



BRUNELLO CUCINELLI

**BRUNELLO CUCINELLI S.P.A.**

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

**Fully paid-up share capital: Euro 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](http://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 2025. APPROVED BY THE COMPANY'S BOARD OF DIRECTORS IN THE MEETING OF FEBRUARY 18<sup>TH</sup>, 2026.**

(COURTESY TRANSLATION FOR THE CONVENIENCE OF INTERNATIONAL READERS)

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## **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.

**Corporate Governance Committee:** the Italian Corporate Governance Committee for listed companies, promoted by Borsa Italiana S.p.A., as well as by ABI, Ania, Assogestioni, Assonime, and Confindustria.

**Board/Board of Directors:** the Board of Directors of the Issuer.

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

**Year:** the financial year ending on December 31<sup>st</sup>, 2025, to which the Report refers.

**ESRS:** the Sustainability Reporting standards defined in Delegated Regulation (EU) 2023/2772 of the European Commission dated July 31<sup>st</sup>, 2023.

**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 28 December 2017 concerning markets, as subsequently amended and supplemented.

**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 compensation 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.

**Sustainability Reporting:** the consolidated Sustainability Reporting prepared in compliance with the ESRS (European Sustainability Reporting Standards) as required by Legislative Decree No. 125/2024, which incorporates Directive No. 2022/2464 on corporate sustainability reporting (Corporate Sustainability Reporting Directive – CSRD).

**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, woman and kids.

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. More information regarding the organizational structure of the Issuer, with a specific focus on top management (executives with strategic responsibilities), can be found in the Remuneration Report available in the Investor Relations section of the company's official website, under the "2026 Shareholders' Meeting".

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 - for morality, ethics and the dignity of the human being), Human Resources Committee, Architectural Design Committee, Information Security Committee, Council of 100 (previously Council of 50), Human Privacy Committee. For further information on the composition and functions assigned to these Committees please refer to §14 of this Report, to which please refer.

In particular, it should be noted that on December 16<sup>th</sup>, 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 19<sup>th</sup>, 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 2021-2029 pursuant to the Italian Legislative Decree no. 39/2010. It should also be noted that, on April 29<sup>th</sup>, 2025, the Shareholders' Meeting resolved, pursuant to the aforementioned legislation, as most recently amended by Legislative Decree No. 125/2024, to appoint the same auditing firm to carry out the assurance engagement for the certification of compliance of the Sustainability Reporting for the financial years 2025–2027.

Brunello Cucinelli's shares have been traded on MTA, now Euronext Milan, organized and managed by Borsa Italiana S.p.A. since April 27<sup>th</sup>, 2012. It is important to note that, as of December 18<sup>th</sup>, 2023, the Brunello Cucinelli S.p.A. stock joined the FTSE MIB.

On June 25<sup>th</sup>, 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 Foro delle Arti S.p.A., previously named Foro delle Arti S.r.l. ("**Foro delle Arti**"). As of the date of this Report, Foro delle Arti holds ordinary shares and voting rights in the Company representing 50.05% of its share capital and 64.91% of the exercisable voting rights and therefore exercises legal control over 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, accepted to adopt 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 (including the most recent letter dated December 18<sup>th</sup>, 2025) regarding the need to implement sustainable success in corporate strategies. Please refer also to §17 of this Report.

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 14<sup>th</sup>, 2021, approved a target to reduce greenhouse gas emissions by 60% in terms of economic intensity over the period of the ten-year plan 2019 – 2028. In line with the scientific standards defined by the Science Based Targets initiative (SBTi), absolute emission reduction targets were also established.

In June 2023, the short- and long-term greenhouse gas emission reduction targets were judged by the *Science Based Target Initiative* (SBTi) to be in line with the actions needed to achieve the 1.5 °C climate warming limit, as defined in the 2015 Paris Agreement.

For a more detailed description of the measures adopted by the Company in this area, please refer to the Sustainability Reporting available at the following link: <https://investor.brunellocucinelli.com/en/services/archive/investor/financial-reports>.

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 - for morality, ethics and the dignity of the human being) 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 on annual basis (other than the stock grant referred to below) due to Managing Directors has been determined, starting from the financial year 2020 until the financial year 2024, in an amount equal to 50%, based on the achievement of ESG (Environmental, Social, Governance) sustainable development objectives related to the Company sustainability plan. Please note that under the new remuneration policy for the 2025/2026 period, the variable remuneration on annual basis due to Managing Directors is determined in an amount equal to 40%, based on the achievement of ESG sustainable development objectives related to the Company sustainability plan. It should also be noted that the Board of Directors, during the 2024 financial year, approved the update of the Sustainability Plan "*In Armonia con il Creato*".

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 "2026 Shareholders' Meeting".

The Company exercises management and control activities over its subsidiaries.

The Company's Board of Directors has approved today the Sustainability Reporting pursuant to Legislative Decree No. 125 of September 6<sup>th</sup>, 2024. The aforementioned Sustainability Reporting (which is integral part of the report on the management) will be published within the legal deadlines and will be made available in the Investor Relations section of the Company's official website, under the financial reports section.

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 AS OF DECEMBER 31<sup>ST</sup>, 2025**

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

#### **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.

By resolution of April 27<sup>th</sup>, 2023, the Extraordinary Shareholders' Meeting approved the amendments to Article 6 of the Company Bylaws, introducing the attribution of the increased voting rights pursuant to Article 127-*quinquies* of the TUF. This mechanism attributes a double voting right for each share belonging to the same shareholder for a continuous period of not less than 24 months, starting from the registration in the Special List established by the Company. For more detailed information in this regard, please refer to the Explanatory Report on the amendments to the Company Bylaws available in the section *Investor Relations* of the institutional website dedicated to the "2023 Shareholders' Meeting" (<https://investor.brunellocucinelli.com/en/governance/shareholders-meetings/2023>) and the Company Bylaws available at the following link: <https://investor.brunellocucinelli.com/en/governance/company-bylaws>.

For further details on the shareholders who have requested and obtained the registration in the Special List in order to obtain the increased voting right, please refer to the section *Investor Relations* of the institutional website dedicated to the Increased Voting Rights (<https://investor.brunellocucinelli.com/en/services/archive/governance/increased-voting-right>).

At the date of this Report, a part of the shareholders included in the List in order to obtain the increased voting right has gained this benefit. The shares entitled to the increased voting right amount to no. 36,870,583, each granting two voting rights, out of a total of no. 68,000,000 shares. The remaining no. 31,129,417 shares grant one voting right each. Accordingly, the total number of exercisable voting rights amounts to no. 104,870,583.

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 as at December 31st, 2025 is detailed in Table 1 in the appendix to this Report.

It should also be noted that the Issuer has adopted, pursuant to Article 114-bis of the TUF, specific stock grant plans aimed at incentivizing and retaining certain employees and/or directors of the Company and other Group companies, identified as key resources for achieving long-term sustainable success. In particular, during the financial year, transactions were carried out under the '2022-2024 Stock Grant Plan' and the '2024-2026 Stock Grant Plan.' For further details, please refer to the Remuneration Report and the supporting documentation available in the Investor Relations section of the Company's official website, related to the Shareholders' Meetings of 2022, 2023, 2024, and 2025.

**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 by the Company Bylaws.

It is important to note that both the "2022-2024 Stock Grant Plan" and the "2024-2026 Stock Grant Plan" includes a restriction on availability (so-called *lock-up*) of a percentage of the shares assigned to the beneficiaries identified by the same plan. For further details, please refer to the Remuneration Report available in the *Investor Relations* section of the institutional website dedicated to the "2024 Shareholders' Meeting", the "2025 Shareholders' Meeting" and the "2026 Shareholders' Meeting" sections.

**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.

It should be noted that on April 27<sup>th</sup>, 2023, the Extraordinary Shareholders' Meeting approved the amendments to Article 6 of the Company Bylaws, introducing the increased voting right pursuant to Article 127-*quinquies* of the TUF. For further information, please refer to §2 letter a).

**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. For further information regarding the "Stock Grant plan 2022-2024" and the "Stock Grant plan 2024-2026" please refer to the Remuneration Report.

**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 of December 31<sup>st</sup>, 2025, the Company didn't held, directly or through its subsidiaries, treasury shares.

It should be noted, however, that during 2025, in compliance with the "*Stock Grant Plan 2022-2024*", the Company assigned all the treasury shares in its portfolio, amounting to 123,500 shares, to the beneficiaries identified in the Plan, including the Company's Chief Executive Officers. At the date of this Report, the Issuer does not hold any treasury shares. For detailed information on the beneficiaries of the Plan as well as on the quantities of shares assigned by the Company, please refer to the *Investor Relations* section of the institutional website dedicated to the "Internal Dealing".

**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 Foro delle Arti, 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) Foro delle Arti 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 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.

It should be noted that the Company offers a dedicated service for sharing and managing reports to subsidiaries of the Group that have implemented a "whistleblowing" procedure. At the end of the Year, the Company shared these services with the company Pinturicchio S.r.l. For further details, please refer to §9.4 of the Report.

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-eng.en.pdf>.

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

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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 financial year 2024 the Board approved the update of the Sustainability Plan “*In Armonia con il Creato*”, as well as the update of the policies called “*Human Sustainability Policy*”, “*Human Relations Policy*”, “*Diversity and Inclusion Policy*” and the Environmental Sustainability Policy called “*Agiamo sempre come fedeli custodi del Creato*”. By adopting all the Policies listed above (jointly referred to as “**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. It should also be noted that, during the Year, the Board of Directors, by resolution passed on December 10th, 2025, approved the Biodiversity Policy “*We love and respect Mother Earth*”. For further details in this regard, reference is made to §15 and to the Sustainability Reporting.

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. They are also available in the Investor Relations section of the company's official website at the following address: <https://investor.brunellocucinelli.com/en/services/archive/governance/human-sustainability>.

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 11<sup>th</sup>, 2021, the Board approved the stakeholder engagement policy called "Human Relations", updated and approved in 2024, containing the guidelines for the dialogue with and involvement of the Company's main stakeholders. During the 2022 financial year, in accordance with what is defined in the Human Relations Policy and with the strategic assessment carried out from the perspective of stakeholder dependency and influence dimensions, the Company decided to launch its first direct engagement activities with its stakeholders, starting with a representative sample of an initial group of stakeholders. The engagement activities continued during the 2023, 2024 and 2025 financial years. Specifically, during the last year, the following categories were involved: the Company employees, raw material suppliers, artisan workshops and wholesale clients.

For further information in this regard, please refer to §12 and the Sustainability Reporting available at the following address: <https://investor.brunellocucinelli.com/en/services/archive/investor/financial-reports>.

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 8 (eight) million each (except as provided for in (iv) below);
  - (ii) contracts and decisions concerning the purchase, sale or possible license of trademarks, patents and other intellectual property rights, regardless of the value of the transaction (and, therefore, even if below the threshold of Euro 8 (eight) 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;

(COURTESY TRANSLATION FOR THE CONVENIENCE OF INTERNATIONAL READERS)

- (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 any company area or department;
- (v) contracts and financing operations with a principal amount of more than 20 (twenty) million (or 10 (ten) million, in case of operations secured by collateral on company assets).

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 8 (eight) 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 Regulations on the functioning of the Board, adopted on March 10<sup>th</sup>, 2022 and subsequently modified on July 11<sup>th</sup>, 2024, 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 and Humanistic Capitalism, whose composition and functions are determined by the Board itself. This plan is elaborated taking into account, in general, a three-year time horizon;
- 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.

(COURTESY TRANSLATION FOR THE CONVENIENCE OF INTERNATIONAL READERS)

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.

During the financial year 2021, the Board 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.

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

For further information on the role and responsibilities of the Board in overseeing procedures aimed at managing risks, impacts, and relevant opportunities, please refer to the Sustainability Reporting, Section ESRS 2 - GOV 1.

For further details on how the Board is informed about sustainability issues, impacts, risks and relevant opportunities, as well as on the actions undertaken during the financial year, please refer to the Sustainability Reporting, Section ESRS 2 - GOV 2.

#### **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 23<sup>rd</sup>, 2014, and for the subsequent renewals of the Board of Directors resolved by the Shareholders' Meeting held on April 20<sup>th</sup>, 2017, on May 21<sup>st</sup>, 2020, and April 27<sup>th</sup>, 2023. The same mechanism will apply to the renewal of the Board of Directors, which is included among the items on the agenda of the upcoming Shareholders' Meeting scheduled for April 23<sup>rd</sup>, 2026.

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. 155 of January 27<sup>th</sup>, 2026, 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 integrity and independence prerequisites, (ii) a *curriculum vitae* for each candidate which includes a description of the management and control positions held in other companies, and any suitability to qualify as independent in accordance with the criteria imposed by law or, if applicable, adopted by the Company (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 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 (minority 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 18<sup>th</sup>, 2013 and May 21<sup>st</sup>, 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).

With regard to its current composition, it should be noted that, compared to the composition of the Board of Directors appointed by the Shareholders' Meeting held on April 27th, 2023, certain changes occurred during 2024 concerning both the allocation of offices and the composition of the administrative body.

More specifically, on July 11th, 2024, the Board of Directors appointed Directors Camilla Cucinelli and Carolina Cucinelli as Vice Presidents of the Board of Directors and, following the favorable opinion of the Remuneration and Appointments Committee and with a resolution approved by the Board of Statutory Auditors, appointed by co-optation Mrs. Katia Riva as an independent director, replacing Mrs. Emanuela Bonadiman, who resigned on June 13th, 2024. Pursuant to Articles 2386 of the Italian Civil Code and 14, paragraph 8, of the Company's Bylaws, the appointment of Mrs. Katia Riva was subsequently confirmed by the Shareholders' Meeting held on April 29th, 2025.

