances that compromise or appear to compromise the independence of the members of the Board of Statutory Auditors.

During the meeting held on March 1st, 2022, the Board of Statutory Auditors expressed its assessment also with regard to the position of the Standing Auditor Gerardo Longobardi. The latter was appointed for the first time by the Shareholders' Meeting on June 16th, 2011 and, therefore, he has held the position of Standing Auditor for more than nine financial years in the last twelve years.

Since this circumstance is expressly mentioned in the CG Code as one of the circumstances that compromise, or appear to compromise, the independence of an Auditor, the Board - during the meeting held on March 1st, 2022 - has examined the professional and personal profile of Mr. Longobardi. In particular, on the basis of the information provided by Mr. Longobardi himself and those acquired independently by the Company and transmitted to the Board of Statutory Auditors, the Board recognized that during the entire period in which Mr.

Longobardi has served as a Statutory Auditor, he did not have (not he has today) any commercial, financial or professional relationship (other than the office of Statutory Auditor), either directly or indirectly, with the Company or its subsidiaries, or with its executive directors or top management, with the parent company, with its executive directors or with its top management, which could compromise his independence.

The Board of Directors acknowledged the assessments made by the Board of Statutory Auditors during the meeting held on March 10th, 2022.

Finally, the Board of Statutory Auditors positively evaluated the independence of the Independent Auditors PricewaterhouseCoopers S.p.A., since there were no compromising situations to report.

Remuneration

The remuneration of the Board of Statutory Auditors - as determined by the Shareholders' Meeting, at the time of its appointment - is adequately proportionate to the commitment required, the relevance of the role as well as the size and the industry in which the Company operates. The Standing Auditors' level of pay is in line with the remuneration paid to the members of the Supervisory Body by other listed companies operating in the same industry of the Issuer or comparable to the Issuer with regard to their size.

Further information on the remuneration paid to the Auditors can be found in the Remuneration Report, available in the Investor Relations section of the corporate website dedicated to the "2022 Shareholders' Meeting".

Management of interests

Any Auditor who, on his/her own behalf or on behalf of third parties, has an interest in a given Company transaction, to promptly provide comprehensive information to other Auditors and the Chairman of the Board of Directors on the nature, terms, origin and extent of his/her interest.

* * *

The Chairman of the Board of Directors of the Issuer ensured that the Board of Statutory Auditors had adequate knowledge of corporate dynamics of the Company, as well as of the market in which the Company operates. This allows the Board to perform its duties more effectively. Please refer to §4.3 for further details.

12. RELATIONS WITH SHAREHOLDERS

Access to information

The Company believes that it is in its specific interest - besides also being a duty towards the market - to establish a constant dialogue with shareholders as a whole and with institutional investors that is based on a reciprocal understanding of each other's roles; a dialogue which in any case is to be carried out in compliance with the procedure for external communications of business documents and information.

The Company has set up a specific section of its website, which is easy to find and access, where the information concerning the Issuer that is likely to be of a certain importance to its shareholders is made available (<http://investor.brunellocucinelli.com/en>).

At its meeting of 26th March 2012 the Company's Board of Directors appointed Pietro Arnaboldi as its Investor Relator (being the person in charge of relations with institutional investors and other shareholders), in order to ensure correct, constant and complete communications, without prejudice to the fact that as part of these relations, documents and, in general, information concerning the Company must be communicated in accordance with the Regulation for Handling Inside Information (briefly described in § 5 of this Report). The

appointment of the Investor Relator became effective from the start of trading in the Company's shares on the MTA (now Euronext Milan) (April 27th, 2012).

The Company has also established an internal structure responsible for managing relations with shareholders; the structure consists of 4 persons, in addition to the Investor Relator that coordinates the relevant activities.

Dialogue with the shareholders

The Issuer has always paid great attention to the involvement of shareholders. In order to formalize these methods to interact with the shareholders, the Issuer adopted a stakeholder engagement policy with the shareholders and, in general, with the stakeholders that the Company has to deal with. This document, containing the guidelines for the dialogue with, and the involvement of, the company's various stakeholders (shareholders, staff, collaborators, local community), was approved by the Board of Directors in the meeting held on March 11th, 2021.

As of today, the document is accessible by the Issuer's employees on the Company's intranet system.

13. SHAREHOLDERS' MEETINGS

(ex art. 123-bis, paragraph 2, letter c), TUF)

Pursuant to provisions of current law, the shareholders' meeting has competence in ordinary session to approve the financial statements, appoint and dismiss directors, statutory auditors and the Chairman of the Board of Statutory Auditors and establish the remuneration of the directors and Statutory Auditors, and to adopt resolutions on any other matters that are of its competence under the law. In extraordinary session, the shareholders' meeting adopts resolutions on changes to the Company's Bylaws and on any on any other matters that are reserved for its competence under the law.

The recommendation contained in Principle IV of the CG Code to promote, in the most appropriate ways, the dialogue with shareholders and other stakeholders relevant to the company, are fully shared by the Company's management. As far as the procedures regarding shareholders' meetings are concerned, article 9 of the Company's Bylaws specifies that meetings shall be called, pursuant to and within the time stated by law, at the Company's registered office or in any other place, provided this is in Italy, by means of a notice containing the information required by the laws and regulations current from time to time.

Ordinary shareholders' meetings must in all cases be called within 120 days of the end of the fiscal year or within 180 days in the case specified by law.

The Company's Bylaws do not establish any specific quorums for the valid constitution of meetings of for passing valid resolutions. In this respect, article 11 cross references to the quorums for the valid constitution of meetings provided by law. With particular reference to the rules applicable to amendments to the Company's Bylaws, the Company's Bylaws do not provide for different rules from those set out by the applicable law and regulation.