As of the end of the Year, no further changes have occurred in the composition of the Board of Directors.

#### **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 21<sup>st</sup>, 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 27/04/2023;
- Riccardo Stefanelli, executive director, appointed for the first time on 16/06/2011, re-elected on 27/04/2023;
- Luca Lisandroni, executive director, appointed for the first time on 21/04/2016, re-elected on 27/04/2023;
- Camilla Cucinelli, executive director and Vice Chair of the Board of Directors, appointed for the first time on 23/04/2014 and re-elected on 27/04/2023.

- Carolina Cucinelli, executive director and Vice Chair of the Board of Directors, appointed for the first time on 20/04/2017 and re-elected on 27/04/2023.
- Alessio Piastrelli, non-executive director, appointed for the first time on 27/04/2023;
- Giovanna Manfredi, non-executive director, appointed for the first time on 16/06/2011, re-elected on 27/04/2023;
- Andrea Pontremoli, non-executive director, appointed for the first time on 16/03/2012, re-elected on 27/04/2023;
- Ramin Arani<sup>1</sup>, non-executive director, appointed for the first time on 21/05/2020, re-elected on 27/04/2023;
- Maria Cecilia La Manna, independent director, appointed for the first time on 21/05/2020, re-elected on 27/04/2023;
- Stefano Domenicali, independent director, appointed for the first time on 21/05/2020, re-elected on 27/04/2023;
- Guido Maria Barilla, independent director, appointed for the first time on 27/04/2023;
- Chiara Dorigotti, independent director, appointed for the first time on 27/04/2023;
- Katia Riva, independent director, appointed by co-optation by the Board of Directors on July 11<sup>th</sup>, 2024, replacing Mrs. Emanuela Bonadiman, and subsequently confirmed by the Shareholders' Meeting held on April 29<sup>th</sup>, 2025.

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 April 27<sup>th</sup>, 2023, 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 31<sup>st</sup>, 2025.

The Issuer's directors were elected on the basis of the two lists presented at the Shareholders' Meeting of April 27<sup>th</sup>, 2023.

The two lists were presented by Foro delle Arti S.r.l. (now Foro delle Arti S.p.A.) (List 1), which held, at the time of submission of the list, 50.05% of the Issuer's share capital, as well as the following shareholders (List 2): Amundi Asset Management SGR S.p.A.; Arca Fondi Sgr S.P.A.; BNP Paribas Asset Management; Eurizon Capital SGR S.p.A; Eurizon Capital S.A.; Fideuram Asset Management Ireland; Fideuram Intesa Sanpaolo Private Banking Asset Management Sgr S.P. A., which held, at the time of submission of the list, a total shareholding equal to 2.42712% of the Issuer's share capital.

Thirteen of the fourteen candidates were elected from List 1 (the candidate who was not elected is Sennait Ghebreab), while from List 2 the only candidate Emanuela Bonadiman was elected.

The percentage of votes in favour of List 1 was equal to 60.377% of the share capital present at the meeting and 54.599% of the share capital with voting rights, while the percentage of votes in favour of List 2 was equal to 39.249% of the share capital present at the meeting and 35.493% of the share capital with voting rights. 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,

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<sup>1</sup> For further information, please refer to §4.7

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 other change in the composition of the Board.

As shown in Table 2 in the Appendix, at the end of the Year, most of the members of the Board of Directors (9 out of 14) were 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, at the end of the Year, 5 out of 9 directors were independent.

It should be noted that, considering the composition of the Board of Directors at the date of appointment, the number of non-executive directors was 11 out of 14, of which 6 were independent. The reduction in the number of independent directors during the Year is due to the loss of the independence requirements by Director Ramin Arani, as ascertained by the Board of Directors at its meeting held on March 13th, 2025. For further information in this regard, reference is made to §4.7 of this Report.

For further details on the composition and diversity of the Board, as well as its expertise and capabilities in sustainability matters, please refer to the Sustainability Reporting, Section ESRS 2 - GOV 1.

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

With reference to the current Board of Directors, appointed on April 27<sup>th</sup>, 2023 and in charge until the date of the Shareholders' Meeting called to approve the financial statements as of December 31<sup>st</sup>, 2025, 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, disability and educational and professional background.

Nonetheless, the Issuer considers that the current composition of the Board of Directors ensures an adequate level of diversity, not only in terms of gender, but also with regard to aspects such as age and educational and professional background. This has also been confirmed by the results of the most recent self-assessment conducted among the members of the Board of Directors, which indicated that the composition of the administrative body is adequately balanced (see §7).

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.

As of December 31<sup>st</sup>, 2025, the Board of Directors consists in 6 women and 8 men.

The members of the Board include Company executives and independent directors 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, as of December 31<sup>st</sup>, 2025, the Board of Directors includes 5 directors aged between 30 and 50 years old and 9 directors aged over 50 years old.

With reference to measures aimed at promoting equal treatment and opportunities, regardless of gender, age, different physical and psychological abilities, sexual orientation, culture, nationality, socioeconomic status, ethnicity, and religion within the corporate organization, on March 11<sup>th</sup>, 2021, the Board of Directors adopted a policy on diversity and inclusion, last modified on December 11<sup>th</sup>, 2024. 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 Sustainability Reporting, Section ESRS S1.

The selection of candidate profiles for the position of directors of the Issuer is ultimately left to the shareholders, who, when composing the lists, should ensure that the proposed list of candidates is sufficiently diverse and balanced, considering the aforementioned diversity criteria. This should be done in light of the fact that the principles contained in the policy should also be applied to the composition of the Company's administrative and control bodies.

The policy on diversity and inclusion has been shared with the employees of the companies belonging to the Group and available on the following website: [https://investor.brunellocucinelli.com/yep-content/media/BC\\_Diversity\\_and\\_Inclusion\\_Policy.pdf](https://investor.brunellocucinelli.com/yep-content/media/BC_Diversity_and_Inclusion_Policy.pdf) and on the Company's intranet system.

### **Maximum number of positions held in other companies**

As a result of the board evaluation conducted during the financial year 2021 by the Issuer, the Board (please refer to §7), in its meeting of March 11<sup>th</sup>, 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, as of the end of the Year, non-independent directors (with the exception of Cav. Lav. Brunello Cucinelli, Director Andrea Pontremoli and Director Ramin Arani) were all executives of the Issuer and, in some cases, served as company directors of the Issuer's subsidiaries, dedicated to the production of Brunello Cucinelli brand products or to subsidiaries, mostly foreign, also belonging to the Group, of a purely commercial and commercial nature dedicated to the management of shops and the marketing of Brunello Cucinelli brand 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 the subsidiaries and by the knowledge of the different geographical markets.

The composition of the Board of Directors, as of the end of the Year, therefore, complied with the criteria established by the GC Code. In particular, all 5 independent directors served as directors in companies outside the Group. This did 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 was not compromised. No director of the Issuer holds positions on the control bodies of other companies.

As part of the board evaluation process carried out between January and February 2026, the results of which were examined by the Remuneration and Appointments Committee at the meeting held on February 16th, 2026, the Board of Directors, at its meeting of February 18th, 2026, confirmed that the number and nature of the positions held by its Directors in other companies, as established by the Regulations on the functioning of the Board of Directors, do not interfere with the effective performance of their duties as Directors of the Issuer, thereby reaffirming the positions previously expressed during the meetings held on March 14th, 2024 and March 13th, 2025.

### ***Induction Programme***

On October 5<sup>th</sup>, 2023, an induction programme session was held at the Cucinelli Theatre in Solomeo. It was a training meeting entitled "Corporate governance in Italy and its possible evolutionary lines" held by professionals in that specific field and representatives of CONSOB and Borsa Italiana, which was attended by Company's directors, Statutory Auditors and several employees. During the meeting, current corporate governance practices, at national and international level, were analyzed and discussed (with a particular focus on some issues such as corporate sustainability) as well as their possible future developments.

In addition, 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. 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.

During the Year, on March 13<sup>th</sup>, 2025, a meeting between only independent directors was held. For more information about this meeting, please refer to §4.7.

#### **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 10<sup>th</sup>, 2022, approved the regulations on the functioning of the Board of Directors and its Committees. On July 11<sup>th</sup>, 2024, the Board of Directors approved, following the favorable opinion of the Remuneration and Nomination Committee on May 13<sup>th</sup>, 2024, certain amendments to the aforementioned regulation, specifically: (i) the alignment of the regulation with the amendment to the Company Bylaws dated April 23<sup>rd</sup>, 2024, concerning the possibility for the Board of Directors to appoint more than one Vice President; and (ii) the increase in the relevance threshold for meeting the independence requirements for directors regarding "extra" compensation from €100,000 to €150,000 per year.

Such document is aimed at incorporating in a single document the regulation concerning 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, Vice President 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 11<sup>th</sup>, 2021 and, subsequently, within the regulation on the functioning of the Board adopted by the same during the meeting held on March 10<sup>th</sup>, 2022, 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 and Auditors 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.

Please note that, following the amendments to the Company Bylaws approved by the Extraordinary Shareholders' Meeting on April 23<sup>rd</sup>, 2024, the Board of Directors appointed Camilla Cucinelli and Carolina Cucinelli as Vice Presidents of the Company on July 11<sup>th</sup>, 2024.

The Vice Presidents, in order of seniority, may convene and preside over the Board of Directors in the event of the absence or inability of the Chairman. Additionally, it should be noted that these powers may also be exercised by the most senior director in the event of the absence or inability of the Chairman and the Vice Presidents.

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 meeting held on April 27<sup>th</sup>, 2023, the Board approved the appointment - until the end of the term of office (i.e. until the approval of the financial statements for the year ending December 31<sup>st</sup>, 2025) - 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 in January and February 2026. 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 2 in the appendix to this Report.

Nine meetings of the Company's Board of Directors were held during the Year. The average duration of the Board meetings was one hour and fifty minutes.

The percentage attendance of each member of the Board of Directors at the meetings held during the Year was as follows: (i) 56% for Cav. Lav. Brunello Cucinelli; (ii) 100% for Riccardo Stefanelli; (iii) 100% for Luca Lisandrone; (iv) 67% for Giovanna Manfredi; (v) 56% for Camilla Cucinelli; (vi) 56% for Carolina Cucinelli; (vii) 44% for Alessio Piastrelli; (viii) 78% for Stefano Domenicali; (ix) 100% for Andrea Pontremoli; (x) 100%

for Ramin Arani; (xi) 100% for Maria Cecilia La Manna; (xii) 44% for Guido Maria Barilla; (xiii) 89% for Chiara Dorigotti; (xiv) 89% for Katia Riva.

The total percentage of participation of Directors in the meetings held during the Year was 77%.

At the moment, 7 meetings of the Board of Directors are scheduled for the current year.

As of the end of the financial year as at 31<sup>st</sup> December 2025, the Board met twice, respectively, on January 12<sup>th</sup> and February 18<sup>th</sup>, 2026.

#### **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 April 27<sup>th</sup>, 2023 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 powers to independently exercise the ordinary and extraordinary management limited to the style and communication areas.

In the exercise of his independent authority, the Chairman informs 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 all the Board's meetings during the Year: the Chief Financial Officer and Manager in charge, the General Counsel and Head of the Legal and Corporate Affairs Department, the senior Co-CFO. The Investor Relator attended almost all of the meetings.

Moreover, with the assistance of the Secretary, as governed by the Company's Bylaws and the Regulations on the functioning of the Board of Directors adopted during the meeting of the Board held on March 10<sup>th</sup>, 2022, in compliance with the recommendations of the CG Code (see §4.4), and subsequently amended on July 11<sup>th</sup>, 2024, 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 Foro delle Arti (see §1 above).

#### **Vice Presidents of the Board**

Following the amendments to the Company Bylaws approved by the Extraordinary Shareholders' Meeting on April 23<sup>rd</sup>, 2024, the Board of Directors appointed Camilla Cucinelli and Carolina Cucinelli as Vice Presidents of the Company on July 11<sup>th</sup>, 2024.

These appointments serve the purpose of facilitating the functioning of the Company's governing bodies in the event of the absence or inability of the President of the Board of Directors on one hand, and of assigning them the legal representation of the Company within the limits of their designated powers, on the other.

The Vice Presidents, in order of seniority, may preside over the Shareholders' Meeting and convene and preside over the Board of Directors in case of the absence or inability of the Chairman. Please note that these powers may also be exercised by the most senior director in the event of the absence or inability of both the Chairman and the Vice Presidents.

Additionally, in the event of the establishment of an Executive Committee, the Vice Presidents would be ex officio members.

### **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 April 27<sup>th</sup>, 2023 and subsequently amended on July 11<sup>th</sup>, 2024. 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 April 27<sup>th</sup>, 2023, the Board of Directors appointed the General Counsel and 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 April 27<sup>th</sup>, 2023, the Issuer's Board of Directors appointed Riccardo Stefanelli and Luca Lisandroni 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 sustainability, 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 April 27<sup>th</sup>, 2023, 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.

At the same meeting held on April 27<sup>th</sup>, 2023, 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, each Managing Director and CEO of the Company 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.

For further information regarding the role and responsibilities of the Chief Executive Officers in overseeing procedures aimed at managing risks, impacts, and relevant opportunities, please refer to Sustainability Reporting, Section ESRS 2 - GOV 1.