Shareholders' meetings are competent to adopt resolutions on the matters stated by law. It is appropriate to note that article 15 of the Bylaws assigns the Board of Directors with the competence to adopt resolutions on the following: (i) setting up and closing of secondary offices; (ii) indicating which directors, besides those indicated in the Bylaws, may represent the Company; (iii) reducing share capital on the withdrawal of a shareholder; (iv) amending the Bylaws for changes in legislation; (v) transferring the Company's registered office to another municipality in Italy; (vi) mergers and demergers pursuant to articles 2505, 2505-bis and 2506-ter, final paragraph, of the Civil Code.

The assignment to the management body of areas of responsibility that are due to the shareholders' meeting, as referred to in this article, does not remove the main responsibility of the shareholders' meeting which maintains the powers to adopt resolutions on the matters in question.

Pursuant to article 10 of the Issuer's Bylaws, the entitlement to attend a shareholders' meeting and exercise a voting right is attested by a statement sent to the Company by the intermediary on behalf of the person holding the voting right (which must be received by the Issuer by the end of the third open market day prior to the date set for the shareholders' meeting in first call) on the basis of the evidence relating to the end of the accounting day of the seventh open market day prior to the date set for the shareholders' meeting.

More specifically, article 10 states that: *“Anyone entitled to vote may attend a shareholders' meeting. The entitlement to attend a shareholders' meeting and exercise a voting right is attested by a statement sent to the Company by the intermediary on behalf of the person holding the voting right on the basis of the evidence relating to the end of the accounting day of the seventh open market day prior to the date set for the shareholders' meeting in first call (or such other deadline specified from time to time by applicable law). The intermediary's statements as per this article 10 must be received by the Issuer by the end of the third open market day prior to the date set for the shareholders' meeting in first call or by any other deadline specified by the laws and regulations in force from time to time. The entitlement to attend a meeting and exercise a vote shall remain valid for notifications received by the Company after the above deadlines provided they arrive before the start of the proceedings of the shareholders' meeting referred to in the individual call notice.*

Anyone entitled to attend a shareholders' meeting may be represented by another person through the use of a proxy by the means established by law. Shareholders may notify the Company that they have issued a proxy for attendance at the shareholders' meeting by sending a copy of the proxy form by electronic mail to the address stated in the notice calling the shareholders' meeting.”

The Company's Bylaws additionally specify that to make it easier for shareholders to attend meetings and exercise their voting rights, they may also cast their vote by correspondence by the means provided by law (article 11).

The shareholders' meeting is chaired by the Chairman of the Board of Directors and, in default, by the person designated by those attending the meeting.

The chairman of the shareholders' meeting verifies that the meeting has been validly convened, through persons delegated for the purpose as may be necessary, verifies the identity of those attending and their entitlement to attend, manages the proceedings and ascertains the results of the ballots held.

The resolutions adopted by shareholders' meetings must be recorded in a minute drawn up and signed in accordance with the law.

* * *

On January 27th, 2012, the ordinary shareholders' meeting of Brunello Cucinelli approved a set of “Rules of Procedure Shareholders' Meetings” in order to permit an orderly and effective conduct of meetings.

The “Rules of Procedure Shareholders' Meetings” may be found on the Company's institutional website at: <http://investor.brunellocucinelli.com/en/services/archive/governance/documents>.

In order to ensure that every shareholder has the right to speak on the matters under discussion article 16 of the Rules of Procedure Shareholders' Meetings requires the shareholders concerned to make a request to the chairman of the meeting by raising their hand or making a request in writing, as established by the latter, after the matter on the agenda to which the question relates has been read out. If questions are proposed by the raising of hands, the chairman of the meeting gives leave to speak to the person who first raised their hand, or

when it is not possible to determine with any certainty who was the first he proceeds in the order he decides at his absolute discretion; in the case of written questions leave to speak is granted to applicants in alphabetical order.

* * *

During the Year the shareholders' meeting of the Company was held on April 19th, 2021. The Meeting was attended by 6 Company Directors, the remaining Directors being excused from attending. All members of the Board of Statutory Auditors were also present at the Meeting.

The Issuer considers the shareholders' meeting as a fundamental occasion of discussion between the shareholders and the directors. For this reason, the Board of Directors has prepared and provided, in a timely manner, adequate documentation to shareholders about the topics of the meeting, in order to ensure adequate information to shareholders and enable them to take informed decisions. In addition, the Issuer has provided during the shareholders' meeting held on April 19th, 2021 the main information about the activities carried out during the year 2020 and that at the time scheduled for the Year, and has allowed each shareholder to take the floor and to request additional information.

The full minutes of the meeting of April 19th, 2021 are available on the Issuer's website at the following address: http://investor.brunellocucinelli.com/yep-content/media/Verbale_istituzionale.

* * *

During the Year, there were no significant changes in the composition of the Issuer's shareholding structure.

During the Year, there was a change in the Issuer's capitalization from a capitalization of EUR 2,146,080,000 (EUR 31.56 per share) on the last trading day of the 2019 financial year to a capitalization of EUR 2,427,600,000 (EUR 35.70 per share) on the last trading day of 2020 financial year to a capitalization of EUR 4,127,600,000 (EUR 60.70 per share) on the last trading day of 2021 financial year, with a percentage change of +70.03%.

The Board of Directors has not assessed the opportunity of making a proposal to the shareholders' meeting for changes to the Bylaws concerning the percentages established for exercising the actions, nor to the prerogatives intended to protect minorities.

14. FURTHER CORPORATE GOVERNANCE PRACTICES

(pursuant to Article 123-bis(2)(a) TUF)

As stated in the introduction (§ 1), a number of committees have been set up in the Company on a voluntary, non-institutionalized basis which carry out operational coordination and support functions for business management. Among these committees, there are the following:

- the Management Committee, consisting of executive directors and managers responsible for production, sales, marketing and communication, finance and legal affairs of the Company, with the main purpose of supporting the administrative body in the execution of strategic and business plans. Taking into account the rising attention to the Company's image within the digital world, the managers of digital function, recently joined the Committee;
- the Human Resources Committee, which defines the guidelines and criteria for hiring people, career steps, remuneration of employees, as well as the internal policies for the work relationship;

- the Architectural Design Committee, which has the duty to decide on the concept of the monobrand stores and other exhibition spaces (such as showrooms) as well as the architectural design of Company's headquarters and offices;
- the Cyber Committee, which has the purpose of coordinating several interested functions in the assessment and mitigation of the risks related to the information systems of the Group.

During the Year, the Company set up the Human Privacy Committee. This is a committee with a managerial composition - which includes the main company departments involved in the processing of personal data, such as Human Resources, Customer Relationship Management (CRM), Legal and IT - which is vested with decision-making powers regarding the protection of personal data. It meets periodically to address issues and projects with data protection implications. The Data Protection Officer (DPO) plays a supervisory role with regard to the Committee.

Every two years, the so-called Board of the 50 is held in addition to the abovementioned "coordination venues", taking place in a friendly environment, far from the office. On the Board of the 50, the Company's strategies, envisaged by the administrative body (which share it with the employees through regular assemblies) and developed by the operational committees by the means of guidelines, are enriched in a dialogue-based discussion with a higher number of persons, who, in various ways, put in place these strategies. The persons who attend the Board of the 50 represent all Company's departments and act as vehicle of people's sentiment and demands, sharing the outcomes with said people, right after the meeting.

15. SUSTAINABILITY - COUNCIL FOR HUMAN SUSTAINABILITY AND HUMANISTIC CAPITALISM

With reference to sustainable success, identified as one of the areas of improvement in the letter dated December 3rd, 2021 from the President of the Corporate Governance Committee (see § 17 below), at its meeting held on December 16th, 2020 the Board of Directors approved the establishment of the "Council for the Human Sustainability and Humanistic Capitalism" (previously named as "Council for Harmony with Creation - for morals, ethics and human dignity". The Council for Harmony with Creation aims at integrating the sustainability of business activities into the definition of strategies, also on the basis of a relevance analysis of the factors that may have an impact on long term-value.

The Council assists the Board of Directors with propositional and advisory functions in the evaluation and decision-making processes concerning sustainability that are relevant to the Group's activities. It consists of six directors and four employees of the Company and is chaired by the Chairman of the Company, Cav. Lav. Cucinelli.

In particular, the Board promotes the continuous integration of national and international best practices and of environmental, social and governance factors in the Company's strategies in the Company's corporate governance, monitoring the Company's positioning with respect to financial markets on sustainability and initiatives addressed to local communities and stakeholders.

It is also responsible for bringing to the attention of the Board of Directors and the Board committees policies based on the principles of corporate social responsibility and sustainable success that take into account ethics, human sustainability, protection of human rights, protection of the environment and a balanced relationship with earth and animals.

The Group's commitment and attention to sustainability are ensured by the Human Sustainability function, which, also thanks to the support of external consultants and in collaboration with the heads of the relevant functions, identifies areas to be improved, possible concrete actions to be implemented in order to enhance the

Group's performance in the CSR ("Corporate Social Responsibility") area and collects the qualitative and quantitative information of a non-financial nature necessary to prepare the consolidated non-financial disclosure pursuant to Articles 3 and 4 of Legislative Decree no. 254/2016.

16. CHANGES SINCE THE REPORTING DATE

There have been no changes in the Issuer's corporate government structure since the end of the Year.

17. CONSIDERATION ON THE LETTER DATED DECEMBER 3rd, 2021 SENT BY THE PRESIDENT OF THE CORPORATE GOVERNANCE COMMITTEE

Recommendations included in the Report on the development of listed companies' corporate governance relating to 2021 (9th report on the application of the Corporate Governance Code from the Italian Corporate Governance Committee) have been taken into account during the meetings of the Statutory Auditors held on March 1st, 2022 and of the Control and Risks Committee held on February 14th, 2022.

Among the main issues addressed in the recommendations and examined by the Company:

- (a) gender equality and equal treatment of genders within the corporate organization (please refer to §4.3 of the Report and to the NFD available at <http://investor.brunellocucinelli.com/en/services/archive/investor/non-financial-disclosure>).
- (b) pre-meeting information (please refer to §4.4);
- (c) quality of independence assessment (please refer to §7);
- (d) the appointment and succession of directors (please refer to §7);
- (e) promotion of dialogue with shareholders (please refer to §12).

With regard to the remuneration policy, please refer to the Remuneration Report.

With regard to the prerogatives of the Remuneration and Appointments Committee, please refer to § 7 above.

TABLES

- TABLE 1 (INFORMATION ON OWNERSHIP STRUCTURE AS OF DECEMBER 31ST, 2021)
- TABLE 2 (STRUCTURE OF THE BOARD OF DIRECTORS AND ITS COMMITTEES AT THE END OF THE FINANCIAL YEAR)
- TABLE 3 (STRUCTURE OF BOARD COMMITTEES AT THE END OF THE FINANCIAL YEAR)
- TABLE 4 (STRUCTURE OF THE BOARD OF STATUTORY AUDITORS AT THE END OF THE FINANCIAL YEAR)

TABLE 1**(INFORMATION ON OWNERSHIP STRUCTURES ON THE DATE OF DECEMBER 31ST, 2021)**

SHARE CAPITAL STRUCTURE				
	No. of shares	No. of voting rights	Listed (indicate markets) / unlisted	Rights and obligations
Ordinary shares (no increased voting shares in place)	68,000,000	100	Listed (Euronext Milan)	Each share is entitled to one vote. Shareholders' rights and obligations are those stated in article 2346 et seq. of the Civil Code.
Preference shares	0	0		
Shares with restricted voting rights	0	0		
Shares with multiple voting rights	0	0		
Saving shares	0	0		
Convertible saving shares	0	0		
Shares with no voting rights	0	0		
Others	0	0		