For additional details on how the Chief Executive Officers are informed about sustainability issues, impacts, risks, and relevant opportunities, as well as the actions taken during the financial year, please refer to Sustainability Reporting, Section ESRS 2 - GOV 2.

### **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.

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### **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**

On March 14<sup>th</sup>, 2024, the Board of Directors of the Issuer granted Directors Camilla Cucinelli and Carolina Cucinelli powers for the management of *Product and Image*, while it granted Director Carolina Cucinelli powers for the management in the areas of *Product, Image, and Communication*.

Each Executive Director exercises her powers within the budget limits and in coordination with the other Executive Director, the Managing Directors and CEOs and the Chairman of the Board of Directors.

## **4.7 INDEPENDENT DIRECTORS AND LEAD INDEPENDENT DIRECTOR**

### **Independent Directors**

During the Year, the Company's Board of Directors included 6 independent directors: Maria Cecilia La Manna, Ramin Arani, Stefano Domenicali, Guido Maria Barilla, Chiara Dorigotti and Katia Riva.

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

During the meeting held on March 13<sup>th</sup>, 2025, the Board assessed that the directors Maria Cecilia La Manna, Stefano Domenicali, Guido Maria Barilla, Chiara Dorigotti, Emanuela Bonadiman and Katia Riva continued

to maintain 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. 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.

During the meeting of the Board of Directors held on March 13<sup>th</sup>, 2025, the Board assessed that, based on the information acquired, Director Ramin Arani no longer met the independence requirements set out in the Corporate Governance Code. This assessment follows the Director's recent acquisition of a 2% share in Solomei AI S.r.l., a company qualifying as a related party of Brunello Cucinelli S.p.A., and the existence of a consultancy agreement with the Company, even if for a fee lower than the limit established by the Regulations on the functioning of the Board of Directors and its Committees.

The Board, sharing the assessment expressed by the Remuneration and Nomination Committee, considered that the combination of the shareholder participation and the consultancy relationship constituted a potentially significant relationship pursuant to the Code<sup>2</sup>.

Nevertheless, despite this circumstance, the total number of independent directors (5) still complies with Recommendation No. 5 of the CG Code, which requires that at least one-third of the Board members be independent directors. Furthermore, the requirements outlined in Recommendations No. 20 and 26 of the CG Code and Article 13 of the Regulations on the Functioning of the Board of Directors and its Committees continue to be met, ensuring that the Remuneration and Nomination Committee, of which Director Arani is a member, remains majority-composed of independent directors (2 out of 3 members).

During the financial year, on March 13<sup>th</sup>, 2025, a meeting was held exclusively among independent directors, during which the functioning of the Board of Directors and the Company's corporate governance structure in general were discussed. In this regard, satisfaction was expressed concerning the involvement of the Directors, the transparency and the stability of the system. Subsequently, the discussion focused primarily on two issues: the organizational structure, evaluating the opportunity to hold in-depth meetings with the first and second lines of the Company's management as a supplement to the existing interactions; and the application of the "Related Parties Procedure", following the revision occurred in July 2024

All directors, including 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, with a resolution of April 27<sup>th</sup>, 2023, appointed Independent Director Maria Cecilia La Manna as Lead Independent Director for the period up to the approval of the Company's financial statements as of December 31<sup>st</sup>, 2025.

The Lead Independent Director is granted the right to call, autonomously or at the request of one or more directors, special meetings exclusively 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.

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<sup>2</sup> It should also be noted that, by resolution adopted on July 11<sup>th</sup>, 2024, the Board of Directors, in line with the favorable opinion expressed by the Remuneration and Appointments Committee on May 13<sup>th</sup>, 2024, raised the threshold of the "extra" remuneration from Euro 100,000 to Euro 150,000 in a financial year for the loss of the independence requirement by a Director.

During the Year Independent Director Maria Cecilia La Manna attended 100% of the meetings of the Board of Directors and, in her capacity as Chairman of the Control and Risk Committee, attended all the meetings of the Committee, had access to all the information pertaining to the Company and the Group, therefore acting as a point of reference and coordination for the requests and contributions of the independent directors.

At the initiative of Director La Manna, as specified above, a meeting was held on March 13<sup>th</sup>, 2025, exclusively among independent directors, in accordance with the recommendation of the Corporate Governance Code.

## **5. MANAGEMENT OF CORPORATE INFORMATION**

Pursuant to article 114 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 Executive 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).

In accordance with the provisions of Article 18 of MAR, a register and a mapping of people who have access to insider information (so-called Insider List) are in place.

The Issuer has also provided instructions regarding the management of insider information to the Group's most significant subsidiaries.

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 April 27<sup>th</sup>, 2023, 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 10<sup>th</sup>, 2022, approved the regulations concerning the functioning of the Board of Directors and its Committees. The regulations were amended by the Board of Directors with a resolution on July 11<sup>th</sup>, 2024.

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 April 27<sup>th</sup>, 2023, 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).

Taking into consideration 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).

The aforementioned Committee, appointed by the Board of Directors during the meeting held on December 16<sup>th</sup>, 2020, as of the date of this Report is composed as follows:

- Cav. Lav. Brunello Cucinelli (Chairman of the Committee, Executive Chairman);
- Riccardo Stefanelli (Member of the Committee, Managing Director & CEO);
- Luca Lisandroni (Member of the Committee, Managing Director & CEO);
- Camilla Cucinelli (Member of the Committee, Managing Director);
- Carolina Cucinelli (Member of the Committee, Managing Director);
- Alessio Piastrelli (Member of the Committee, Non-Executive Director);
- Giovanna Manfredi (Member of the Committee, Non-Executive Director);
- Andrea Pontremoli (Member of the Committee, Non-Executive Director);
- Dario Pipitone (Member of the Committee, *CFO* and Executive Responsible for Preparing Financial Reports);
- Michele Baiocco (Member of the Committee, Director of the Company);
- Giuseppe Labianca (Member of the Committee, *General Counsel* of the Company).

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

### **7.1 SELF-ASSESSMENT AND DIRECTORS' SUCCESSION PLANS**

In compliance with the Principles and Recommendations of the Corporate Governance Code, the Board of Directors examines the effectiveness of its activities and evaluates the contribution made by individualist members through a self-assessment process. In particular, according to Recommendation 22 of the Corporate Governance Code, the self-assessment should be conducted at least every three years, before the Board is renewed. In this regard, with a view to the appointment of the new Board of Directors at the upcoming Shareholders' Meeting scheduled for April 23rd, 2026, at its meeting held on February 18th, 2026, the Board examined the results of a self-assessment – conducted in January 2026 through a specific questionnaire submitted to the Directors – concerning the functioning, size and composition of the Board and its Committees. The outcome of the self-assessment indicated a substantially adequate level, both in terms of the functioning and the composition of the Board, considering the type of business and the size of the Company and the Group.

In light of the recommendations of the Corporate Governance Committee contained in the letter dated January 25th, 2023 – already taken into account in the previous self-assessment process carried out in connection with the renewal of the Board of Directors in 2023 – the above-mentioned 2026 self-assessment questionnaire also covered, among others, the following areas: (i) the assessment of the timeliness and completeness of pre-board information; (ii) the guidelines on the optimal composition of the Board of Directors, in terms of the number of independent directors, gender balance, as well as diversity of skills and professional profiles; (iii) the quality of information flows between management and the Board, with particular reference to the timeliness and completeness of the information provided; (iv) the involvement of the Board in the processes for defining the Company's strategies and in the understanding of remuneration mechanisms and the remuneration policies adopted by the Company; (v) the effectiveness of the information flows and the preparatory activities of the

internal Board Committees, as well as the adequacy of the resources and time available to them for the performance of their assigned duties.

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 Lisandroni.

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 without making use of external consultants.

Furthermore, during the meeting held on March 13<sup>th</sup>, 2025, 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.

During the same meeting, the Board of Directors expressed a positive assessment regarding the size, composition, and functioning of the Board and its Committees, confirming their adequacy in relation to the Company's management and administrative needs.

At the meeting held on March 11<sup>th</sup>, 2021, the Board, also in consideration of the observations made during the previous board evaluation, had ruled that, for the purposes of assessing the materiality of relationships of a commercial, financial or professional nature, the circumstance that a director of the Company was attributed a total remuneration exceeding the amount of Euro 100,000.00 in a fiscal year, whether paid (or recognized) by Brunello Cucinelli S.p.A. or companies of the Brunello Cucinelli Group, generally caused the requirement of independence to be waived. At the same meeting, the Board had determined 3 (three) days prior to the meeting as the deadline deemed appropriate for the transmission of the preliminary documentation relating to the items on the agenda of the meetings of the Board of Directors and committees.

With the resolution dated July 11<sup>th</sup>, 2024, the Board of Directors, in line with the favorable opinion expressed by the Remuneration and Nomination Committee on May 13<sup>th</sup>, 2024, approved an amendment to the Regulation on the Functioning of the Board of Directors and Internal Board Committees, raising the threshold for "extra" compensation from €100,000 to €150,000 per financial year.

The Board has 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 13<sup>th</sup>, 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 organizational 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 CPO (*Chief Production 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 21<sup>st</sup>, 2020, the Board of Directors appointed Riccardo Stefanelli and Luca Lisandrone 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).

For further information regarding the Board of Directors' assessment of its optimal composition, please refer to the previous paragraph of §7.1.

In accordance with the above-mentioned "Generational Transition", it should be noted that at the meeting held on April 27<sup>th</sup>, 2023, the Board of Directors appointed Dario Pipitone as Chief Financial Officer of the Company and Manager in charge of preparing the company's financial reports pursuant to and in accordance with art. 154-bis of D.Lgs. n. 58/1998, assigning him functions related to the management and supervision of all administrative, financial and management control activities of the Company and the Group. The appointment was made official upon completion of the succession plan, during which he had previously been appointed Co-CFO and Head of Management Control Department of the Company, assisting the previous CFO and Manager in Charge of Preparing Financial Reports, Moreno Ciarapica. It should be noted that on the basis of the Generational Transition, Mr. Moreno Ciarapica from April 27<sup>th</sup>, 2023, serves as senior advisor in favor of the new CFO and Manager in Charge, undertaking to provide support and assistance activities as senior Co-CFO (see §9.6).

## 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 April 27<sup>th</sup>, 2023, the Board of Directors of Brunello Cucinelli appointed the new members of the 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.

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As of the end of the Year, in compliance with Recommendations 20 and 26 of the CG Code, the Committee was composed of three non-executive directors, the majority of whom were independent (2 out of 3), and was chaired by a director selected among the independent directors. The Committee was composed of Chiara Dorigotti (Chair of the Committee and independent director), Katia Riva (independent director) and Ramin Arani (non-executive director).

It should be noted that, following the assessments carried out by the Board of Directors at the meeting held on March 13<sup>th</sup>, 2025, Director Ramin Arani lost the independence requirements pursuant to the CG Code. For further details regarding the loss of Director Arani's independence, reference is made to §4.7.

As of the date of this Report, the composition of the Committee has not undergone any changes.

At the time of the first appointment of Committee members, as well as the appointment of the new members of the Committee following the Board of Directors' resolution of July 11<sup>th</sup>, 2024 (subsequent to the resignation of Chairman Emanuela Bonadiman), 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 up to the approval of the Issuer's financial statements as of December 31<sup>st</sup>, 2025, and, therefore, up to the date on which the Shareholders' Meeting will be held to approve the financial statements for the year ended December 31<sup>st</sup>, 2025.

During the Year, the Committee met five times (on January 7<sup>th</sup>, February 24<sup>th</sup>, March 7<sup>th</sup>, June 25<sup>th</sup> and July 9<sup>th</sup>, 2025).

The meetings, chaired by the Chairman of the Committee and duly minuted, lasted an average of one hour.

All the members of the Committee attended all the meetings, and, at the invitation of the Chairman of the Committee itself, all or some of the members of the Board of Statutory Auditors . It should be noted that all Committee meetings held during the Year were attended by at least one Effective Standing Auditor.

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.

As of the date of this Report the Remuneration and Appointments Committee expects to hold during financial year 2026 a similar number of meetings as in 2025. From the beginning of 2026 and until the date of this Report, the Committee met one time, on February 13<sup>th</sup> 2026.

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:

- acknowledged the achievement of the Performance Targets of the Stock Grant Plan 2022–2024 for the purposes of the vesting of the rights relating to the third tranche;
- examined the draft Remuneration Report and assessed the overall adequacy, as well as the actual and consistent application of the remuneration policy in force during the financial year 2024, approved by the Shareholders' Meeting held on April 23rd, 2024, monitoring its effective implementation, verifying the achievement of the performance targets linked to the 2024 MBO of the Managing Directors and expressing a favorable opinion on the related payment;
- examined the MBO proposal for the financial year 2025.
- reviewed the process for defining the Remuneration Policy for the financial years 2025 and 2026, characterized by the adoption of a two-year policy horizon replacing the previous annual term;
- examined the results of the benchmarking analysis carried out on the comparison of directors' remuneration with that of companies included in the reference peer group and expressed a favorable opinion on the increase in the remuneration for the office of Managing Director for each of the two CEOs, Riccardo Stefanelli and Luca Lisandrone;

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- within the framework of the Engagement Policy, examined – with the support of the Investor Relations function – the results of the votes at the Shareholders’ Meeting held on April 29th, 2025 and the voting recommendations issued by proxy advisors, for the purposes of preparing the Company’s future Remuneration Policy.

With reference to the activities related to the appointment function, during the Year the Committee:

- examined the quantitative and qualitative criteria of significance referred to in Recommendation No. 7, letters (c) and (d), of the Corporate Governance Code and, following an in-depth assessment of the overall position of Director Ramin Arani, expressed its opinion regarding the loss of his independence requirements.

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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.

## **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 institutional website dedicated to the "2026 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 as further specified below.

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 12<sup>th</sup>, 2013 and lastly updated by the Board with a resolution dated December 14<sup>th</sup>, 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 14<sup>th</sup>, 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, most recently updated by the Board of Directors by resolution of July 10<sup>th</sup>, 2025, 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 20<sup>th</sup>, 2021 and most recently updated by the Board with a resolution dated December 11<sup>th</sup>, 2024 (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", performed directly by the process owner with the purpose of identifying, managing, monitoring, mitigating and reporting, primarily, the inherent risks of its activities (in particular, production, sales and commercial distribution);
- (ii) the second level includes controls carried out by corporate functions specifically constituted for the purpose of monitoring the Group-specific risks, 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 CEOs 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;
- (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 (DPO)* ex Reg. (EU) 2016/679 (GDPR), most recently appointed on August 20th, 2025, who is responsible for the supervision and control relating to the protection of personal data on the activities carried out by the Company;

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- the "*Supplier Due Diligence*" corporate function, which conducts documentary analyses and inspection visits at raw material suppliers and processing service providers (so-called *façon*), in order to verify their compliance with the conduct commitments undertaken in the agreements with the Company;
  - the other functions monitoring the risks of non-compliance as 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).

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

During the Year, the Company strengthened the integration between the ERM framework and the so-called double materiality analysis aimed at identifying and assessing Impacts, Risks and Opportunities relevant pursuant to the ESRS (also referred to as the "DMA"). For further information in this regard, as well as on the role and responsibilities of the Issuer's administrative, management and supervisory bodies with respect to the procedures aimed at managing risks, impacts and opportunities relevant under the ESRS, reference is made to the Sustainability Reporting (Section ESRS 2 - GOV 1).

For additional details on how the administrative, management, and control bodies of the Issuer are informed about sustainability issues, impacts, risks, and relevant opportunities under the ESRS, as well as the actions undertaken during the financial year, please refer to Sustainability Reporting, Section ESRS 2 - GOV 2.

During the Year, also following the publication of a report containing a short thesis on Brunello Cucinelli's shares based on alleged non-compliance in the Company's trade of products in Russia (the "Morpheus Research Case"), the Company carried out specific activities relating to the internal control and risk management system in the area of trade compliance. In particular, on December 10th, 2025, following a dedicated risk assessment activity, the Board of Directors approved an Enhanced Trade Compliance Procedure, as an additional safeguard to ensure compliance with the EU restrictive measures adopted in the context of the Russia-Ukraine conflict. The aforementioned procedure forms an integral part of the organisation, management and control model pursuant to Legislative Decree No. 231/2001 and provides for controls aligned with market best practices, structured across all levels of the internal control and risk management system (including automated controls and specific oversight mechanisms entrusted to the compliance risk oversight function and to the Internal Audit function).

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For further information regarding the main characteristics of the Issuer's internal control and risk management system in relation to Sustainability Reporting, please refer to Section ESRS 2 - GOV 5.

## **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 relevant individual company of the Group (so called, "entity level") and on a process scale (for each relevant 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. The risks thus identified and assessed are subsequently compared with the defined propensity and tolerance levels in the ERM model adopted by the Company, it being understood that the so-called appetite for financial reporting non-compliance risks has been defined as adverse. The ERM model requires that

the risk assessment shall be conducted in accordance with the adopted guidelines, at least annually, and that its outcomes shall be shared with all management and control bodies of the Company.

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 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 authorization 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 existing 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 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 analysed, 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, a systematic verification of the effectiveness of administrative and accounting controls is envisaged, through the performance of specific tests of control aimed at ascertaining the correct implementation by corporate functions of the controls envisaged, as well as the implementation of any corrective measures plans 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, a periodic reporting by the Manger Charged (with the support of the Compliance function L.262/2005) is provided to the Board of Directors on the design and operation of the System, as well as on the assessment of its adequacy and effectiveness.

***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 Manager 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 (and to the Compliance function L. 262/2005) for the preparation of the financial report;
- coordinates, 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 and the reliability 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 CFO coordinates the activities of the aforementioned administrative managers, with the power to provide guidelines and directives, or to request specific checks.

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During the Year, the Control and Risk Committee regularly reported to the Board of Directors on the activities carried out by the Committee, on the outcome of the verifications performed and on the functioning of the Internal Control and Risk Management System, highlighting that such system is overall adequate in relation to the size, organizational structure and operational characteristics of the Issuer, without prejudice to the considerations set out below.

In the same context, also following the circumstances that attracted attention in connection with the Morpheus Research Case, the Company deemed it appropriate to carry out a thorough reassessment of the safeguards relating to trade compliance. To this end, a dedicated risk assessment was conducted, also with the support of external advisors, aimed at identifying possible areas for strengthening the procedural framework and the existing controls concerning compliance with the restrictive measures adopted by the European Union.

Following this assessment activity, on December 10th, 2025, the Board of Directors, with the support of the Control and Risk Committee, approved an Enhanced Trade Compliance Procedure, structured across three levels of control and integrated into the organisation, management and control model pursuant to Legislative Decree No. 231/2001, also in view of the alignment with Directive (EU) No. 2024/1226 and the consequent extension of the administrative liability of entities to violations of EU restrictive measures (subsequently implemented through the approval of Legislative Decree No. 211/2025). The new procedure regulates in an integrated manner the safeguards relating to the wholesale and retail channels, providing for checks on counterparties, products and destinations of goods, as well as specific monitoring and updating mechanisms.

In light of the verification and assessment activities carried out during the Year, the Control and Risk Committee acknowledged the aspects requiring attention that had emerged with regard to trade compliance safeguards. The Committee also noted that, following the adoption of the Enhanced Procedure and the actions subsequently undertaken, such aspects are now subject to strengthened controls. In this context, the Committee expressed a positive assessment regarding the adequacy, effectiveness and actual functioning of the Internal Control and Risk Management System.

At its meeting held on February 18th, 2026, the Board of Directors, having obtained the opinion of the Control and Risk Committee, having taken note of the information provided by the Manager in charge, and taking into account the reports of the Internal Audit Function, the Supervisory Body and the other corporate functions involved in the control system, as well as the results of the risk assessment activities carried out during the Year – including those specifically relating to trade compliance safeguards – and the information exchanged with the Board of Statutory Auditors, expressed its assessment regarding the adequacy, effectiveness and actual functioning of the Internal Control and Risk Management System.

In particular, the Board of Directors noted that, although certain aspects requiring attention had emerged during the Year with regard to trade compliance controls, the actions undertaken by the Company – culminating in the adoption of the Enhanced Trade Compliance Procedure on December 10th, 2025 – made it possible to manage the related risks in a manner consistent with the risk profile and the operational characteristics of the Group. In light of the foregoing, the Board of Directors therefore expressed an overall positive assessment regarding the adequacy, effectiveness and actual functioning of the Internal Control and Risk Management System.

#### **9.1. CHIEF EXECUTIVE OFFICER**

On April 27<sup>th</sup>, 2023, 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 examination of the Board;
- 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;
- have entrusted 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, pursuant to Recommendation No. 34(c) of the Code. In this regard, the Internal Audit function directly took care of the communication to the Control and Risk Committee and the Statutory Auditors in its subsequent periodic reports.

During the Year, the Chief Executive Officers regularly reported to the Control and Risk Committee and to the Board of Statutory Auditors on the performance of their duties. In this context, the Chief Executive Officers also informed the Committee and the Board of Statutory Auditors about the initiatives undertaken by the Company in relation to the Morpheus Research Case, with particular reference to the risk assessment process and the consequent strengthening of the safeguards relating to trade compliance.

For further information, reference is made to §9 above.

## 9.2. CONTROL AND RISK COMMITTEE

On April 27<sup>th</sup>, 2023, the Board of Directors of Brunello Cucinelli appointed the new members of the 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 13 times, on February 21st, March 12th, April 15th, May 29th, July 9th, August 27th, September 26th and 30th, October 7th and 31st, November 12th, and December 3rd and 9th, 2025. The meetings of the Control and Risk Committee had an average duration of approximately two hours and were duly minuted.

In 2026, the Control and Risk Committee expects to hold a similar number of meetings as in 2025.

Since the beginning of 2026, up to the date of this Report, two meetings of the Control and Risk Committee have been held, on January 12<sup>th</sup> and February 13<sup>th</sup>, 2026.

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

The Committee consists of 3 non-executive and independent directors and is headed by a Director chosen among the independent Directors<sup>3</sup>. As of December 31<sup>st</sup>, 2025, and up to the date of this Report, the composition of the Committee is as follows: Maria Cecilia La Manna, as Chairman of the Committee, Katia Riva and Chiara Dorigotti.

Considering the composition of the Committee at the date of its initial appointment and until the resignation of Independent Director Emanuela Bonadiman, the composition of the Committee was as follows: Maria Cecilia La Manna, as Chairman of the Committee, Chiara Dorigotti and Emanuela Bonadiman.

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 confirmed by the Board at its meeting of April 27<sup>th</sup>, 2023 and during the meeting of July 11<sup>th</sup>, 2024, when Mrs. Katia Riva was appointed as a Director and new member of the Committee, replacing Director Emanuela Bonadiman.

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 almost 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**

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<sup>3</sup> It is specified, that no member of the Control and Risk Committee holds the position of President of the Board of Directors.

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.

By resolution of the Board of Directors adopted on December 10th, 2025, the Control and Risk Committee was also assigned specific functions in the area of trade compliance, including the review of specific information flows relating to trade compliance.

- (i) 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:
- (ii) reviewed and expressed a favorable opinion on the Related Party Transactions submitted to the Control and Risk Committee;
- (iii) supported the Board of Directors in the approval of the activity plan of the Internal Audit function;
- (iv) reviewed the periodic reports prepared by the Internal Audit function, including those relating to Enterprise Risk Management;
- (v) reviewed the periodic reports of the Supervisory Body prepared pursuant to Legislative Decree No. 231/2001;
- (vi) assisted the Board of Directors in the update of the Code of Ethics;
- (vii) expressed its assessment on the functioning of the Internal Control and Risk Management System of the Company;
- (viii) met with the Chief Executive Officers, also in relation to specific Internal Audit findings and further analyses regarding the Group's operations;
- (ix) met with the head of the Data Protection Officer function, reviewing the annual report and the disclosures concerning data protection matters, and met with the functional delegates pursuant to Article 18 of Legislative Decree No. 81/2008, as well as with the Head of the Production & Logistics function and the Head of the Human Resources function;
- (x) supported the Board of Directors in the process for the appointment of a new Data Protection Officer;

- (xi) received information relating to the assurance engagement concerning the compliance of the consolidated sustainability reporting prepared pursuant to Legislative Decree No. 125/2024, implementing Directive (EU) No. 2022/2464 (CSRD);
- (xii) received information on the strategic outlook of the Internal Control and Risk Management System, with particular reference to ESG matters;
- (xiii) received information regarding the outcome of the analyses on the applicability of the EU “NIS 2” Directive in the area of cybersecurity;
- (xiv) met with the representatives of the Independent Auditors, both with regard to the activities relating to the annual and half-year financial reports and with regard to the activities carried out in relation to sustainability reporting;
- (xv) reviewed the information provided by the Manager in charge of financial reporting regarding compliance with administrative and accounting procedures and the adequacy of the means and instruments available to him;
- (xvi) reviewed, together with the Manager in charge and the Independent Auditors, the methodology and the assessments carried out by the Company’s management regarding the impairment test;
- (xvii) assessed, together with the Manager in charge and the Independent Auditors, the correct application of accounting principles and their consistency for the purposes of preparing the consolidated financial statements;
- (xviii) following an assessment of the letter of the Chair of the Corporate Governance Committee, reviewed and resolved in favor of the report on corporate governance and ownership structure pursuant to Article 123-bis of the TUF relating to the financial year 2024;
- (xix) reviewed the recommendations for the financial year 2025 contained in the letter of the Chair of the Corporate Governance Committee;
- (xx) assessed the observations of the Board of Statutory Auditors regarding the Additional Report prepared by the independent auditing firm pursuant to Article 11 of Regulation (EU) No. 537/2014 with reference to the financial year 2024;
- (xxi) received information from the CFO regarding the risks related to the introduction of reciprocal tariffs for the import/export of goods between the EU and the United States;
- (xxii) received information and reviewed the activities carried out by the Company in relation to the Morpheus Research Case, monitoring the risk assessment process that ultimately led the Company to adopt a new Enhanced Trade Compliance Procedure<sup>4</sup>;
- (xxiii) acknowledged the guidelines adopted for the preparation of the three-year Business Plan presented by the Chief Executive Officers and the CFO.

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 13<sup>th</sup>, 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

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<sup>4</sup> For further information in this regard, reference is made to §9.