OTHER FINANCIAL INSTRUMENTS (granting the right to subscribe to newly issued shares)				
	Listed (please indicate the markets) / unlisted	No. of outstanding instruments	Classes of shares to be used for the conversion/exercise	No. of shares to be used for the conversion/exercise
Convertible bonds	-	0		
Warrant	-	0		

SIGNIFICANT CAPITAL HOLDINGS on the basis of the notifications received by the Company pursuant to art. 120 TUF				
Declarant (or party at the top of the investment chain)	% of the voting share capital	% of the ordinary share capital	Type of possession	Company controlled by the declarant or trust company holder direct participation
FMR LLC	9,483	9,483	Non-discretionary asset management	- FIAM LLC: 0.039%. - Fidelity Institutional Asset Management Trust Company: 0.190%. - Fidelity Management & Research Company LLC: 9.254%.
"TRUST BRUNELLO CUCINELLI" (*)	50,005	50,005	Beneficial ownership	FEDONE SRL
INVESCO LTD	4,156	4,156	Non- discretionary asset management	INVESCO ADVISERS INC

NOTES TO TABLE 1

(*) **Further disclosures as per Consob Communication n. 0066209 dated 2nd August 2013**

Trust: Irrevocable and non-discretionary Trust

Trust's law: English

Trustee: Spafid Trust S.r.l. (formerly named Esperia Trust Company S.r.l.)

Protector: The Settlor and, after his death or supervening inability, the Committee of Wise Persons ("Comitato dei Saggi")

Trustee's powers: full powers. In certain cases, the Trustee shall obtain non-binding advices from the Protector.

Beneficiaries: Cucinelli's family members.

Settlor: Mr. Brunello Cucinelli

Potential overlap: the Settlor is the Chairman and Managing Director of Fedone S.r.l., Chairman of the Issuer a. Certain beneficiaries hold offices within Fedone S.r.l. and the Issuer; also are members of the Committee of Wise Persons.

TABLE 2**(STRUCTURE OF THE BOARD OF DIRECTORS AND ITS COMMITTEES AT THE END OF THE FINANCIAL YEAR)**

BOARD OF DIRECTORS													
Position	Member	Date of birth	Date of first Appointment *	In office since	In office until	List (subjects submitting the list) **	List M/m ***	Esec.	Non-sec.	Indip. Codice	Indip. TUF	Other positions ****	Meetings attended *****
Executive Chairman	Cucinelli Brunello	1953	16/06/2011	20/04/2017	FS approval as of 31/12/2022	Shareholders	M	x				0	6/8
Managing Director •	Stefanelli Riccardo	1981	16/06/2011	20/04/2017	FS approval as of 31/12/2022	Shareholders	M	x				0	7/8
Managing Director •	Lisandroni Luca	1978	21/04/2016	20/04/2017	FS approval as of 31/12/2022	Shareholders	M	x				0	8/8
Director	Cucinelli Camilla	1982	23/04/2014	20/04/2017	FS approval as of 31/12/2022	Shareholders	M		x			0	3/8
Director	Cucinelli Carolina	1991	20/04/2017	20/04/2017	FS approval as of 31/12/2022	Shareholders	M		x			0	5/8

Director	Manfredi Giovanna	1961	16/06/2011	20/04/2017	FS approval as of 31/12/2022	Shareholders	M		x			0	7/8
Director ○	Svelto Annachiara	1968	21/05/2020	21/05/2020	FS approval as of 31/12/2022	Shareholders	M		x	x	x	3	8/8
Director	Pontremoli Andrea	1957	16/03/2012	20/04/2017	FS approval as of 31/12/2022	Shareholders	M		x		x	4	7/8
Director	Bonadiman Emanuela	1963	21/05/2020	21/05/2020	FS approval as of 31/12/2022	Shareholders	m		x	x	x	1	7/8
Director	La Manna Maria Cecilia	1963	21/05/2020	21/05/2020	FS approval as of 31/12/2022	Shareholders	M		x	x	x	2	6/8
Director	Arani Ramin	1970	21/05/2020	21/05/2020	FS approval as of 31/12/2022	Shareholders	M		x	x	x	4	8/8
Director	Domenicali Stefano	1965	21/05/2020	21/05/2020	FS approval as of 31/12/2022	Shareholders	M		x	x	x	2	7/8
DIRECTORS CEASING TO HOLD THE POSITION DURING THE YEAR													
-	-	-	-	-	-	-	-	-	-	-	-	-	-

Number of meetings held during the Year: 8

Required quorum in order to present minority lists for election of one or more member (pursuant to Article 147-ter TUF): 1%.

NOTES TO TABLE 2

• This symbol indicates the Director in charge of the internal audit and risk management system.

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

(*) The date of first appointment of each director means the date on which the director was appointed for the first time (in absolute terms) to the Board of Directors of the Issuer.

in the Board of Directors of the Issuer.

(**) This column indicates whether the list from which each director was drawn was submitted by shareholders (indicating "Shareholders") or by the BoD (indicating "BoD").

by the BoD (indicating "BoD").

(***) This column shows whether the list from which each director has been drawn is "majority" (indicating "M"), or "minority" (indicating "m").

(indicating "m").

(****) This column shows the number of offices as director or auditor held by the person concerned in other listed companies or companies of significant size.

of significant size. In the Corporate Governance Report the offices are indicated in full. Offices held at companies belonging to the same group count as one for the purposes of this table.