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, 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, the Board of Statutory Auditors and the CEOs. Furthermore, upon invitation of 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 access to all information relevant to the performance of their duties;
- has developed a process of analysis and prioritisation of the main risks that have emerged through the ERM process, preparing a plan for audits of the operation and suitability of the ICRMS against risk appetite and tolerance levels (the "Audit Plan");
- carried out its activities based on the Audit Plan approved by the Board of Directors, subject to the favourable opinion of the Control and Risk Committee, after consulting the Board of Statutory Auditors and the CEOs. During the Year, the Internal Audit function carried out its activities in implementation of the 2024-2025 Audit Plan, approved by the Board of Directors on August 28<sup>th</sup>, 2024, and of the 2025–2026 Audit Plan, approved by the Board of Directors on August 28<sup>th</sup>, 2025 and most recently updated on February 18<sup>th</sup>, 2026;
- 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 CEOs, the Control and Risk Committee, the Board, the Board of Statutory Auditors as well as to the Supervisory Body pursuant to Italian Legislative Decree no. 231/2001;
- took part to the Cyber Committee formed at the Company;
- took part to the Supervisory Body pursuant to Italian Legislative Decree no. 231/2001, as its member, also performing operational and audit activities on behalf of the same;
- supported the Company administrative and control bodies;
- performed Risk Manager activities pursuant to the ERM Guidelines, providing, with the support of co-sourcing specialists, consultancy services to CEOs for the implementation and consolidation of the ERM, also with a view to its integration with the DMA process;
- performed the role of responsible for the management of “whistleblowing” reports pursuant to Legislative Decree 24/2023.

Furthermore, during the Year, the Internal Audit function carried out the following main activities:

- audits on the design and operation of controls to monitor the main risks identified through the most recent risk assessment activity;
- ensure ongoing compliance with the action plans defined by management, in response to the findings and suggestions previously issued by the Internal Audit function;
- audits on the operational performance of the activities delegated by the Manager in charge to the Compliance function L. 262/2005;
- audits on the reliability of information systems, also with the support of specialized consultants in co-sourcing arrangements.

The financial resources allocated to the Internal Audit Function are approved by the Board of Directors together with the Audit Plans. Moreover, by resolution adopted on December 10th, 2025, the Board of Directors allocated additional resources to the Internal Audit function to be dedicated to audits on compliance with the Enhanced Trade Compliance Procedure.

In particular, during the Year, the Board of Statutory Auditors monitored the adequacy of the Internal Audit Function.

#### **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 20<sup>th</sup>, 2011. The Model was lastly updated on December 11<sup>th</sup>, 2024, 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: (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 20<sup>th</sup>, 2011 and most recently updated by resolution of July 10<sup>th</sup>, 2025; (ii) the Guidelines; (iii) the organizational chart and other tools, including IT tools, which describe the organizational structure of the companies that compose the Group; (iv) the Anti-Corruption Policy approved by the Board on March 14<sup>th</sup>, 2019; (v) the Whistleblowing Procedures pursuant to Legislative Decree no. 24/2023 approved by companies of the Group; (vi) the risk assessment and scoring activities carried out

by the Company and the Body in order to identify Sensitive Activities; (vii) all other documents expressly approved by the Company for the purpose of supplementing or implementing the Model (including, in particular, the administrative-accounting procedures pursuant to Article 154-*bis* of the TUF and the Enhanced Trade Compliance Procedure).

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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 recently renewed by the Board of Directors on April 27<sup>th</sup>, 2023. 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 31<sup>st</sup>, 2025.

For information regarding the disclosure obligations that enable users of the Issuer's sustainability statements to understand the strategy and approach, processes and procedures of the Company, as well as its performance in terms of conduct, please refer to Sustainability Reporting, Section ESRS G1.

## 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 19<sup>th</sup>, 2021, resolved to appoint the auditing firm "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.

During the Year, the Board of Directors, after consulting the Board of Statutory Auditors, evaluated the results presented by the statutory auditor in the additional report addressed to the Board of Statutory Auditors. The Independent Auditors, following the activities carried out regarding the previous accounting period, did not issue any management letter.

It should also be noted that the Shareholders' Meeting held on April 29<sup>th</sup>, 2025, pursuant to Article 13, paragraph 2-ter of Legislative Decree No. 39/2010, as most recently amended by Legislative Decree No. 125/2024, resolved to appoint PricewaterhouseCoopers S.p.A. to carry out the assurance engagement on the compliance of the sustainability reporting for a term of three financial years (2025–2027), as well as to determine the remuneration due to such firm for the entire duration of the engagement, following the selection

procedure carried out under the supervision of the Board of Statutory Auditors and on the basis of its relevant recommendation, as endorsed by the Board of Directors.<sup>5</sup>

## 9.6. MANAGER CHARGED AND OTHER BUSINESS ROLES AND FUNCTIONS

On April 27<sup>th</sup>, 2023, the Issuer's Board of Directors, after receiving the favourable opinion of the Board of Statutory Auditors, appointed Mr. Dario Pipitone as the Chief Financial Officer and 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, attributing to him functions related to the management and supervision of all administrative, financial and management control activities of the Company and the Group.

The appointment was formalized upon the conclusion of the "Generational Transition" process, during which he was previously appointed Co-CFO and Head of Management Control department of the Issuer, supporting the outgoing CFO and Company's Manager Charged of Preparing Financial Reports Mr. Moreno Ciarapica. On the same date, the Board of Directors, once revoked Mr. Ciarapica's power of attorney and the powers previously granted to him as CFO and Company's Manager Charged of Preparing Financial Reports, assigned him, on the basis of the aforementioned Generational Transition, the role of senior advisor of the new CFO, with functions of support and assistance in his role as senior Co-CFO.

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. It should be noted that, by resolution adopted on April 16<sup>th</sup>, 2025, the Board of Directors granted the Chief Financial Officer powers in customs matters.

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.

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<sup>5</sup> On August 27<sup>th</sup>, 2024, the auditing firm was also appointed, with the prior authorization of the Board of Statutory Auditors, to issue, pursuant to the (to be issued) Legislative Decree implementing the Corporate Sustainability Reporting Directive (Legislative Decree No. 125/2024), the certificate of compliance of the Company's Sustainability Reporting with reference to the Year.

In this regard, it should also be noted that the Board, on May 20<sup>th</sup>, 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). Please note that Mr. Dario Pipitone also holds the position of Manager in charge of certifying the Sustainability Reporting.

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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 April 27<sup>th</sup>, 2012. The Procedure was amended by the Board of Directors on May 12<sup>th</sup>, 2015, with reference to the definition of "Transactions of Lesser Importance", and was subsequently updated by the Board of Directors following the amendments to the Consob Related Parties Regulation introduced by Consob Resolution No. 21624 of December 10<sup>th</sup>, 2020, which came into effect on July 1<sup>st</sup>, 2021.

The Board of Directors, following the favorable opinion of the Control and Risk Committee, in its capacity as the Related Party Transactions Committee ("OPC Committee"), approved the revision and update of the Procedure, with effect from July 12<sup>th</sup>, 2024.

More specifically, upon the initiative of the OPC Committee, the following modifications were introduced: (i) enhancements in the procedural review process for transactions, including the identification of corporate functions involved in negotiations concerning the transaction; (ii) establishment of the OPC Oversight Body; (iii) creation and maintenance of a Register of Related Party Transactions and a Register of Related Parties.

The OPC Oversight Body, composed of the Manager responsible for drafting corporate accounting documents, pursuant to Article 154-bis of Legislative Decree No. 58/1998, and the General Counsel, serves as the support function to the OPC Committee and is responsible for: (i) identifying Related Parties and maintaining the Register of Related Parties; (ii) classifying Related Party Transactions in compliance with the Procedure; (iii) managing information flows with the corporate functions involved in each Related Party Transaction, the Delegated Body, and the OPC Committee, as well as overseeing the procedural review of each Related Party Transaction; (iv) maintaining the Register of Related Party Transactions.

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.

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 (except in cases where the Shareholders' Meeting is responsible), and the involvement of the Control and Risk Committee (OPC Committee) as well as the support of the OPC Oversight Body is also envisaged. More specifically, the OPC Oversight Body transmits all necessary documentation to the Control and Risk Committee (OPC Committee) so that it may issue a binding reasoned opinion on the interest of the Company in carrying out each Transaction of Greater Importance, as well as on the convenience and the substantial correctness of the underlying terms. As of July 1<sup>st</sup>, 2021, such opinion shall be attached to the minutes of the Control and Risk Committee (OPC Committee) meeting and, as of July 12<sup>th</sup>, 2024, it shall also be transmitted to the Delegated Body (Chief Executive Officer or any director to whom the Board of Directors has delegated its powers) and to the OPC Oversight Body. On the other hand, as far as Transactions of Lesser Importance are concerned, approval is remitted to the competent body (Delegated Body, Board of Directors, or Shareholders' Meeting) responsible for adopting the relevant decision by law or under the Bylaws. It is also provided that before the transaction is approved, the competent body adopting the decision, with the support of the OPC Oversight Body, transmits all necessary documentation to the OPC Committee, so that the latter may issue a reasoned (non-binding) opinion on the interest of the Company in carrying out the transaction, as well as on the convenience and substantial correctness of the underlying terms. As of July 1<sup>st</sup>, 2021, such opinion shall be attached to the minutes of the Control and Risk Committee (OPC Committee) meeting, and, as of July 12<sup>th</sup>, 2024, it shall also be transmitted to the Delegated Body and to the OPC Oversight Body.

If Transactions of Lesser Importance are approved by the Board of Directors despite the adverse opinion of the OPC Committee, this fact must be publicized, through the OPC Oversight Body, 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 OPC Committee expressed a negative opinion, and this opinion must be attached to that document.

The Delegated Body, with the support of the OPC Oversight 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 OPC Committee is a related party in respect of a specific transaction, as defined in Regulation no. 17221/2010, the duties for which the OPC 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. In the event

that one of the members of the OPC Oversight Body is a Related Party with respect to the transaction under review, they must abstain from expressing their assessment. If both members of the OPC Oversight Body are Related Parties with respect to the transaction under review, the Head of the Company's Internal Audit Function shall act as a substitute.

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 18<sup>th</sup>, 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 Substitute Auditors by list voting complied with the *pro tempore* regulations in force on gender balance were approved by the Shareholders' Meeting held on May 21<sup>st</sup>, 2020.

Article 21 of the Bylaws of Brunello Cucinelli 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, and subsequent amendments and integrations. In this regard, it should be noted that the participation threshold determined for the Issuer by Consob, with its resolution dated January 27<sup>th</sup>, 2026, no. 155, is 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 23<sup>rd</sup>, 2014, as well as on for the renewal of the Board of Statutory Auditors resolved by the Shareholders' Meeting held on April 20<sup>th</sup>, 2017, May 21<sup>st</sup>, 2020, and April 27<sup>th</sup>, 2023. Such mechanism will also apply to the renewal of the Board of Statutory Auditors to be resolved by the Shareholders' Meeting scheduled for April 23<sup>rd</sup>, 2026.

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 31<sup>st</sup>, 2025 was appointed by the Ordinary Shareholders' Meeting held on April 27<sup>th</sup>, 2023 and will remain in office until the approval of the financial statements at December 31<sup>st</sup>, 2025.

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

List no. 1 was submitted by Foro delle Arti S.r.l. (now Foro delle Arti S.p.A.), which held, at the moment of submission of the list, 50.05% of the Issuer's share capital, and its candidates Dante Valobra and Anna Maria Fellegara were elected with 69.649% of votes in favour of the share capital present at the meeting and with 58.462% of votes in favour of the share capital with voting rights.

List no. 2 was submitted by the following shareholders: Amundi Asset Management SGR S.p.A.; Arca Fondi Sgr S.P.A.; BNP Paribas Asset Management; Eurizon Capital SGR S.p.A.; Eurizon Capital S.A.; Fideuram Asset Management Ireland; Fideuram Intesa Sanpaolo Private Banking Asset Management Sgr S.P. A., which held at the time of submission of the list 2.42712% of the Issuer's share capital. List no. 2 expressed the only candidate, Prof. Paolo Prandi, who was elected with 34.920% of votes in favour of the share capital present at the meeting and with 31.578% of votes in favour of the share capital with voting rights. Pursuant to Article 148, paragraph 2-bis, TUF, Prof. Prandi has been 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 Statutory Auditors met 16 times, on February 21<sup>st</sup>, March 12<sup>th</sup>, April 4<sup>th</sup> and 29<sup>th</sup>, May 29<sup>th</sup>, July 9<sup>th</sup>, August 27<sup>th</sup>, September 11<sup>th</sup>, 26<sup>th</sup> and 30<sup>th</sup>, as well as in a single meeting held over multiple sessions on October 3<sup>rd</sup>, 5<sup>th</sup>, 6<sup>th</sup> and 7<sup>th</sup>, and on October 15<sup>th</sup> and 31<sup>st</sup>, November 12<sup>th</sup>, and December 3<sup>rd</sup> and 9<sup>th</sup>, 2025. The meetings had an average duration of approximately three hours and were duly minuted.

Up to the date of this Report, the Board of Statutory Auditors has met four times, on January 8<sup>th</sup>, 12<sup>th</sup> and 15<sup>th</sup>, and on February 13<sup>th</sup>, 2026.

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.

For further details regarding the composition and diversity of the Board of Statutory Auditors, as well as its expertise and capabilities in sustainability matters, please refer to Sustainability Reporting, Section ESRS 2 - GOV 1.

## **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, disability and educational and professional background. Nevertheless, the Issuer believes that the composition of the Board of Statutory Auditors during the Year was 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. With reference to the measures aimed at promoting equal treatment and opportunities within the corporate organization, regardless of gender, age, different physical and psychological abilities, sexual orientation, culture, nationality, socioeconomic status, ethnicity, and religion, the Board of Directors, on March 11<sup>th</sup>, 2021, adopted a Diversity and Inclusion Policy, recently amended on December 11<sup>th</sup>, 2024.

More detailed information regarding the aforementioned policy, as well as additional measures adopted by the Company to formally embody the principles of inclusion and appreciation of diversity that the Group upholds, can be found in the Sustainability Reporting available at the following link: <https://investor.brunellocucinelli.com/en/services/archive/investor/financial-reports>. The choice of the profiles of the candidates for the position of the Issuer's auditor is ultimately up to the shareholders, who, when composing the lists, shall propose a list of candidates that is adequately heterogeneous and balanced, taking into account the above-mentioned diversity criteria, in light of the fact that the principles contained in the policy should also be applied to the composition of the Company's administrative and control bodies.

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, the Board of Statutory Auditors, in its current composition (as appointed on April 27<sup>th</sup>, 2023 and in office until the date of the Shareholders' Meeting for the approval of the financial statements as at December 31<sup>st</sup>, 2025), complies 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 of the Standing Auditors 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. In this regard, please refer to the curricula vitae of the Statutory Auditors available in Annex " B" to this Report.

At the expiration of the current Board of Statutory Auditors, that is at the date of the Shareholders' Meeting on April 23<sup>rd</sup>, 2026 called to approve the financial statements for the year ending as of December 31<sup>st</sup>, 2025, 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 April 27<sup>th</sup>, 2023. In particular, 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 of February 21<sup>st</sup>, 2025, the Board of Statutory Auditors, in compliance with the prescriptions set forth in the "Rules of Conduct for the Board of Statutory Auditors of Listed Companies", issued by the National Council of Chartered Accountants and Accounting Experts in December 2023, expressed a positive assessment regarding the independence of all its members. It is also noted that the Board of Statutory Auditors will verify, at one of the meetings to be held prior to the Shareholders' Meeting scheduled for April 23<sup>rd</sup>, 2026, the continued fulfillment of the independence requirements by its members.

### **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 "2026 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 §4.1 for further details.

### **11.3. ROLE**

For all information regarding the role and the main activities carried out by the Board of Statutory Auditors during the financial year, please refer to the report prepared by the Board pursuant to Article 153 of the TUF, available in the Investor Relations section of the Company's official website, as well as to the Sustainability Reporting, Sections ESRS 2 - GOV 1 and GOV 2.

## 12. RELATIONS WITH SHAREHOLDERS AND OTHER RELEVANT STAKEHOLDERS

### 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 (<https://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 27<sup>th</sup>, 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 and other relevant stakeholders

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 11<sup>th</sup>, 2021.

In line with the principles of Humanistic Capitalism and Human Sustainability, the stakeholder engagement policy sets out, in a structured manner, the criteria for identifying stakeholder categories, the methods of engagement and the allocation of the related responsibilities.

The relevant stakeholder categories are identified and periodically updated on the basis of criteria of influence and mutual relationship, and are engaged according to a differentiated engagement plan, in line with the principle of inclusiveness set out in the applicable standards.

The management of the dialogue with the various stakeholder categories is entrusted to the corporate functions responsible for each area, which collect and carry out an initial assessment of the issues raised. Such information is subsequently submitted to the analysis of the Council for Human Sustainability and Humanistic Capitalism<sup>6</sup>.

The outcomes of the dialogue with relevant stakeholders, duly summarized and assessed by the competent functions, constitute a structured information flow supporting the Board of Directors, also for the purposes of the double materiality analysis and in guiding the Company's strategic decisions.

The document is currently accessible to the Issuer's employees through the corporate intranet and in the "Governance – Human Sustainability" section of the Investor Relations website.

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<sup>6</sup> For further information on the composition and the functions entrusted to the Council for Human Sustainability, reference is made to §15

During the Year, the Company implemented specific direct engagement initiatives with its stakeholders, involving, through a dedicated questionnaire, raw material suppliers, artisan workshops and wholesale clients. With reference to human resources operating in Italy, a dedicated engagement day was also organized, structured in focus groups tailored to the specific characteristics of the relevant category. As regards the human resources of foreign subsidiaries, engagement activities were carried out through dedicated meetings held remotely.

For further details on the Issuer's methods of dialogue with shareholders and other stakeholders, as well as on how the Company considers their interests and opinions in its strategy and business model, please refer to Sustainability Reporting, Section ESRS 2 - SBM 2.

### **13. SHAREHOLDERS' MEETINGS (ex art. 123-bis, paragraph 1, letter l) and paragraph 2, letter e), 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 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.”*

Article 11 of 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.

The Shareholders' Meeting is chaired by the President of the Board of Directors, and, in their absence, by the person designated by the attendees or, in the event of their absence or inability, in the following order: the oldest Vice President by age, the other Vice President, or the oldest Director by age.

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 27<sup>th</sup>, 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 29<sup>th</sup>, 2025. The Meeting was attended by 8 Company Directors, including the Chairman of the Board of Directors, the remaining Directors being excused from attending. All three 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 29<sup>th</sup>, 2025, the main information about the activities carried out during the year 2024 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 29<sup>th</sup>, 2025, are available on the Investor Relations section of the institutional website dedicated to "2025 Shareholders' Meeting".

\* \* \*

During the Year, no significant changes occurred in the shareholding structure of the Issuer.

During the Year, a change occurred in the Issuer's market capitalization. In particular, it decreased from Euro 7,167,200,000 (Euro 105.40 per share) on the last trading day of 2024 to Euro 6,692,650,000 (Euro 98.42 per share) on the last trading day of 2025, representing a percentage change of -6.62%.

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. It should be noted, however, that on February 18<sup>th</sup>, 2026, the Board of Directors resolved to submit to the Shareholders' Meeting scheduled for April 23<sup>rd</sup>, 2026 a proposal to increase the share capital which, if approved, will entail the appropriate amendments to the Company's Bylaws.

For the sake of completeness, the Shareholders' Meeting convened for April 27<sup>th</sup>, 2023, approved the amendments to Article 6 of the Bylaws, which introduced the increase in voting rights pursuant to Article 127-quinquies of the TUF. The introduction of this tool, which set the maximum limit of the increase at two votes for each share, is in line with the Company's objective of pursuing a sustainable medium-long term growth and will have a reward function for shareholders willing to invest in the medium to long term. Please refer to the explanatory report and minutes of the Shareholders' Meeting available in the Investor Relations section of the institutional website dedicated to the "2023 Shareholders' Meeting". In this regard, it should be noted that, during the Year, for the first time since the introduction of the statutory mechanism for the increased voting right, a portion of the shareholders registered in the relevant List accrued such benefit. As of the date of this Report, the shares entitled to the increased voting right amount to no. 36,870,583, each granting two voting rights, out of a total of no. 68,000,000 shares. The remaining no. 31,129,417 shares grant one voting right each. Accordingly, the total number of exercisable voting rights amounts to no. 104,870,583.

For further information regarding the speeches of the Chief Executive Officers and the President of the Board of Directors during the Shareholders' Meeting of April 29<sup>th</sup>, 2025, please refer to the Shareholders' Meeting minutes, available in the Investor Relations section of the Company's official website, under "Shareholders' Meeting 2025".

#### **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:

(COURTESY TRANSLATION FOR THE CONVENIENCE OF INTERNATIONAL READERS)

- 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.
- the Human Privacy Committee, established in 2021, has a managerial composition. It includes the main company departments involved in the processing of personal data, such as Human Resources, Customer Relationship Management (CRM), Legal and IT departments and it is assigned 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 100 (previously named "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.

The Company did not establish any additional committees during the Year.

It should also be noted that, on April 16<sup>th</sup>, 2025, the Board of Directors approved and adopted the Modern Slavery Statement for the financial year ended on December 31<sup>st</sup>, 2024.

The document outlines the measures implemented by the Brunello Cucinelli Group to prevent any form of modern slavery, forced labor, and human trafficking within the Company and throughout its entire supply chain, in compliance with Section 54 of the UK Modern Slavery Act 2015.

## **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 3<sup>rd</sup>, 2021, from the President of the Corporate Governance Committee, at its meeting held on December 16<sup>th</sup>, 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 3 employees and 7 directors of the Company, in addition to the Chairman of the Company, Cav. Lav. Cucinelli who chairs it.

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 Company's Sustainability Reporting, in compliance with Legislative Decree No. 125/2024, and, until the 2023 financial year, for the preparation of the consolidated non-financial statement pursuant to Articles 3 and 4 of Legislative Decree No. 254/2016.

Starting from 2024, the Group has aligned itself with the new disclosure obligations on sustainability, drafting its Sustainability Reporting in accordance with the ESRS (European Sustainability Reporting Standards), as required by Legislative Decree No. 125/2024, which implements the Corporate Sustainability Reporting Directive (CSRD). In particular, the new regulations require greater transparency regarding environmental, social, and governance (ESG) impacts, both in terms of reporting and integration into corporate strategies. In this context, the Council for Human Sustainability and Humanistic Capitalism will play a key role in ensuring that corporate policies align with the criteria set out by the CSRD, continuously monitoring and assessing regulatory developments and best practices at the European and international levels.

It should also be noted that, during the Year, at its meeting held on December 10th, 2025, the Board of Directors approved the Biodiversity Policy "Let us love and respect Mother Earth", aimed at defining the Company's principles and commitments in relation to the protection and enhancement of biodiversity, in line with the values of Humanistic Capitalism and with the Group's sustainability strategy.

The Biodiversity Policy forms part of the framework of the Company's environmental policies and constitutes a reference for the integration of ecosystem and natural capital protection considerations into decision-making, operational and development processes, also in line with the regulatory and disclosure requirements set out in the European sustainability framework.

## **16. CHANGES SINCE THE REPORTING DATE**

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

## **17. CONSIDERATION ON THE LETTER DATED DECEMBER 18<sup>TH</sup>, 2025, SENT BY THE PRESIDENT OF THE CORPORATE GOVERNANCE COMMITTEE**

During the meetings of the Board of Statutory Auditors and the Control and Risk Committee on February 21<sup>st</sup>, 2025, the recommendations set forth in the 2024 Report on the Evolution of Corporate Governance of Listed Companies (12<sup>th</sup> report on the application of the Corporate Governance Code by the Italian Corporate Governance Committee) were considered. In this regard, please refer to the Corporate Governance and Ownership Structure Report, available in the Investor Relations section of the Company's official website, under "Shareholders' Meeting 2025".

With regard to the recommendations formulated in the letter sent by the President of the Corporate Governance Committee on December 18<sup>th</sup>, 2025, among the topics addressed in the recommendations on which the relevant bodies had the opportunity to express themselves, the following are noted:

- (a) the measurability of the components of the remuneration policy (see §4.4);
- (b) the development of dialogue with other relevant stakeholders (see §12 and the Sustainability Reporting).

With reference to the recommendation referred to under letter (a) above, the Board of Directors reviewed, in view of the 2026 Shareholders' Meeting vote, the remuneration policies in order to confirm the inclusion of provisions regarding any extraordinary payments and/or termination indemnities for executive directors and their consistency with the measurability principle recommended by the Code, also taking into account the feedback arising from the dialogue with investors. Following such review, the Board of Directors found that the required information is already adequately disclosed in the Remuneration Report, to which reference is therefore made.

With reference to the recommendation referred to under letter (b) above, the Board of Directors examined the Company's methods of dialogue with relevant stakeholders other than shareholders, verifying their consistency with the pursuit of sustainable success and with the recommendations of the Corporate Governance Code. Following such examination, the Board of Directors noted that the aspects referred to are already governed within the policies and practices adopted by the Company, as further described in §12 and in the Sustainability Reporting, to which reference is made.

## **TABLES**

- TABLE 1 (INFORMATION ON OWNERSHIP STRUCTURE AS OF DECEMBER 31<sup>ST</sup>, 2025)
- 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 31<sup>ST</sup>, 2025)**

<b>SHARE CAPITAL STRUCTURE</b>					
	<b>No. of shares</b>	<b>No. of voting rights</b>	<b>% of the share capital</b>	<b>Listed (indicate markets) / unlisted</b>	<b>Rights and obligations</b>
<b>Ordinary shares</b>	68,000,000	103,423,200	100%	Listed (Euronext Milan)	<p>Each share is entitled to one vote. Shareholders' rights and obligations are those stated in article 2346 et seq. of the Civil Code.</p> <p>On April 27<sup>th</sup>, 2023, pursuant to Article 127-quinquies of the TUF, the voting rights increase was introduced, which is acquired at the start of the minimum period of membership of 24 months, attested by the continuous registration for this period in the special list specifically established for this purpose, and the maximum limit of the increase is equal to two votes for each share.</p> <p>The rights and obligations of shareholders are those provided for in art. 2346 et seq. of the Italian Civil Code, as well as in Article 6 of the Bylaws regarding the increase in voting rights.</p> <p>As of December 31<sup>st</sup>, 2025, the shares entitled to the increased voting right amount to no. 35,423,200, each granting two voting rights, out of a total of no. 68,000,000 shares. The remaining no. 32,576,800 shares grant one voting right each.</p> <p>Accordingly, the total number of exercisable voting rights amounts to no. 103,423,200.</p>
<b>Preference shares</b>	0	0	-	-	-
<b>Shares with restricted voting rights</b>	0	0	-	-	-
<b>Shares with multiple voting rights</b>	0	0	-	-	-
<b>Saving shares</b>	0	0	-	-	-
<b>Convertible saving shares</b>	0	0	-	-	-
<b>Shares with no voting rights</b>	0	0	-	-	-

(COURTESY TRANSLATION FOR THE CONVENIENCE OF INTERNATIONAL READERS)

**TABLE 1**  
**(INFORMATION ON OWNERSHIP STRUCTURES ON THE DATE OF DECEMBER 31<sup>ST</sup>, 2025)**

Others	0	0	-	-	-
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<b>OTHER FINANCIAL INSTRUMENTS</b> (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	-	-

<b>SIGNIFICANT CAPITAL HOLDINGS</b> 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	5.07	7.30	Non-discretionary asset management	<ul style="list-style-type: none"> <li>- Fidelity Management &amp; Research Company LLC: 4.774%</li> <li>- FIAM LLC: 0.147%</li> <li>- Fidelity Institutional Asset Management Trust Company: 0.046%</li> <li>- FMR Investment Management (UK) Limited: 0.103%</li> </ul>
"TRUST BRUNELLO CUCINELLI" (*)	65.81	50,05	Beneficial ownership	FORO DELLE ARTI S.p.A.