(*****) This column shows the attendance of Directors at the meetings of the Board of Directors (indicate the number of meetings attended compared to the total number of meetings the Director could have been attended; e.g. 6/8; 8/8 etc.).

TABLE 3**(STRUCTURE OF BOARD COMMITTEES AT THE END OF THE FINANCIAL YEAR)**

BOARD OF DIRECTORS		CONTROL AND RISKS COMMITTEE		REMUNERATION AND APPOINTMENT COMMITTEE	
Position	Member	*	**	*	**
Independent Director pursuant to TUF and CG Code	Annachiara Svelto	10/10	P	3/3	P
Independent Director pursuant to TUF and CG Code	Andrea Pontremoli	9/10	M		
Independent Director pursuant to TUF and CG Code	Maria Cecilia La Manna	10/10	M		
Independent Director pursuant to TUF and CG Code	Emanuela Bonadiman			3/3	M
Independent Director pursuant to TUF and CG Code	Stefano Domenicali			3/3	M
DIRECTORS CEASING TO HOLD THE POSITION DURING THE YEAR					

MEMBER THAT DO NOT SERVE AS DIRECTORS					
Number of meetings held during the Year:		10		3	

NOTE TO TABLE 3

(*) This column indicates the participation of the directors in the committee meetings (indicate the number of meetings attended with respect to the total number of meetings which could have been attended; e.g. 6/8; 8/8 etc.).

(**) This column shows the position of the director within the committee: "P": chairman; "M": member.

TABLE 4**(STRUCTURE OF THE BOARD OF STATUTORY AUDITORS AT THE END OF THE FINANCIAL YEAR)**

STATUTORY AUDITORS									
Position	Member	Date of birth	Date of first appointment *	In office since	In office until	List **	Indip. CG Code	Meetings attended ***	Other positions ****
Presidente	Prandi Paolo	1961	20/04/2017	20/04/2017	FS approval as of 31/12/2022	m	x	12/12	6
Sindaco effettivo	Longobardi Gerardo	1958	16/06/2011	20/04/2017	FS approval as of 31/12/2022	M	x	12/12	6
Sindaco effettivo	Stabilini Alessandra	1970	23/04/2014	20/04/2017	FS approval as of 31/12/2022	M	x	12/12	7
Sindaco supplente	Castaldo Guglielmo	1957	16/06/2011	20/04/2017	FS approval as of 31/12/2022	M	x	0/0	4
Sindaco supplente	Amato Myriam	1974	20/04/2017	20/04/2017	FS approval as of 31/12/2022	m	x	0/0	22
----- STATUTORY AUDITORS CEASING TO HOLD THE POSITION IN THE YEAR -----									
-	-	-	-	-	-	-	-	-	-
Number of meetings held during the Year:								12	
Required quorum in order to present minority lists for election of one or more member (pursuant to Article 147-ter TUF):								1%	

NOTES TO TABLE 4

* The date of first appointment of each auditor means the date on which the auditor has been appointed for the first time (ever) in the supervisory board of the issuer.

** This column shows the list from which it was derived each auditor ("M": majority list; "m" minority list).

*** This column shows the participation of statutory auditors to the meeting of the Board (indicate the number of meetings attended compared to the total number of meetings which he could participate; e.g. 6/8, 8/8 etc.).

ANNEXES

ANNEX A

- List of other positions held by members of the Board of Directors

ANNEX B

1. *Curriculum Vitae* of the members of the Board of Statutory Auditors
2. List of positions held by the Statutory Auditors

ANNEX A

LIST OF OTHER POSITIONS HELD BY MEMBERS OF THE BOARD OF DIRECTORS

- **Andrea Pontremoli**

- Director on the Board of Directors of Barilla S.p.A. (unlisted company, not part of the Issuer's group).
- Managing Director and CEO of Dallara Automobili S.p.A. (unlisted company, not part of the Issuer's group).
- Director on the Board of Directors of Linkotec Group S.p.A. (unlisted company, not part of the Issuer's group).
- Director on the Board of Directors of Credit Agricole Italia S.p.A. (unlisted company, not part of the Issuer's group).
- President of Centro Studi Valceno 'Antonio Samore'.
- Presidente di MUNER (Motorvehicle University of Emilia Romagna, No Profit per Education);
- Presidente Innovation Farm (No Profit per Education);
- Vice Presidente ASPHI (Onlus per gestione disabili attraverso Information Technology).

- **Annachiara Svelto**

- Director on the Board of Directors of Enel S.p.A. (listed company, not part of the Issuer's group);
- Director on the Board of Directors of Credito Emiliano S.p.A. (listed company, not part of the Issuer's group)
- Director on the Board of Directors of Techedge S.p.A. (listed company, not part of the Issuer's group).

- **Maria Cecilia La Manna**

- Director of the following subsidiaries of Titan International Inc. (listed company, NYSE, not part of the Issuer's group):
 - Deputy Chairman and Chief Executive Officer of Titan ITM Holding S.p.A.;
 - Managing Director of Italtractor ITM S.p.A.;
 - Managing Director of Titan Italia S.p.A.;
 - Executive Director of Titan Europe Ltd;
 - Supervisory Board Member of Titan Itertractor GmbH;
 - Director of Titan Asia A.S.;
 - Vice President of Itertractor America Corp;
 - Executive Director of Aros del Pacifico S.A.;
 - Director of ITM Latin America Ltda;
 - Director of Piezas y Rodajes SA Pyrsa;
 - Sole Director of ITM India S.r.l.;

- Executive Director of ITM Mining Pty Ltd;
- President of PT Titan Wheels Indonesia;
- Director of ITM Dozco (India) Pvt Ltd;
- Director on the Board of Directors of Technogym S.p.A. (listed company, not part of the Issuer's group).
- **Emanuela Bonadiman**
 - Director on the Board of Directors of ERG S.p.A. (listed company, not part of the Issuer's group).
- **Ramin Arani**
 - Director on the Board of Directors of LiveXLive Media Inc. (listed company, NASDAQ, not part of the Issuer's group);
 - Chief Executive Officer of Sakara Life (an unlisted company, not part of the Issuer's group);
 - Director on the Board of Directors of Rumble Fitness (unlisted company, not part of the Issuer's group);
 - Director on the Board of Directors of Fast Acquisition Corp (listed company, NYSE, not part of the Issuer's group).
- **Stefano Domenicali**
 - Chairman and CEO of Formula 1® (unlisted company, not part of the Issuer's group);
 - Director on the Board of Directors of Ferretti S.p.A. (listed company, not part of the Issuer's group)
 - President of the Automotive Sector of Confindustria Emilia;
 - Member of the Advisory Board of Confindustria Foreign Investors;
 - Member of the Technical and Scientific Commission of Hyperloop Italy;
 - Member of the International Advisory Board of the Bologna Business School;
 - Vice-President of the Board of Directors of Fondazione Altagamma.

ANNEX B

1) CURRICULUM VITAE OF THE MEMBERS OF THE BOARD OF STATUTORY AUDITORS

- **Paolo Prandi (Chairman of the Board of Statutory Auditors)**

He graduated with honours in Economics and Commerce at the University of Brescia in 1985 and won a scholarship from the Ente Universitario Lombardia Orientale (Postgraduate specialisation course in budgeting, finance, marketing, trade marketing, sales and public administration). This was followed by twenty years of international experience as a consultant, manager and entrepreneur respectively in McKinsey since 1987, Pepsi Cola since 1991, as Regional Manager of the Reading Region and Schuylkill Haven (Pennsylvania-USA) and since 1996 he has managed, also as an entrepreneur, restructuring operations in various sectors such as toys, collectibles and IT (Majorette, Solido, Gruppo Rivarossi, Gruppo Seltering etc.) and has managed numerous model development projects in parallel with the launch of Fiat, Lancia and Alfa Romeo vehicles. Since 2005 he has been assisting companies of different sizes in extraordinary finance transactions, corporate restructuring, internationalisation, marketing, customer satisfaction and generational changeover. He designs and coordinates projects relating to the introduction of the risk management process, the evolution of governance and the creation of models pursuant to Legislative Decree 231/2001 in corporate contexts. He has deepened the issue of civil car liability.

Certified Accountant (Dottore Commercialista) (since 2004), a Legal Auditor (since 2007) and a Technical Consultant at the Court of Brescia (since 2008). He is a contract professor at the University of Teramo, where he teaches "Economics of Financial Intermediaries", "Risk Management and Healthcare Companies" and "Economics of Real Estate and Securities". In previous years he taught "Risk Management" at the Università Cattolica del Sacro Cuore in Brescia and "Marketing of Services" at the University of Brescia.

He is a Director, Statutory Auditor and Member of Supervisory Boards (including as Chairman) of listed and non-listed industrial and financial companies and author of publications on risk management, insurance and business management issues.

He is Vice President of Cinzia Dabrassi National Foundation.

- **Gerardo Longobardi (Standing Auditor)**

Gerardo Longobardi, born in Rome on July 17th, 1958, graduated *magna cum laude* in Business and Economics at the University of Rome "*La Sapienza*", has been a Certified Accountant (Dottore Commerciale) since 1984 and a Registered Auditor. He is registered in the Register of Technical Consultants and in the Register of Experts in Criminal Matters at the Rome Court.

Founding partner of "*Studio Legale, Tributario e Internazionale Puoti, Longobardi, Bianchi*", based in Rome, he mainly works as a tax and corporate consultancy for companies and public entities, also those of significant national interest, as well as being a representative before Tax Commissions. He has been involved in many extraordinary operations concerning important groups, both public and private. He holds the position of Judicial Commissioner and Insolvency Administrator in several bankruptcy procedures. He has held positions as CTU and CTP in corporate, tax and criminal litigation. Since February 2016, by appointment of the Italian Government, he has been Extraordinary Commissioner of two large companies in crisis. He is Chairman and member of several companies' Board of Statutory Auditors as well as Chairman and member of Boards of Auditors of public and private entities.

Former lecturer in courses and seminars organised by public entities, (INPS, Italian Chambers of Commerce, territorial Orders of Certified Accountants), public administrations and companies of relevant national interest. A former lecturer at the IPSOA Tax Master and at the Scuola Superiore della Guardia di Finanza, he took part, as organizer and speaker, in updating seminars at the offices of the Tax Administration. As a lecturer at the Scuola Superiore Economia e Finanze 'Ezio Vanoni', he has held courses on tax matters at the offices of the Tax Revenue Agency (Agenzia delle Entrate) in various regions.

Author of many publications on tax and corporate issues in the specialised press.

He collaborated with the Institute of Accounting of the Faculty of Economics of the University "La Sapienza" of Rome from 1987 to 2002 in respect of the following subjects: *General and Applied Accounting I, Business Economics, Economics of Groups and Business Concentrations*. He held the position of Professor for the teaching of *Techniques for the evaluation of companies and financial instruments* at the Catholic University of the Sacred Heart of Rome for the two-year period 2015/2017.

Vice-President of the Order of Certified Accountants of Rome and President of the Direct Tax Commission of the same Order from 2000 to 2006.

President of the School of Accountant Trainees of the Order of Certified Accountants in Rome from 2000 to 2002.

President of the Order of Certified Accountants of Rome from October 30th, 2006 to December 31st, 2007.

President of the Order of Certified Accountants of Rome for the period January 1st, 2008 - December 31st, 2012.

President of the National Council of Certified Accountants and Accounting Experts for the period July 31st, 2014 - February 14th, 2017.

- **Alessandra Stabilini (Standing Auditor)**

Law degree, University of Milan, 1995.