**NOTES TO TABLE 1**

(COURTESY TRANSLATION FOR THE CONVENIENCE OF INTERNATIONAL READERS)

**(\*) Further disclosures as per Consob Communication n. 0066209 dated 2<sup>nd</sup> 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 Foro delle Arti S.p.A., Chairman of the Issuer a. Certain beneficiaries hold offices within Foro delle Arti S.p.A. 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)**

<b>BOARD OF DIRECTORS</b>													
<b>Position</b>	<b>Member</b>	<b>Date of birth</b>	<b>Date of first Appointment *</b>	<b>In office since</b>	<b>In office until</b>	<b>List (subjects submitting the list) **</b>	<b>List M/m ***</b>	<b>Esec.</b>	<b>Non-sec.</b>	<b>Indip. Codice</b>	<b>Indip. TUF</b>	<b>Other positions ****</b>	<b>Meetings attended *****</b>
Executive Chairman	Cucinelli Brunello	1953	16/06/2011	27/04/2023	FS approval as of 31/12/2025	Shareholders	M	x				0	5/9
Managing Director and CEO•	Stefanelli Riccardo	1981	16/06/2011	27/04/2023	FS approval as of 31/12/2025	Shareholders	M	x				1	9/9
Managing Director and CEO•	Lisandroni Luca	1978	21/04/2016	27/04/2023	FS approval as of 31/12/2025	Shareholders	M	x				0	9/9
Director	Cucinelli Camilla	1982	23/04/2014	27/04/2023	FS approval as of 31/12/2025	Shareholders	M	x				0	5/9
Director	Cucinelli Carolina	1991	20/04/2017	27/04/2023	FS approval as of 31/12/2025	Shareholders	M	x				0	5/9

(COURTESY TRANSLATION FOR THE CONVENIENCE OF INTERNATIONAL READERS)

Director	Piastrelli Alessio	1981	27/04/2023	27/04/2023	FS approval as of 31/12/2025	Shareholders	M		x			0	4/9
Director	Manfredi Giovanna	1961	16/06/2011	27/04/2023	FS approval as of 31/12/2025	Shareholders	M		x			0	6/9
Director	Pontremoli Andrea	1957	16/03/2012	27/04/2023	FS approval as of 31/12/2025	Shareholders	M		x			3	9/9
Director	Katia Riva	1970	11/07/2024	11/07/2024	FS approval as of 31/12/2025	Shareholders	<sup>7</sup>		x			1	8/9
Director	La Manna Maria Cecilia	1963	21/05/2020	27/04/2023	FS approval as of 31/12/2025	Shareholders	M		x	x	x	2	9/9
Director	Arani Ramin <sup>8</sup>	1970	21/05/2020	27/04/2023	FS approval as of 31/12/2025	Shareholders	M		x	x	x	3	9/9

<sup>7</sup> Independent Director Katia Riva, appointed by co-optation by the Board of Directors on July 11th, 2024 pursuant to Article 2386 of the Italian Civil Code, and welcoming the (non-binding) proposal put forward by the Assogestioni Committee of Asset Managers, was subsequently confirmed by the Shareholders' Meeting held on April 29th, 2025.

<sup>8</sup> For further informations, please refer to § 4.7.

Director	Domenicali Stefano	1965	21/05/2020	27/04/2023	FS approval as of 31/12/2025	Shareholders	M		x	x	x	2	7/9
Director	Barilla Guido Maria	1958	27/04/2023	27/04/2023	FS approval as of 31/12/2025	Shareholders	M		x	x	x	1	4/9
Director	Dorigotti Chiara	1969	27/04/2023	27/04/2023	FS approval as of 31/12/2025	Shareholders	M		x	x	x	2	8/9
<b>DIRECTORS TERMINATED DURING THE YEAR</b>													
-	-	-	-	-	-	-	-	-	-	-	-	-	-

**Number of meetings held during the reporting year: 9**

**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.

(COURTESY TRANSLATION FOR THE CONVENIENCE OF INTERNATIONAL READERS)

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)**

<b>BOARD OF DIRECTORS</b>		<b>CONTROL AND RISKS COMMITTEE</b>		<b>REMUNERATION AND APPOINTMENT COMMITTEE</b>	
<b>Position</b>	<b>Member</b>	<b>*</b>	<b>**</b>	<b>*</b>	<b>**</b>
Independent Director of TUF and Code	Maria Cecilia La Manna	13/13	P	-	-
Independent Director of TUF and Code	Chiara Dorigotti	13/13	M	5/5	P
Independent Director of TUF and Code	Katia Riva	11/13	M	5/5	M
Independent Director of TUF	RaminArani <sup>9</sup>	-	-	5/5	M
<b>DIRECTORS CEASING TO HOLD THE POSITION DURING THE YEAR</b>					
-	-	-	-	-	-
<b>MEMBER THAT DO NOT SERVE AS DIRECTORS</b>					
-	-	-	-	-	-
<b>Number of meetings held during the Yeat:</b>	-	13	-	5	-

<sup>9</sup> For further informations, please refer to § 4.7.

**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)**

<b>STATUTORY AUDITORS</b>									
<b>Position</b>	<b>Member</b>	<b>Date of birth</b>	<b>Date of first appointment *</b>	<b>In office since</b>	<b>In office until</b>	<b>List **</b>	<b>Indip. CG Code</b>	<b>Meetings attended ***</b>	<b>Other positions ****</b>
<b>Chairman</b>	Prandi Paolo	1961	20/04/2017	27/04/2023	Financial statements as at 31/12/2025	m	x	16/16	5
<b>Standing Auditor</b>	Valobra Dante	1959	27/04/2023	27/04/2023	Financial statements as at 31/12/2025	M	x	16/16	12
<b>Standing Auditor</b>	Fellegara Anna Maria	1958	27/04/2023	27/04/2023	Financial statements as at 31/12/2025	M	x	16/16	2
<b>Substitute Auditor</b>	Soldani Isabella Ippolita	1967	27/04/2023	27/04/2023	Financial statements as at 31/12/2025	M	x	-	5
<b>Substitute Auditor</b>	Amato Myriam	1974	20/04/2017	27/04/2023	Financial statements as at 31/12/2025	m	x	-	21
<b>----- STATUTORY AUDITORS CEASING TO HOLD THE POSITION IN THE YEAR -----</b>									
<b>Standing Auditor</b>	-	-	-	-	-	-	-	-	-
<b>Number of meetings held during the Year:</b>								16	
<b>Required quorum in order to present minority lists for election of one or more member (pursuant to Article 147-ter TUF):</b>								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.).

(COURTESY TRANSLATION FOR THE CONVENIENCE OF INTERNATIONAL READERS)

## **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

#### - **Brunello Cucinelli**

##### - Companies not belonging to the Issuer's group:

- Chairman of Foro delle Arti S.p.A. (unlisted company, parent company of the Issuer);
- Founder and Chairman of Fondazione Brunello e Federica Cucinelli (unlisted company);
- Chairman of Fondazione Teatro stabile dell'Umbria (unlisted company);
- Director of Solomeo Castel Rigone S.S.D. A.R.L. (unlisted company);
- Partner of Castello di Solomeo – Società Agricola Semplice (unlisted company);
- Chairman of Solomei AI S.r.l. (unlisted company).

#### - **Riccardo Stefanelli**

##### - Companies not belonging to the Issuer's group:

- Director of the Board of Directors of A.C. Milan S.p.A. (an unlisted company);
- Director of the Board of Directors of Prime Service Italia S.r.l. (unlisted company);
- Chairman of Sistemi Formativi Confindustria Umbria (unlisted company);
- Director of the Board of Directors of TES PHARMA S.r.l. (unlisted company);
- Director on the Board of Directors of Burst-E Società Agricola a Responsabilità Limitata (unlisted company);
- Member of the Board of Directors of Cariaggi Lanificio – Società per Azioni (unlisted company);
- Chairman of Zephyr S.r.l (unlisted company);
- Director of Settembre S.r.l. (unlisted company);
- Chairman of Clinica Di Medicina Rigenerativa Solomeo S.r.l. (unlisted company);
- Director of the Board of Directors of ISA S.p.A. (unlisted company);
- Director of the Board of Directors of Algor Capital Partner S.r.l. (unlisted company);
- Chairman of Dorica Vestis S.r.l. (unlisted company);
- Director of the Board of Directors of Solomei AI S.r.l. (unlisted company);
- Director of Marisa S.r.l. (unlisted company)\*.

##### - Companies belonging to the Issuer's group:

- Director of the Board of Directors of Brunello Cucinelli Austria GMBH (unlisted company);
- Director of the Board of Directors Brunello Cucinelli Belgium Srl (unlisted company);
- Director of the Board of Directors Brunello Cucinelli (England) Ltd (unlisted company);
- Chairman of SAM Brunello Cucinelli Monaco (unlisted company);
- Chairman of SAS Brunello Cucinelli France Resort (unlisted company);
- Sole Director of Brunello Cucinelli France SARL (unlisted company);
- Chairman of Brunello Cucinelli Retail Spain SL (unlisted company);
- Director of the Board of Directors Brunello Cucinelli GMBH (unlisted company);
- Chairman of Brunello Cucinelli Suisse SA (unlisted company);
- Chairman of Brunello Cucinelli Europe S.r.l. (unlisted company);
- Chairman of Logistica e Distribuzione S.r.l. (unlisted company);
- Chairman of Brunello Cucinelli (Sichuan) Fashion Co. Ltd. (unlisted company);

- Chairman of Brunello Cucinelli (Macau) Fashion Co. Ltd. (unlisted company);
- Chairman of Brunello Cucinelli Hong Kong Ltd. (unlisted company);
- Director of the Board of Directors of Brunello Cucinelli Japan Co. Ltd. (unlisted company);
- Director of the Board of Directors of Brunello Cucinelli Middle East LLC (unlisted company);
- Director of the Board of Directors of Brunello Cucinelli USA Inc. (an unlisted company);
- Director on the Board of Directors of Brunello Cucinelli Canada Ltd. (unlisted company);
- Director of Brunello Cucinelli Mexico S. de R.L. de C.V. (unlisted company);
- Chairman of Pinturicchio S.r.l. (unlisted company);
- Chair of Dorica Vestis S.r.l. (unlisted company).

- **Luca Lisandroni**

- Companies belonging to the Issuer's group:

- Director of the Board of Directors of Brunello Cucinelli Europe S.r.l. (unlisted company);
- Director of the Board of Directors of Logistica e Distribuzione S.r.l. (unlisted company);
- Chairman of Brunello Cucinelli Hellas SA (unlisted company);
- Director of the Board of Directors of Brunello Cucinelli Hong Kong Ltd., (unlisted company);
- Chairman of Brunello Cucinelli Taiwan Ltd. (unlisted company);
- Director of the Board of Directors of Brunello Cucinelli Singapore Pte Ltd. (unlisted company);
- Member of the Board of Directors of Brunello Cucinelli Middle East LLC (unlisted company);
- Director of Brunello Cucinelli Kuwait for Readymade and Novelty Clothes' Retail WLL (unlisted company);
- Director of Brunello Cucinelli Australia PTY Ltd (unlisted company).

- Companies not belonging to the Issuer's group:

- Director of the Board of Directors of Zephyr S.r.l., (unlisted company);
- Director of the Board of Directors of Algor Capital Partner S.r.l. (unlisted company);
- Director of the Board of Directors of Solomei AI S.r.l. (unlisted company);

- **Camilla Cucinelli**

- Companies not belonging to the Issuer's group:

- Director of the Board of Directors of Foro delle Arti S.p.A. (unlisted company, parent company of the Issuer);
- Member of the Board of Directors of Fondazione Brunello e Federica Cucinelli (unlisted company);
- Partner of Castello di Solomeo - Società Agricola Semplice (unlisted company);
- Chairman of Solomeo Castel Rigone S.S.D. A.R.L. (unlisted company).