Master of Laws (LL.M.), The University of Chicago (Illinois, U.S.A.), 2000.

PhD in Business Law, Bocconi University, Milan, 2003.

Aggregate Professor of corporate governance and corporate social responsibility (English language course), University of Milan (since 2018), of Corporate interest, corporate social responsibility, and financial reporting (English language course), University of Milan (from 2016 to 2018), of International Corporate Governance (English language course), University of Milan (from 2011 to 2016). Confirmed researcher in Commercial Law, University of Milan, Department of Private Law and History of Law (since 2004, confirmed in 2007).

Member of the Milan Bar since 2001. She worked with NCTM Studio Legale Associato, Milan, first as a collaborator and then as Of Counsel from 2011 to 2015. Since 2015 she has been an Equity Partner.

She mainly deals with corporate law, with particular reference to listed companies law, and financial markets law, banking regulation, corporate governance and the crisis of banks and financial intermediaries. She assists, among others, non-listed companies in the areas of corporate and commercial law, including corporate litigation and arbitration. She has held the position of sole arbitrator in disputes set by the Chamber of Arbitration of Milan.

In March 2007, by Decree of the Minister of Economy and Finance, she was appointed as a member of the Technical Support Committee of the Italian Committee "Piazza Finanziaria Italiana", chaired by the then Deputy Minister, Hon. Roberto Pinza.

Vice-President of NED Community, a non-profit association of non-executive and independent directors (www.nedcommunity.it). Member of the Board of Directors of EcoDa - European Confederations of Directors Associations representing NED Community. Member of the Board of Directors of the Italian Society of Law and Economics (SIDE). She is included in the "Ready-for-Board Women" list of the Professional Women's Association of Milan - 2011 edition and in the Database of Excellent *Curricula* of the *Marisa Bellisario Foundation* (2011). On May 17th, 2012, she was awarded the *Ambrogio Lorenzetti Prize* for Corporate Governance (3rd place in the Non Executive Directors category), with the following motivation: "She spreads the culture of corporate governance and promotes its application for the renewal of corporate governance in teaching and publishing".

- **Guglielmo Castaldo (Substitute Auditor)**

Law degree, University of Perugia, September, 30th 1981. Registered in the Register of Legal Counsel at the Order of the Provincial District of Perugia on November 7th, 1981. Registered in the Roll of Authorized Officers of Perugia on May 30th, 1988. Registered in the Role of Lawyers of the Province of Perugia on June 23rd, 1994. Registered in the Roll of the Supreme Court on October 26th, 2000. Since 1980, he has worked continuously as an auditor (also as chairman of the board) for many private and public/private companies, including listed companies. Appointed legal auditor with Ministerial Decree of March 6th, 1992, published in the Official Gazette no. 23 of March 20th, 1992, and registered in the relevant register pursuant to Legislative Decree no. 88/92 held at the Ministry of Justice.

In the course of his professional activity and within the scope of the professional association, he has carried out judicial and extrajudicial activities and consultancy mainly in tax and corporate matters as well as extraordinary transactions (mergers, demergers, capital transactions, corporate restructuring and inheritance) with leading clients: Gruppo Pac2000A soc.coop, Luisa Spagnoli S.p.A., Cassa di Risparmio di Perugia, Nestle S.p.A., Fornaci Briziarelli Marsciano S.p.A., Banca dell'Umbria S.p.A., Fondazione Cassa di Risparmio di Perugia, Cassa di Risparmio di Foligno, Fondazione Cassa di Risparmio di Foligno, Mediocredito dell'Umbria, CIR S.p.A., Banca Mediolanum S.p.A. - Comune di Corciano, AURI, Spazzoni S.p.A., S.I.A.MI. S.p.A.

In the course of his professional activity, he has held the following positions: Vice-President of the National Association of Italian Tax Advisors, Umbria section; member of the Provincial Observatory for Sector Studies at the Regional Department of Umbria; member of the Commission for free legal aid at the Regional Tax Commission of Umbria and the Provincial Commission of Perugia.

- **Myriam Amato (Substitute Auditor)**

Graduated in Business Administration at Bocconi University in Milan in 2000.

Master in Tax Law at Bocconi University in 2001-2002.

Certified Accountant (Dottore Commercialista) since April 2002.

Registered in the Roll of Legal Auditors.

She has acquired professional experience in the activity of statutory auditing of national and multinational companies, alternating her auditing experience with her profession of Certified Accountant, collaborating with the primary accounting firm of Milan. She has gained in-depth knowledge regarding the control of

the regular keeping of company accounts and the correct recording of management events in the accounting records; the recording of accounting and administrative procedures and of the main operational-business flows; the procedures for verifying and assessing the adequacy of the internal control system and its implications on the reliability and integrity of the accounting data in the annual and consolidated financial statements; diagnosis and certification of the transition process from Italian accounting standards to International Financial Reporting Standards (IFRS); auditing of consolidated financial statements and reporting packages; implementation of models pursuant to Legislative Decree No. 231/2001; specific knowledge in the field of taxation of Private Equity transactions.

From February 2015 to December 31st, 2018, she was appointed as CFO of the Giglio group in order to support the CEO in the reorganisation of the group (with a focus on governance and process reorganisation) with a view to an IPO, which then took place on August 7th, 2015 on the AIM market. The group has subsidiaries in Italy, England and China. She also supported the CEO in certain extraordinary operations of acquisitions and mergers, taking care of the integration of the acquisitions in the group. In 2015, the Group had a turnover of Euro 11.5 million and closed 2017 with revenues of €78m (proforma €98m). She is in charge of the transling process on the star segment of the MTA of Borsa Italiana, which took place on March 20th, 2018, becoming the reference point for relations with the regulatory bodies Borsa Italiana and Consob and with investors. In 2017 she was appointed as Manager charged with preparing the company's financial reports and Investor Relator.