- **Carolina Cucinelli**

- Companies not belonging to the Issuer's group:

- Director of the Board of Directors of Foro delle Arti S.p.A. (unlisted company, parent company of the Issuer);
- Member of the Board of Directors of Fondazione Brunello e Federica Cucinelli (unlisted company);
- Managing Partner of Castello di Solomeo - Società Agricola Semplice (unlisted company).
- Director of the Board of Directors of Medicina Rigenerativa Solomeo S.r.l. (unlisted company);

- Director of Solomeo Castel Rigone S.S.D. A.R.L. (unlisted company).
- **Alessio Piastrelli**
  - N.A.
- **Giovanna Manfredi**
  - Companies not belonging to the Issuer's group:
    - Sole Director of Fundita S.r.l. (unlisted company).
- **Andrea Pontremoli**
  - Companies not belonging to the Issuer's group:
    - Managing Director and CEO of Dallara Automobili S.p.A. (unlisted company);
    - Chair of Fabbrica Dallara S.r.l. (unlisted company)\*;
    - Member of the Board of Directors of Linkotec Group S.p.A. (unlisted company);
    - Member of the Board of Directors of the University of Parma;
    - President of Centro Studi Valceno 'Antonio Samore';
    - President of MUNER (Motorvehicle University of Emilia Romagna, No Profit for Education);
    - President of Innovation Farm (Non-Profit for Education);
    - Vice-President of ASPHI (Onlus for the management of disabled people through Information Technology).
- **Maria Cecilia La Manna**
  - Companies not belonging to the Issuer's group:
    - Director of the following subsidiaries of the Titan International Inc. group. (listed company, NYSE):
      - Deputy Chairman and Chief Executive Officer of Titan ITM Holding S.p.A.;
      - Chief Executive Officer of Italtractor ITM S.p.A.;
      - Chief Executive Officer of Titan Italia S.p.A.;
      - Executive Director of Titan Europe Ltd.;
      - Member of the Supervisory Board of Titan Itertractor GmbH;
      - Director of Titan Asia A.S. - Turkey;
      - Vice President of Itertractor America Corp. – USA;
      - Executive Director of Aros del Pacifico S.A. - Chile;
      - Director of ITM Latin America Ltda. - Brazil;
      - Director of Piezas y Rodajes SA Pyrsa - Spain;
      - Executive Director of ITM Mining Pty Ltd – Australia;
      - President of PT Titan Wheels Indonesia – Indonesia;
      - Director of ITM (Undercarriage Solutions India) Pvt Ltd – India;
    - Member of the Board of Directors of Technogym S.p.A. (a listed company);
    - Consigliere di Comau Group S.p.A (società non quotata).
- **Katia Riva**
  - Companies not belonging to the Issuer's group:

- Director of the Board of Directors of Aeroporti di Roma S.p.A. (unlisted company);
- Director of the Board of Directors of Fondazione Patto per la Decarbonizzazione del Trasporto Aereo;
- Director of the Board of Directors of UNHATE Foundation ETS;
- Chair of NEYA S.r.l. Società Benefit (unlisted company)\*.

- **Ramin Arani**

- Companies not belonging to the Issuer's group:

- Director on the Board of Directors of LiveOne Inc. (listed company, NASDAQ);
- Director on the Board of Directors of PodcastOne Inc. (listed company, Nasdaq);
- Director on the Board of Directors of Yhub S.r.l. (unlisted company);
- Director of Metropolis Technologies, Inc. (unlisted company)\*.

- **Stefano Domenicali**

- Companies not belonging to the Issuer's group:

- Chairman and CEO of Formula 1® (unlisted company);
- Director of the Board of Directors of Ferretti S.p.A. (an unlisted company);
- Member of the Technical and Scientific Committee of Hyperloop Italia;
- Member of the International Advisory Board of Bologna Business School;
- Member of the Advisory Council – Executive Master in Business of Events SDA Bocconi School of Management.

- **Guido Maria Barilla**

- Companies not belonging to the Issuer's group:

- Director of Guido M. Barilla e F.lli S.r.l. (unlisted company);
- Chairman and Director of Barilla Holding S.r.l. (unlisted company);
- Director of the Board of Directors of Publiedi – Limited Liability Company (unlisted company);
- Director of the Board of Directors of Gazzetta di Parma Finanziaria S.p.A. (an unlisted company);
- Director of the Board of Directors of Gazzetta di Parma S.r.l. (an unlisted company);
- Sole Director of Sargas S.r.l. (unlisted company);
- Chairman of the Board of Directors of Numero 5 S.r.l. (unlisted company);
- Director of the Board of Directors of Granaria S.R.L. (unlisted company).

- **Chiara Dorigotti**

- Companies not belonging to the Issuer's group:

- Chief Executive Officer of SEA Prime SpA (unlisted company);
- Director of the Board of Directors of Enervit SpA (listed company);
- Member of the Board of Directors of Technogym SpA (a listed company);
- Director of the Board of Directors of VEGA S.p.A. (unlisted company).

**NOTES TO THE LIST OF OTHER POSITIONS OF THE MEMBERS OF THE BOARD OF DIRECTORS**

(\*) Positions taken during 2025

## 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 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. In 2025, he obtained the qualification of Sustainability Auditor, further strengthening his expertise in non-financial reporting, internal control systems and governance frameworks related to ESG matters.

He is President of Cinzia Dabrassi National Foundation and, by appointment of the President of the Court, member of the Disciplinary Council of the Order of Chartered Accountants of Brescia..

He is author of numerous publications on risk management, governance and regulation 231 topics.

#### - **Dante Valobra (Standing Auditor)**

He graduated laude in Economics and Commerce from La Sapienza University of Rome and is a chartered accountant and Statutory Auditor since 1988. He has served as a member of the Council of the Order of Chartered Accountants and of the Accounting Experts of Rome from 2017 to 2021, he was Chairman of the Board of Statutory Auditors of Confindustria Umbria, as well as a member of the Board of Statutory Auditors of several industrial companies, as well as having been a member of the Board of Auditors of ANDAF (National Association of Administrative and Financial Directors). He has held the position of member of the Commission for the study of national accounting standards of the National Council of Chartered Accountants and Accounting Experts. Now it is member of the Andaf Financial Reporting Standard Technical Committee.

From 1987 to 2003 he worked with the Institute of Accounting of La Sapienza University of Rome, teaching General and Applied Accounting and Economics of Groups and Business Concentrations. He has

also been a lecturer and speaker in numerous courses and conferences at La Sapienza University, Luiss Guido Carli University, the Industrial Associations of Rome, Florence and Perugia, as well as at the Order of Chartered Accountants and Accounting Experts of Rome.

He currently works as a freelancer and chartered accountant. Until 30 June 2022, he was a partner at EY S.p.A., where he held the role of Office Managing Partner in charge of the Florence and Perugia offices and a member of the Assurance Leadership Team.

He has over thirty years of experience in auditing, financial and commercial due diligence, consulting and extraordinary finance transactions. He has directed and coordinated the listing projects of well-known groups on the Italian Stock Exchange and has extensive experience as a partner responsible for the audit of numerous companies, with a focus on the Fashion and Luxury, Real Estate and Manufacturing sectors.

Since 2024, he has been a Non-Executive Director on the Board of Directors of ISA S.p.A.. and, during the financial year 2025, he was appointed Vice Chair of the same company.

During 2025, he also assumed two additional positions as a member of the Board of Statutory Auditors of M Strech S.p.A. and Devthree S.r.l.

- **Anna Maria Fellegara (Standing Auditor)**

She has held the position of Dean of the Faculty of Economics and Law at the Catholic University of the Sacred Heart from 2014 to 2024.

Since 2012 she has chaired the Bachelor's and Master's Degree Courses in Economics at the Piacenza and Cremona campuses of the Catholic University, and previously led the Master's Degree Course in Business Administration and Management at the University of Parma.

She has held the position of lecturer in Financial Statement Analysis, Management Control Systems, Consolidated Financial Statements and International Accounting Standards, Accounting and Financial Statements, and Integrated Reporting.

She has served as a member of the teaching board of University Masters and has coordinated national inter-university research, focusing on issues such as the annual and consolidated financial statements and the application of national and international accounting standards, as well as management for sustainability.

She directed the Res.m Hub research center, focused on responsibility, ethics and sustainability in management, and has been a member, until 2024, of various committees and boards at the Catholic University, including Altis, Alta Scuola Impresa e Società, REMLAB, and the Emilia-Romagna School of Higher Education of the Order of Chartered Accountants and Accounting Experts.

She has also been editor for the Sidrea Series in Accounting and Business Administration at Springer UK and member of the Scientific Committee of the series "Determination and communication of value in companies" of the Giappichelli Turin Publishing House.

In the administrative sector, she represented the university on the Board of Directors of the Ecosister Foundation for the National Recovery and Resilience Plan in Emilia-Romagna, and was a member of the Scientific Committee of the Observatory for Cooperative Credit and president of the IREN territorial Committee for the Piacenza campus.

She has carried out numerous research and publications that have been presented at national and international conferences.

She has held positions in control and supervisory bodies in non-profit entities, public bodies and listed companies, including IREN SPA, Bologna G. Marconi Airport, and ICCREABANCAIMPRESA SPA.

She has also been an independent director of INTESA SANPAOLO VITA SPA and has held important roles in third sector organizations such as the WeWorld JVC Foundation and the MUST - Leonardo da Vinci National Museum of Science and Technology.

She has been President of the Promoting Committee of the Festival del Diritto with the Laterza Publishing House in the ten editions organized with the Faculty since 2008.

**- Isabella Ippolita Soldani (Substitute Auditor)**

Graduated in Economics and Commerce at the University of Perugia in 1991, she obtained an I.M.I. scholarship on the subject "Industrial research for the protection of the environment at the Ministry of University and Scientific and Technological Research in Rome from 1991 to 1992.

She was registered in the Register of Chartered Accountants and Accounting Experts of the Province of Perugia in 1992 and is also registered in the Register of Statutory Auditors.

She has served as an auditor of local authorities at the Ministry of the Interior and also holds the position of Bankruptcy Trustee, Judicial Commissioner and Judicial Liquidator

In the field of real estate executions, she plays the role of delegate for sales and allotment and has the function of judicial custodian, Crisis Manager for the Over-indebtedness Crisis Settlement Body.

In addition, he holds the position of expert for the negotiated settlement for the solution of the business crisis at the Chamber of Commerce of Umbria and of Technical Consultant in civil and criminal matters.

In 2025, she was also appointed as a standing member of the Board of Statutory Auditors of the Municipality of Castiglione del Lago (PG).

**- 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 31<sup>st</sup>, 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 7<sup>th</sup>, 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 was in charge of the transling process on the star segment of the MTA of Borsa Italiana, which took place on March 20<sup>th</sup>, 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**

<b>STANDING AUDITORS</b>	<b>COMPANY</b>	<b>POSITION AS AT 31/12/2025</b>
<b>Paolo Prandi</b>	<b><u>Brunello Cucinelli S.p.A.</u></b>	<b><u>Chairman of the Board of Statutory Auditors</u></b>
	Carel Industries S.p.A.	Chairman of the Board of Statutory Auditors
	Corradi & Ghisolfi S.p.A.	Chairman of the Board of Statutory Auditors
	Intercos S.p.A.	Chairman of the Board of Statutory Auditors
	Superpartes S.p.A.	Standing Auditor
	G.E.M. Elettronica S.r.l.	Standing Auditor
<b>Dante Valobra</b>	<b><u>Brunello Cucinelli S.p.A.</u></b>	<b><u>Standing Auditor</u></b>
	Confindustria Umbria - Association of Industrialists of the Umbria Region	Chairman of the Board of Statutory Auditors
	Barbetti Materials S.p.A.	Chairman of the Board of Statutory Auditors
	Betty Blue S.p.A.	Chairman of the Board of Statutory Auditors
	BSP S.r.l.	Standing Auditor
	Cariaggi Lanificio S.p.A.	Substitute Auditor
	Comear S.r.l.	Standing Auditor
	Era Elettronic System S.r.l.	Standing Auditor
	Ferrari F.lli Lunelli S.p.A.	Standing Auditor
	Servizi Associati Soc. Coop.	Chairman of the Board of Statutory Auditors
	Sterne International S.p.A.	Chairman of the Board of Statutory Auditors
	Devthree S.r.l.	Standing Auditor
	M Stretch S.p.A.	Standing Auditor
<b>Anna Maria Fellegara</b>	<b><u>Brunello Cucinelli S.p.A.</u></b>	<b><u>Standing Auditor</u></b>
	Valline S.r.l.	Standing Auditor
	Chiesi Italia S.r.l.	Standing Auditor
<b>Isabella Ippolita Soldani</b>	<b><u>Brunello Cucinelli S.p.A.</u></b>	<b><u>Substitute Auditor</u></b>
	Trasimeno Servizi Ambientali Tsa S.P.A.	Chairman of the Board of Statutory Auditors
	S.I.A. Societa' Igiene Ambientale S.P.A.	Standing Auditor
	Confindustria Umbria	Standing Auditor
	Ird Engineering Srl	Standing Auditor
	Star Shop Distribuzione Srl	Standing Auditor
<b>Myriam Amato</b>	<b><u>Brunello Cucinelli S.p.A.</u></b>	<b><u>Substitute Auditor</u></b>
	Hera Comm S.P.A.	Chairman of the Board of Statutory Auditors
	Hera Trading 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
	Tamburi Investment Partners S.P.A.	Chairman of the Board of Statutory Auditors
	Il Sole 24 Ore Spa	Standing Auditor
	In Rete Distribuzione Energia S.p.A.	Standing Auditor
	Herambiente S.P.A.	Standing Auditor
Acegasapsamga S.P.A.	Standing Auditor	

Castel Guelfo I S.R.L.	Standing Auditor
Brembo S.P.A.	Substitute Auditor
Tod's S.P.A.	Substitute Auditor
Yoox Net-A-Porter Group S.P.A.	Substitute Auditor
Poste Assicura S.P.A.	Substitute Auditor
Herambiente Servizi Industriali S.R.L.	Substitute Auditor
Hestambiente S.R.L.	Substitute Auditor
Wolmann S.p.A.	Chairman of the Board of Statutory Auditors
Tremonti S.r.l.	Standing Auditor
Cartalis Imel S.p.A.	Standing Auditor
Sole 24 ore formazione S.p.A.	Standing Auditor
Recycla S.p.A.	Chairman of the Board of Statutory Auditors