She is an active member of ANDAF (National Association of Financial Managers) with management position and a member of the Governance of Listed Companies and Accounting Principles Committees of the ODC of Milan. She is a member of PWA (Professional Women Association), Alumni Bocconi and NedCommunity.

She collaborates as a lecturer/collaborator with Bocconi University - Prof. Valter Conca; Title of research "The role of Governance in venture backed companies"; with Castellanza University - Prof. A. Cortesi; Title of research "Finance and credit in companies operating in the Varese area"; with AIDC - Italian Association of Chartered Accountants; ODCMI. She is a member of the study group set up by the ODC of Milan which drafted the documents relating to the updates of the accounting standards on behalf of the OIC (Italian accounting body).

She published "Crisi d'impresa e ristrutturazione del debito" published by EGEA 2014.

2) LIST OF POSITIONS HELD BY THE STATUTORY AUDITORS

STANDING AUDITORS	COMPANY	POSITION AS AT 31/12/2021
Paolo Prandi	<u>Brunello Cucinelli S.p.A.</u>	<u>Chairman of the Board of Statutory Auditors</u>
	IW Bank Private Investments S.p.A. (UBI Banca Group)	Chairman of the Board of Statutory Auditors and Chairman of the Supervisory Body
	Sogepa S.p.A.	Chairman of the Board of Statutory Auditors
	Carel Industries S.p.A	Standing Auditor
	Superpartes S.p.A.	Standing Auditor
	Alenia Aermacchi S.p.A.	Standing Auditor
	Girasole S.p.A.	Chairman of the Board of Directors
	TIM S.p.A.	Substitute Auditor
	ERG S.p.A.	Substitute Auditor
	Istituti Ospedalieri Bergamaschi S.r.l.	Substitute Auditor
Gerardo Longobardi	<u>Brunello Cucinelli S.p.A.</u>	<u>Standing Auditor</u>
	Bulgari S.p.A.	Chairman of the Board of Statutory Auditors
	British American Tobacco S.p.A.	Chairman of the Board of Statutory Auditors
	H.I.D. S.p.A.	Chairman of the Board of Statutory Auditors
	Federcalcio Servizi S.r.l.	Chairman of the Board of Statutory Auditors
	T.E.R. - Tavolo Editori Radio S.r.l.	Sole Standing Auditor
	P.E.R. - Player Editori Radio S.r.l.	Sole Standing Auditor
	Italconsult S.p.A. (*)	Standing Auditor
British American Tobacco Trieste S.p.A. (*)	Chairman of the Board of Statutory Auditors	
Alessandra Stabilini (*)	<u>Brunello Cucinelli S.p.A.</u>	<u>Standing Auditor</u>
	Aidexa S.p.A.	Independent Director
	Librerie Feltrinelli S.r.l.	Non-executive Director
	Unieuro S.p.A	Non-executive Director
	Cerved Group S.p.A.	Independent Director
	Coima RES S.p.A. SIIQ	Independent Director
	Hitachi Rail STS S.p.A.	Standing Auditor
ECU SIM S.p.A. in l.c.a.	Member of the Supervisory Committee	

(*) For the sake of completeness, please note that with reference to Mr. Longobardi, offices marked by an asterisk were taken after December 31st, 2021. Therefore, these offices were not taken into account for the calculation of the number of offices held, as shown in Table no. 3 above.

SUBSTITUTE AUDITORS	COMPANY	POSITION AS AT 31/12/2021
Guglielmo Castaldo	<u>Brunello Cucinelli S.p.A.</u>	<u>Substitute Auditor</u>
	Fedone S.r.l.	Standing Auditor
	Consauto S.r.l.	Standing Auditor
	Eurospin Tirrenica S.p.A.	Standing Auditor
	FAIST Componenti S.p.A.	Standing Auditor
	Fondazione Forense	Standing and External Auditor
Myriam Amato	<u>Brunello Cucinelli S.p.A.</u>	<u>Substitute Auditor</u>
	Revinet S.p.A.	Director
	Amgas Blu S.r.l.	Chairman of the Board of Statutory Auditors
	Hera S.p.A.	Chairman of the Board of Statutory Auditors
	Hera Luce S.r.l.	Chairman of the Board of Statutory Auditors
	Hera Comm S.p.A.	Chairman of the Board of Statutory Auditors
	Hera Trading S.r.l.	Chairman of the Board of Statutory Auditors
	Tamburi Investment Partners S.p.A.	Chairman of the Board of Statutory Auditors
	Acegasapsamga Servizi Energetici S.p.A.	Chairman of the Board of Statutory Auditors
	Wolmann S.p.A.	Chairman of the Board of Statutory Auditors
	Doorway S.r.l.	Sole standing Auditor
	Herambiente S.p.A.	Standing Auditor
	Acegasapsamga S.p.A.	Standing Auditor
	Acantho S.p.A.	Standing Auditor
	Credimi S.p.A.	Standing Auditor
	Castel Guelfo I S.r.l.	Standing Auditor
	Kipoint S.p.A.	Standing Auditor
	Ascotrade S.p.A.	Standing Auditor
	Neptune Vicolungo I S.r.l.	Standing Auditor
	Blue Meta S.p.A.	Standing Auditor
	Heracomm Marche S.r.l.	Standing Auditor
	Tremonti S.p.A.	Standing Auditor
	Biorg S.r.l.	Standing Auditor
	Yoox Net-A-Porter Group S.p.A.	Standing Auditor
	Poste Assicura S.p.A.	Standing Auditor
	Herambiente Servizi Industriali S.r.l.	Standing Auditor
	Hestambiente S.r.l.	Standing Auditor
	Ascopiave Energie S.p.A.	Standing Auditor